

GOLDEN AND DISTRICT COMMUNITY FOUNDATION

2024-2027 STRATEGIC PLAN



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INTRODUCTION

The Golden and District Community Foundation (GDCF) has been a cornerstone of philanthropy in Golden, British Columbia, and its surrounding areas since its establishment. Throughout its history, the GDCF has dedicated itself to building meaningful connections between donors and community organizations, ensuring the long-term benefit of the region. With a clear mission to attract and effectively grow permanent funds and assist donors in fulfilling their philanthropic interests, the GDCF's commitment to its mission is evident through various initiatives. These include a diverse array of Endowment funds, such as the Community Endowment Fund, Crandlemire-Keenleyside Family Fund, Allen Williams Memorial Fund, Cattle Grant Program, Mike McKnight Ski Industry Fund as well as many scholarships.

The GDCF's Endowment is held in perpetuity. It is only the interest earned on these monies that is granted, allowing donors to give not only now, but forever. The variety of endowment and scholarship funds support a wide range of community priorities, including health & wellness, youth-based initiatives, search and rescue, education and more.

Looking to the future, the GDCF remains committed to nurturing a giving community. Its strategic plan will guide the GDCF in continuing to make a positive impact, ensuring that the legacy of generosity and community support endures for generations to come.

STRATEGIC PLAN

The GDCF Board of Directors and Executive Director crafted this strategic plan after holding multiple in-depth reflection and planning sessions in February 2024. The GDCF will implement initiatives between 2024 and 2027 to achieve the objectives outlined in this plan.

VISION, MISSION, AND VALUES

VISION

A thriving engaged community, leaving a lasting legacy.

MISSION

To foster a culture of reciprocity and collaboration - creating a space for donors to tackle community issues and form lasting bonds with organizations addressing them - ensuring a depth of impact that resonates through generations.

VALUES

The GDCF Board members and staff share a core set of values. These values guide Board members and staff as they pursue the GDCF's mission.

The GDCF's values are as follows.

1. **Transparent:** Demonstrating honesty and integrity in all actions and communications to foster trust within the community.
2. **Community:** Prioritizing the needs and well-being of the community.
3. **Accountable:** Being available and approachable while taking responsibility for actions and commitments to ensure expectations are met.
4. **Curiosity:** Embracing exploration and seeking innovative solutions to better the community.
5. **Stewardship:** Demonstrating a willingness to give and acting as responsible guardians of the communities assets, honouring donor requests.

Through the enactment of these values, the GDCF's Board members and staff are committed to providing quality support to the diverse individuals and organizations in the community.

STRATEGIC OBJECTIVES, KEY ACTIVITIES, AND PERFORMANCE INDICATORS

The GDCF will achieve the following six strategic objectives between 2024 and 2027. Three of these strategic objectives are internally focused and three of these strategic objectives are externally focused.

INTERNALLY FOCUSED STRATEGIC OBJECTIVES, KEY ACTIVITIES, AND PERFORMANCE INDICATORS

STRATEGIC OBJECTIVE #1

DEVELOP AND ENHANCE ORGANIZATIONAL SYSTEMS TO ENSURE EFFICIENT AND EFFECTIVE OPERATIONS.

DESCRIPTION:

This objective is aimed at actively building and refining the foundational systems that support the GDCF's operations. It involves refining a robust framework of policies, procedures, and standard operating processes, as well as optimizing the GDCF's digital presence for better engagement and operational efficiency.

KEY ACTIVITIES:

1. Policy Development:

- **Identify Essential Policies:** Conduct a comprehensive review to determine the necessary policies required for effective governance and operations.
- **Stakeholder Engagement:** Consult with Board members, staff, and other stakeholders to gather input and ensure that the policies meet the needs of all parties involved.
- **Review Best Practices:** Research best practices in policy development within the community foundation sector to ensure alignment with industry standards.
- **Refine/Refresh Policies:** Develop clear and concise policy drafts, incorporating feedback from stakeholders.
- **Finalize and Document:** Review, revise, and finalize the policies, and then compile them into a policy manual for easy reference and distribution. Establish a process for regular review and affirmation by the Board.

2. Standardization of Operating Procedures:

- **Identify Key Activities:** Determine the critical operations and activities that require standardization to enhance efficiency and consistency.
- **Develop SOPs:** Create detailed standard operating procedures for each identified activity, outlining step-by-step processes and responsibilities.
- **Training and Implementation:** Train relevant personnel on the new SOPs and monitor the implementation to ensure compliance and effectiveness.
- **Regular Review:** Establish a schedule for periodic review and updating of SOPs to adapt to changes in operations or regulations.

