



Customized Sustainability and Growth report prepared for Community Foundation of Portage & District

Fiscal Year 2020

The Community Foundation of Portage & District represents commitment to the betterment of the communities it serves, today and forever.

Board of Directors

Gail Patterson | Ken Brennan | Anita Janzen-Gemmell | Carey Duncan
Jody Fletcher | Dawn Froese | Blair Geisel | Lucy Kinnear
Kris Lee | Doug Pedden | Stephanie Verhoeven | Warren Neufeld | Winnie Pauch

Staff

Executive Director Mandy Dubois | *Administrative Assistant* | Brenda Robinson
Finance Assistant | Jo-Anne Inglis

Year established: 1994
Asset base: \$13.7 million

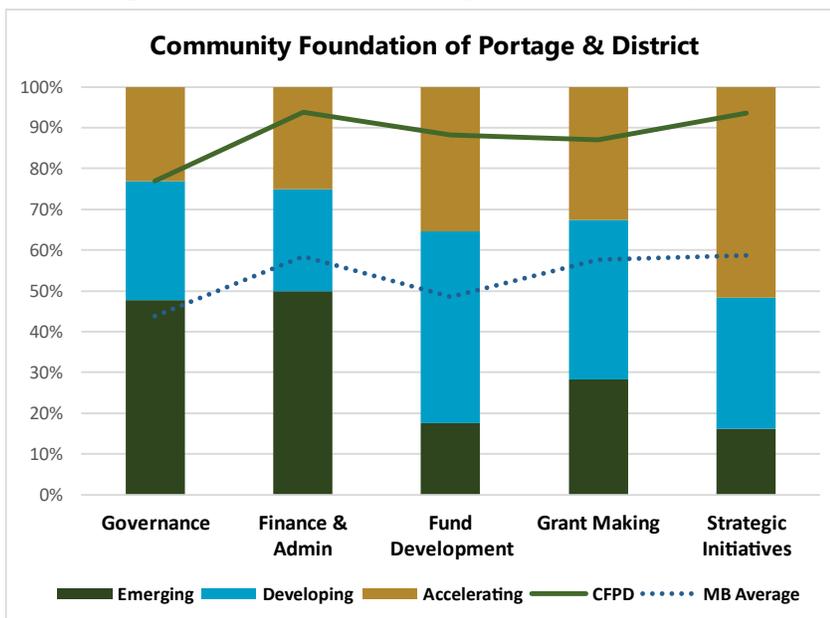


Overview

The Community Foundation of Portage & District (CFPD) development and integration of Manitoba community foundation (CF) exemplary practices distinguishes it as an **Accelerating** CF.

Hallmarks of an Accelerating community foundation

- Inclusive leadership that reflects the community it serves through good **governance policies and practices**; and aligns its **strategic direction** with community-derived priorities.
- Sophisticated and well-resourced **administration** (including staff) that ensures its sustainability and future growth.
- Recognized by the community as strategic and intentional about **its fund development** efforts; strives to create meaningful engagement opportunities with both current and prospective donors (of all types and across multiple fund types).
- **Grant-making** efforts address community-derived priorities, and the impacts of those grants are measured against community-derived definitions of success.
- Collaborative and trusted community builder; able to **generate and share community knowledge, convene** over priority issues, **foster partnerships**, and **create programs**.



The five core functions of a CF are interdependent; each function is important and influential on its own, yet each function also relies on and is affected by the others.

Each function is an equal part, where the sum of those parts is greater than the whole.

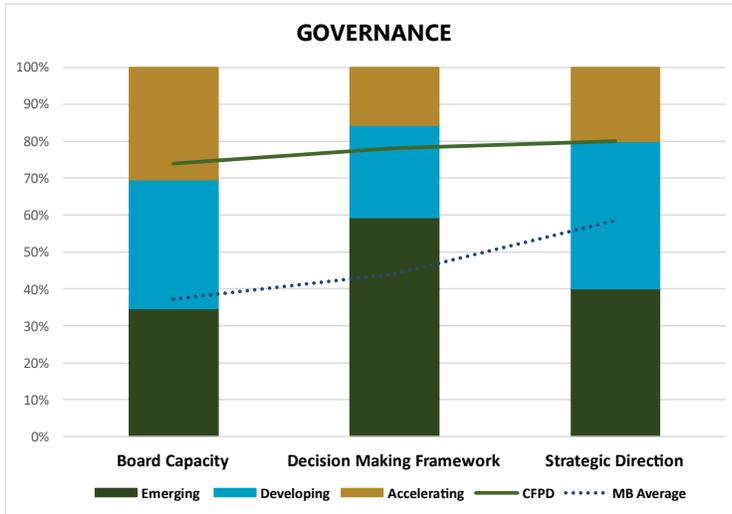
The CFPD excels in **Finance & Administration** and **Strategic Initiatives**, functions that support efficient and effective operations that are grounded in a strong connection to the community.

