



**STRATEGIC PLAN  
2024-2027**

Updated December 7, 2023

## Our Organization

The Community Foundation of Portage and District Inc. owes its existence to the Thomas Sill Foundation's commitment to rural philanthropy and to the dedication of a few Portage citizens who foresaw the value of a community foundation for all within Portage la Prairie and District.

In 1993 the Thomas Sill Foundation (TSF) announced the assignment of \$1 million to help create ten new community foundations in rural and northern Manitoba. TSF made a pledge of \$100,000 payable over four years, if a further \$200,000 was raised in the community. Portage was selected to be one of the first to take on the challenge.

An informational meeting was held on April 19, 1994. A steering committee was formed with representatives from business, arts, service organizations, education and other groups in the community. Over the next eight weeks, a great deal of hard work brought the foundation into existence.

On June 2, 1994, the Community Foundation of Portage and District Inc. was incorporated, and the Nominating Committee was struck. The committee met to select the first Board of Directors and from there an application was made for charitable registration status.

The Founders Club was established and by December 31, 1995, there were 162 founding members who generated \$215,000. The challenge was met in fourteen months and the TSF awarded CFPD \$100,000 to add to CFPD's permanent Endowment Fund.

CFPD's Endowment Fund steadily grew over the years thanks to our many generous donors. Through two community match challenges, sponsored by an anonymous donor, CFPD raised \$225,000 for the endowment fund and a matching amount was granted to charitable organizations.

In year ten, after a generous bequest of \$240,000 from Violet Graham Breakey, CFPD made its first million. Four years later, in 2008, the Portage la Mutual Insurance Company added another \$10,000 to its named fund and brought the permanent Endowment Fund over the \$2 million mark.

In 2019 CFPD celebrated its 25<sup>th</sup> Anniversary and launched a fundraising campaign to grow the endowment fund to \$10 million. The anniversary celebration and fundraising campaign were successful in building awareness of CFPD, and although the goal was not reached, over \$900,000 was added to the Endowment Fund and many new funds were created. As of December 2019, the CFPD endowment fund was over \$9.3 million and in 2023, just over 12 million.

## Vision

To be a community leader, a catalyst and a trusted agent for philanthropy, benefiting our community, today and forever.

## Mission

To enhance and enrich the quality of life in Portage la Prairie and District by supporting and promoting philanthropy through endowment building, donor services, grant making and community leadership.

## Values

### Partnerships

Working together with donors, other funders, planners and community groups, we foster the creation of new ideas and solutions.

### Openness

We practice open, accessible and ethical behavior towards all who come in contact with the Foundation.

### Responsiveness

We believe that a proactive, innovative approach will produce grantmaking that meets the challenges of today and tomorrow, fulfilling the vision of our Founders.

### Trust

We, as a Community Foundation, operate with policies and practices that reflect clearly articulated values that inspire trust and stress fairness, flexibility and inclusiveness. We regularly review our goals and practices.

### Accountability

Our mission will be achieved through strong leadership, governance and capable administration. We provide information to donors and the broader community regarding the operations and impact of the Foundation.

### Growth

Effective fiscal management, endowment funds growth, reliable stewardship and strategic grantmaking will promote the future stability of the Portage and District community.

### Empowerment

We encourage actions to cultivate, nurture and sustain the capacity for self-reliance, as we believe it is an essential strength for individuals, organizations and communities.

## Strategic Directions

### Our Main Strategic Directions & Key Outcomes to achieve by 2026 are:

1. Granting
  - Community assessment of identified needs to help guide granting.
  - Active grant impact storytelling.
  - Increase awareness of available bursaries, and bursary applications.
  - Clear granting priorities for undesignated funds.
  - Clear granting priorities for non-qualified donees.
2. Board Diversity & Education
  - Board members reflect community demographics.
  - Recruitment plan for board members and volunteers that considers board needs, individual strengths, and the diversity of our community.
  - Board members understand CFPD operation, policies and processes through orientation and education (internal and external).
  - Board educated on community needs and cultural issues.
3. Community Education and Engagement
  - Increase Awareness.
  - Strengthen relations with organizations who represent and serve a variety of demographics.
  - Continue to be a trusted philanthropic agent.
4. Organization Capacity
  - Increase revenue streams.
  - Ensuring internal staff and technical resources address organizational needs.
  - Ongoing assessment of community resources, needs and opportunities.
5. Donor Engagement & Growth
  - Increased profile & target audiences.
  - Actively solicit and engage new donors.
  - Maintain and enhance connections and communication with current donors.
  - Enhance communication with current fund holders.
  - Connect with Advisors to increase awareness.