3. Implementation of an Activity Calendar:

- **Define Key Dates:** Identify all important dates, including Board meetings, grant cycles, fundraising events, and reporting deadlines.
 - **Create a Master Calendar:** Develop a comprehensive calendar that includes all critical activities and deadlines for the year.
 - **Distribute and Integrate:** Share the calendar with all relevant parties and integrate it into the GDCF's workflow and communication tools.
 - **Monitor and Update:** Regularly review and update the calendar to accommodate changes and ensure that all activities are on track.
4. **Optimization of Digital Platforms:**
- **User Experience Audit:** Conduct an audit of the GDCF's website and social media channels to identify areas for improvement in design, navigation, and content.
 - **Implement Automation:** Introduce automation for online forms and applications to streamline processes and reduce manual workload.
 - **Content Strategy:** Develop a content strategy that ensures engaging, relevant, and up-to-date information is available to visitors and integrate with the activity calendar.
 - **User-Friendly Design:** Work with web developers to enhance the website's layout and functionality, making it more intuitive and accessible.
 - **Engagement Analytics:** Set up and monitor analytics to track user engagement and gather insights for further optimization.

PERFORMANCE INDICATORS:

1. **Policy Prioritization:**
 - Total number of essential policies identified for development.
 - Number of policies fully drafted, reviewed, and finalized.
 - Completion status of the policy manual as a percentage of the total number of policies included.
2. **Standardization of Operating Procedures:**
 - Number of standard operating procedures created and documented.
 - Number of times SOPs are reviewed and updated within a specified period.
3. **Implementation of an Activity Calendar:**
 - Percentage of key dates and activities accurately included in the master calendar.
 - Percentage of activities and tasks completed on schedule as per the calendar.
 - Number of times the calendar is reviewed and updated within a specified period.
4. **Optimization of Digital Platforms:**
 - User satisfaction scores for the website and social media channels.
 - Increase in website traffic measured by the number of unique visitors and page views.
 - Engagement rates on social media platforms, including likes, shares, and followers.
 - Number of online forms submitted through the website.

STRATEGIC OBJECTIVE #2

STRENGTHEN AND DIVERSIFY THE BOARD OF DIRECTORS TO ENHANCE GOVERNANCE AND LEADERSHIP.

DESCRIPTION:

This objective focuses on building a robust and diverse Board of Directors with clear roles, responsibilities, and a strong commitment to the GDCF's mission. It involves identifying and engaging potential Board members, ensuring Board stability, and empowering Board members to serve as effective ambassadors for the GDCF.

KEY ACTIVITIES:

1. Identify and Engage Potential Board Members:

- **Develop a List:** Create a comprehensive list of potential Board members, considering diversity in skills, experiences, and perspectives.
- **Outreach and Engagement:** Develop and implement strategies to reach out to potential Board members, such as networking events, informational sessions, and one-on-one meetings.
- **Assessment and Selection:** Assess the interest and suitability of potential Board members and formally invite them to join the Board.

2. Clarify Roles and Responsibilities:

- **Documentation:** Clearly document the roles and responsibilities of all Board members, including officers, and ensure this information is easily accessible.
- **Orientation and Training:** Provide orientation sessions for new Board members and ongoing training for existing members to ensure they understand their roles and responsibilities.
- **Regular Review:** Periodically review and update the roles and responsibilities to reflect any changes in the organization or its needs.

3. Build Subcommittee Structures:

- **Identify Key Areas:** Determine the key areas where subcommittees can support the Board's work.
- **Establish Subcommittees:** Create subcommittees with specific mandates and assign members based on their skills and interests.
- **Monitor and Support:** Regularly monitor the progress of subcommittees and provide support as needed to ensure their effectiveness.

4. Empower Board Members as Ambassadors:

- **Training and Resources:** Provide training and resources to Board members to help them effectively communicate the GDCF's vision, mission, and purpose.
- **Community Engagement:** Encourage and facilitate Board members' participation in community events, networking opportunities, and other activities where they can represent the GDCF.
- **Feedback and Improvement:** Collect feedback on Board members' ambassadorial efforts and use this information to improve training and support.

PERFORMANCE INDICATORS:

1. Diversity and Skills Matrix:

- Assessment of the Board's diversity in terms of demographics, skills, and experiences.
- A comprehensive matrix that visually represents the range of attributes and competencies among Board members.

2. Board Member Engagement:

- Level of involvement in subcommittees and GDCF activities.

3. Role Clarity:

- Percentage of Board members who report a clear understanding of their roles and responsibilities.
- Frequency of role clarification sessions and updates provided to Board members.

4. Ambassador Effectiveness:

- Number of instances where Board members effectively represented the GDCF in the community.
- Quality of feedback received from community members, event organizers, and other stakeholders regarding Board members' ambassadorial efforts.

STRATEGIC OBJECTIVE #3

ENHANCE FINANCIAL MANAGEMENT AND EXPAND STAFFING TO SUPPORT ORGANIZATIONAL GROWTH AND CAPACITY.