To support the advancement of the SDCF's sustainability and growth, further efforts may be made in the **Governance**, **Fund Development**, and **Grant Making** functions. This will boost impact by:

- Ensuring the board's ability to provide oversight *and* leadership to the CF.
- Defining goals and engaging donors for the CF's intentional growth and impact.
- Aligning the CF's grant support with community priorities.



Governance: the structure, processes, and procedures for accountable and inclusive decision-making by the board of directors of a CF.



Why does it matter?

Effective governance increases the community's level of confidence in decision-making and supports the long-term success of a CF. These practices ensure oversight (legal and ethical requirements are met) and leadership (CF remains relevant into the future).

The following **pathways to success** can help CFPD further strengthen its Governance:

1. Improve **meeting attendance** by all members

Why? Aside from basic quorum requirements, high meeting attendance reflects a strong and aligned board culture with sufficient resources to undertake their governance responsibilities.

2. Utilize a **Skills Matrix** policy for board member recruitment. Utilize a Gender **Equity, Diversity, and Inclusion policy** for board member recruitment.

Why? A board of directors is a significant human resource (HR) of a CF. Applying critical HR processes like intentional and strategic recruitment practices ensure the board membership has the diversity of skills and perspectives required to support the CF while being representative of the community.

3. Support **individual director training** and development (e.g. programs, conferences). Conduct annual individual director or full board performance **evaluations**.

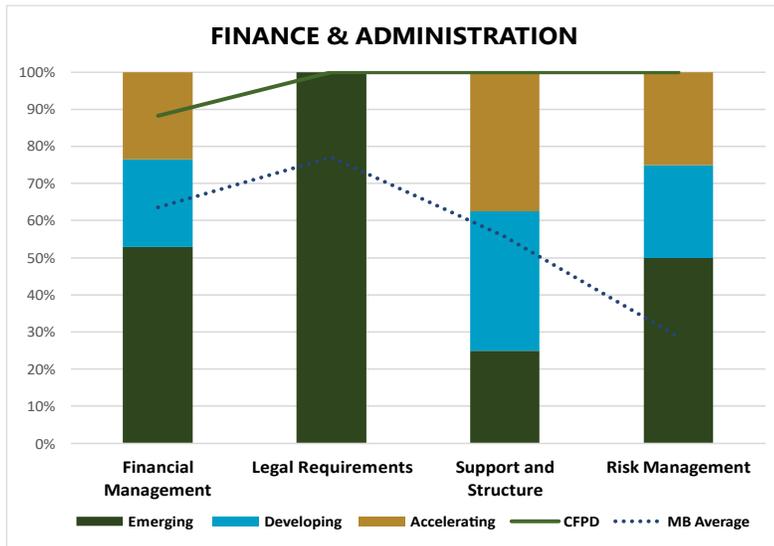
Why? A board of directors is a significant human resource (HR) of a CF. Training and evaluation activities ensure volunteers receive the development they require to support the work of the CF.

4. Establish the following **bylaws and policies**:

- Making Policies: how to create new policies/bylaws
- In Camera Board Discussion: defines the opportunity for board members to speak candidly on a sensitive matter without recording
- Skills Matrix: defines skills required by board/staff to effectively undertake CF work
- Diversity, Equity, and Inclusion: equitable representation and inclusion of diverse backgrounds, beliefs, and attitudes
- Special Leadership Initiatives: assess community opportunities with regard to CF resources and strategic priorities



Finance & Administration: the policies, processes, and resources supporting all financial and non-financial aspects of a CF's administration.



Why does it matter?

Effective finance & administration improves **accountability** and ensures your CF is appropriately resourced to undertake its responsibilities. These processes create **efficient, transparent, and consistent operations** supported by sufficient and sustainable human resource capacity.