Objective	Action Item	Goal / Anticipated Results	Responsibility
<b>Granting</b>	Community assessment of identified needs to help guide granting.	<ul style="list-style-type: none"> <li>• Revisit Community Assessment in 3 yrs.</li> <li>• Review other community assessments.</li> </ul>	Grants Committee
	Active grant impact storytelling.	<ul style="list-style-type: none"> <li>• After receiving final evaluations, have grantees share impact of grant and share on social media platforms, newsletters, and website.</li> </ul>	ED & Marketing Assistant
	Increase awareness of available bursaries, and bursary applications.	<ul style="list-style-type: none"> <li>• Award &amp; Bursary Committee meet to discuss best methods on how to increase awareness.</li> <li>• Provide award and bursary information to school, colleges, adult learning centers and universities.</li> </ul>	Awards & Bursary Committees  ED
	Clear granting priorities for undesignated funds.	<ul style="list-style-type: none"> <li>• Develop granting priorities based on community assessment &amp; strategic plan.</li> </ul>	Grants Committee
	Create clear granting policies & procedures for non-qualified donees.	<ul style="list-style-type: none"> <li>• Update policies, procedures, applications, and guidelines.</li> </ul>	Grants Committee

<p><b>Board Diversity &amp; Education</b></p>	<p>Board members reflect community demographics.</p>	<ul style="list-style-type: none"> <li>• Board members actively seek new diverse members which can lead to a broader range of perspectives and ideas.</li> </ul>	<p>Board</p>
	<p>Recruitment plan for board members and volunteers that considers board needs, individual strengths, and the diversity of our community.</p>	<ul style="list-style-type: none"> <li>• Develop a plan to recruit board members and volunteers.</li> </ul>	<p>Nominating Committee</p>
	<p>Board members understand CFPD operation, policies and processes through orientation and education (internal and external).</p>	<ul style="list-style-type: none"> <li>• Develop a plan for ongoing board education.</li> <li>• Update board governance, accountability, goals, and procedures.</li> <li>• Attend Endow MB and CFC conference to better understand CF Network.</li> </ul>	<p>Exec Committee Govern Committees Board &amp; ED</p>
	<p>Board educated on community needs and cultural issues.</p>	<ul style="list-style-type: none"> <li>• Community assessment.</li> <li>• Guest speakers.</li> <li>• Board attends events and engage with grantees, donors, etc.</li> </ul>	<p>Exec Committee</p>

<p><b>Community Education &amp; Engagement</b></p>	<p>Increase awareness.</p>	<ul style="list-style-type: none"> <li>• Continue to create awareness through marketing in a variety of social media platforms, newsletters, local media, and website.</li> <li>• Develop and implement new marketing plan.</li> <li>• Continue to create awareness by engaging younger donors through partnerships, campaigns &amp; social media posts.</li> </ul>	<p>ED &amp; Marketing Assistant</p>
	<p>Strengthen relations with organizations who represent and serve a variety of demographics.</p>	<ul style="list-style-type: none"> <li>• Reaching out to organizations that have not reached out to us. What are their needs and offer support.</li> <li>• Continue to attend community events.</li> <li>• Continue to attend Network for Non-Profits meetings.</li> </ul>	<p>Board &amp; ED  ED</p>
	<p>Continue to be a trusted philanthropic agent.</p>	<ul style="list-style-type: none"> <li>• Maintain transparency.</li> <li>• Develop document to support “one stop shop.”- Establishing that CFPD as clear choice that provides due diligence.</li> </ul>	<p>ED/Marketing Asst.</p>

Objective	Action Item	Goal / Anticipated Results	Responsibility
<b>Organization Capacity</b>	Increase revenue streams.	<ul style="list-style-type: none"> <li>• Develop strategy on how to increase revenue streams.</li> </ul>	Fund Development Committee
	Ensuring internal staff and technical resources address organizational needs.	<ul style="list-style-type: none"> <li>• Through staff meetings, ED to check in with staff to offer support when and if it is needed. ED to continue to work as a team leader.</li> </ul>	ED
	Ongoing assessment of community resources, needs and opportunities.	<ul style="list-style-type: none"> <li>• Stay connected to stakeholders, organizations, and grantees.</li> </ul>	Board & ED



<p><b>Donor Engagement &amp; Growth</b></p>	<p>Increased profile &amp; target audiences.</p>	<ul style="list-style-type: none"> <li>• Continue to host events such as 150 Women Who Care.</li> <li>• Online, marketing, news, social media. Host Social Media contests.</li> </ul>	<p>Board &amp; ED</p>
	<p>Actively solicit &amp; engage with new donors.</p>	<ul style="list-style-type: none"> <li>• Create a toolkit for agency funds.</li> <li>• Compile a list of business contacts (new donors.)</li> <li>• Reach out to agencies who currently have an agency fund to share their input.</li> </ul>	<p>ED Board ED</p>
	<p>Maintain and enhance connections and communication with current donors to retain their interest and commitment to Foundation giving.</p>	<ul style="list-style-type: none"> <li>• Thankyou cards, phone calls, newsletters, social media posts.</li> <li>• The board to consider calling all donors regardless of donor size.</li> <li>• Review inactive fund files, do they want to add to their fund.</li> </ul>	<p>Office Staff Board ED</p>
	<p>Enhance communication with current fund holders.</p>	<ul style="list-style-type: none"> <li>• Create Donor Engagement Policy.</li> <li>• Plan &amp; host event for fund holders.</li> </ul>	<p>Governance Committee ED/Board</p>
	<p>Connect with Advisors to increase awareness.</p>	<ul style="list-style-type: none"> <li>• Develop new pamphlets to place at law offices, funeral homes, accounting firms, financial advisors.</li> </ul>	<p>ED &amp; Marketing Assistant</p>