The following **pathways to success** can help CFPD further strengthen its Finance & Administration:

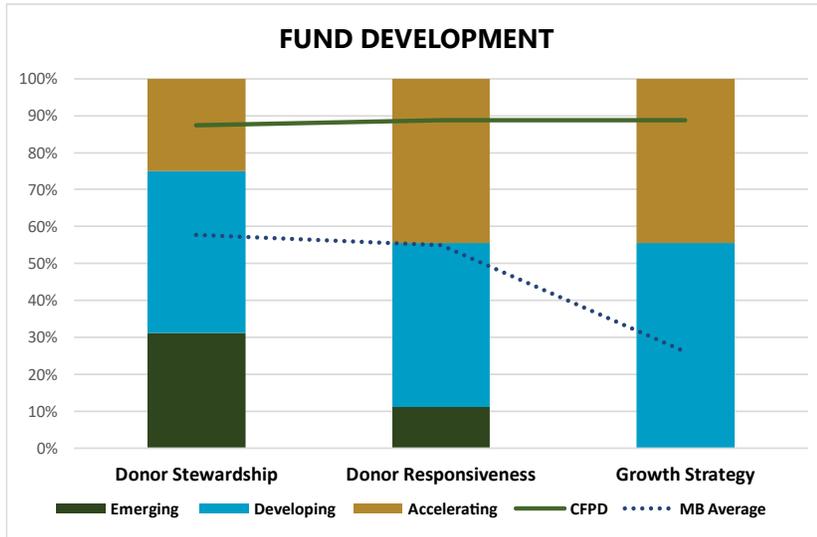
1. **Share fund statements** (when appropriate) with fund holders to encourage accountability and transparency. Undertake and have access to **individual fund projections** to better understand how those assets can be sustained and will grow in the future.

Why? Accurate and transparent fund accounting supports operations and accountability to fund holders.





Fund Development: the act of bringing together donors, prospects, grantees, and other community stakeholders to raise awareness and create opportunities to enable CF fund growth.



Why does it matter?

Effective fund development builds **meaningful relationships** and **engagement** with donors by connecting donors' interests and capacity with community priorities. This process ensures the availability of community funds to meet the community's needs.

The following **pathways to success** can help CFPD further strengthen its Fund Development:

1. Collect **place of work** from current donors.

Why? Stewardship maintains relationships with each donor and connects their support to the CF's vision and mission. Maintaining accurate, up to date, and comprehensive donor records help to build a strong, trust-based relationship with donors that facilitates engagement, retention, and repeat giving.

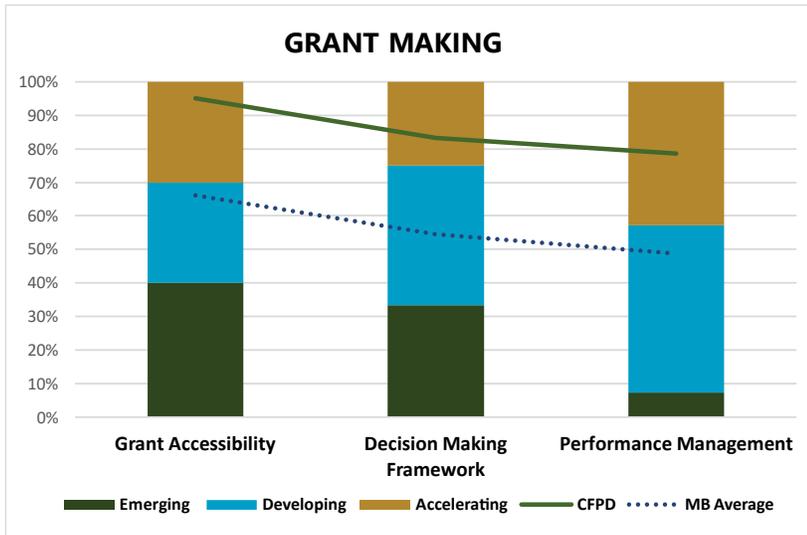
2. Undertake specific **communication efforts tailored to individual donors** (e.g. 1:1 meeting, personalized correspondence focused on the donor's charitable interests aligning with community needs).

Why? Stewardship maintains relationships with each donor and connects their support to the CF's vision and mission. Consistent, transparent, donor-centric communication efforts help to build strong, trust-based relationships with donors that facilitate engagement, retention, and repeat giving.





Grant Making: the CF's bona fide process for accepting applications for, developing criteria on, and awarding grants based on identified community need.



Why does it matter?

Effective grant making builds an **evaluative process** that supports the **alignment** of community dollars with community prioritized change and desired impacts.

The following **pathways to success** can help CFPD further strengthen its Grant Making:

1. Develop an **assessment tool** that measures grant requests against CF identified priorities (i.e., a "score sheet"). Develop **awarding criteria** supported by research and community-derived evidence.

Why? Leveraging "best practice" tools to assess grant applications supports awarding decisions that are consistent, transparent, and defensible. They also facilitate decisions that support impactful grants that are aligned with community priorities.

2. Ask grantees to formally report on **achieved community success measures** (i.e., the funds helped to create X new opportunities and here is the feedback from those affected participants).

Why? Grant reporting supports the alignment of community grants with awards that support impact related to community identified priorities. It supports grantees in establishing and working towards identified and measurable goals in their community's wellbeing.

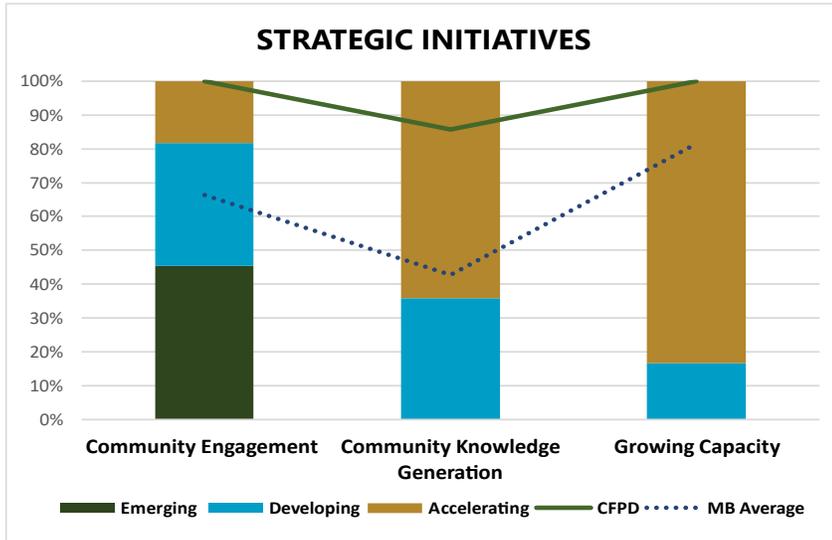
3. Use the following success measures to assess the total impact of the CF's community granting:
 - **Number of people** impacted by grants.
 - **Diversity of people** impacted by grants (i.e., different types of community members supported).

Why? Success measures help a CF understand and evaluate the total impact of their granting practices on their community's priorities. This approach builds trust in the CF's mission and ensures that the CF model is supporting community sustainability, change and meaningful impact.





Strategic Initiatives: the non-granting activities undertaken within the community to understand, inform, and strengthen all aspects of a CF's mandate.



Why does it matter?

Effective strategic initiatives build **trust** in CF work through **engagement**. These activities bring **knowledge** to the CF to support effective and mission-aligned CF strategies.

The following **pathways to success** can help CFPD further strengthen its Strategic Initiatives:

1. Host a community forum/event with diverse CF stakeholders **to educate and discuss community wellbeing priorities**.

Why? Community convening supports the knowledge CFs require to build effective and authentic strategies. The engagement with community provides CFs authentic information/direction and shows the community that their insight matters to the CF.

2. Use the following quantitative or qualitative data to better understand community wellbeing priorities: **CF-led community surveys** (i.e., "Vital Signs").

Why? Community research supports the knowledge CFs require to build effective and authentic strategies. The use of quantitative and qualitative data helps to inform CF decision-making and enables the CF to better understand its community's unique priorities.





Appendix: A look at the differences between the 2019 and 2020 reports

2019 Report	2020 Report	Rationale
<p>CFs' self-identified growth levels: emerging, developing, or accelerating. 71% emerging 22% developing 7% accelerating</p>	<p>CFs' responses to the questionnaire defined their growth level: 13% emerging 67% developing 20% accelerating</p>	<p>Be confident and be proud of the amazing work you are doing! The significant leap in CFs progressing through the development levels is a testament to the tremendous work of MB CFs. The MB CF network is full of passionate community leaders supporting the adoption and implementation of exemplary practices proven to enhance a community's well-being.</p>
<p>CFs' efforts compared to the individual, peer, and provincial results. i.e. An emerging CF saw how its work aligned with other emerging CFs, and the entire movement.</p>	<p>The report is built upon the full 86 exemplary practices that support an "ideal" sustainable and growing CF (as defined by the MB CF network).</p>	<p>Emerging and developing CFs may notice a relative difference in "scores," as each CF's strategies and operations are compared against the entire depth and breadth of exemplary practices. It is important to remember, however, that this report is not about scores, it is about exploring and adopting practices that have proven to generate impact by other MB CFs. Endow Manitoba's primary role is to advance the sustainability and growth of the MB CF network by supporting the development and implementation of exemplary CF practices and then supporting their adoption.</p>
<p>The report presented detailed definitions of each of the five core functions.</p>	<p>The report builds on these definitions, providing greater discussion and analysis related to the role each of these functions plays in supporting your CF's success and impact.</p>	<p>Engaging in conversation related to change requires an understanding of <i>why</i> these recommendations are being put forth. The content is designed to spark discussion on what the impact of these changes will look like in each community.</p>