DESCRIPTION:

This objective aims to strengthen the GDCF's financial systems and processes, ensuring effective management of resources. It also focuses on increasing staffing to support the Executive Director, improve marketing and communications efforts, and prevent burnout, thereby enhancing the organization's capacity to execute its strategic initiatives.

KEY ACTIVITIES:

1. Create an Administrative Fund:

- **Financial Stability:** Establish a dedicated fund to support the GDCF's administrative expenses, ensuring financial stability and sustainability.
- **Resource Allocation:** Develop a strategy for sourcing and allocating funds to the administrative fund.

2. Improve Financial Management Systems:

- **Enhance Efficiency:** Implement seamless financial management systems and processes, including automation, to enhance efficiency and accuracy.

3. Expand Staffing:

- **Support Executive Director:** Hire additional staff to support the Executive Director, with a focus on social media management, marketing, and communications.
- **Resource Optimization:** Explore the possibility of a shared administrative role with other community organizations to maximize resources.

- **Leverage Partnerships:** Utilize provincial grants and partnerships with educational institutions, such as the College of the Rockies, to hire students for specific roles or projects.

PERFORMANCE INDICATORS:

1. **Administrative Fund Stability:**
 - Amount of funds allocated to the administrative fund and the percentage of administrative expenses covered by the fund.
2. **Financial Management Efficiency:**
 - Reduction in time spent on financial processes due to automation and system improvements.
 - Accuracy of financial reports and compliance with financial regulations.
3. **Staffing Effectiveness:**
 - Increase in organizational capacity and productivity as a result of additional staffing.
 - Success in hiring qualified staff or students through partnerships and grant programs.

EXTERNALLY FOCUSED STRATEGIC OBJECTIVES, KEY ACTIVITIES, AND PERFORMANCE INDICATORS

STRATEGIC OBJECTIVE #4

ENHANCE AWARENESS OF AND ENGAGEMENT WITH THE GDCF THROUGH EFFECTIVE COMMUNICATION AND STORYTELLING.

DESCRIPTION:

This objective focuses on increasing the visibility of the GDCF and fostering a deeper connection with the community. It involves regular communications to highlight milestones and developments, the creation of an annual report to highlight impact and financial stewardship, and the development of a digital book to share the stories of impact made possible by the GDCF's grants.

KEY ACTIVITIES:

1. **Regular Communications:**
 - Develop a communication plan that includes at least three communications per year, focusing on milestones, significant developments, and key dates or opportunities, such as grant application processes and deadlines.
 - Utilize various channels, including email newsletters, social media, and the GDCF's website, to reach a broad and diverse audience.
2. **Annual Report:**
 - Create an annual report that includes the GDCF's financial statements and highlights the impact of the funds invested in the community.
 - Distribute the annual report to donors, stakeholders, and the broader community to enhance transparency and accountability.
3. **Digital Book of Fund Stories:**

- Develop a digital book that outlines stories of how each fund was used in the community, highlighting the tangible impact of the grants.
- Use the digital book as a tool to encourage giving, document the GDCF's impact, and strengthen the community's understanding of the GDCF's role.

PERFORMANCE INDICATORS:

1. **Communication Reach:**

- Number of communications distributed per month and the reach of each communication, measured by engagement metrics such as opens, clicks, and shares.

2. **Annual Report Engagement:**

- Distribution metrics for the annual report, including the number of copies distributed and the engagement from recipients.
- Feedback from stakeholders on the clarity and effectiveness of the financial statements and impact highlights.

3. **Digital Book of Fund Stories Impact:**

- Number of stories included in the digital book and the diversity of impacts highlighted.
- Feedback from the community on the effectiveness of the digital book in illustrating the GDCF's impact and encouraging giving.

STRATEGIC OBJECTIVE #5

STRENGTHEN FINANCIAL SUSTAINABILITY AND DONOR ENGAGEMENT TO MAXIMIZE COMMUNITY IMPACT.

DESCRIPTION:

This objective aims to solidify the GDCF's financial base and enhance donor relations. It involves identifying funding pillars, growing the endowment fund, building relationships with prospective donors, creating new funds, and increasing donor engagement to address community needs effectively.

KEY ACTIVITIES:

1. **Financial Sustainability and Growth:**

- **Strengthen the Endowment Fund:** Strategically execute targeted fundraising campaigns, foster relationships with major donors, and explore innovative revenue streams to ensure the endowment fund grows in line with inflation—perhaps even exceeding the Consumer Price Index (CPI) growth rate.
- **Create New Funds:** Establish an agency fund for direct grants, a family fund to encourage personal philanthropy, and an administrative fund to support the GDCF's operations. Develop guidelines and criteria for each new fund.

2. **Donor Engagement and Relationship Building:**

- **Potential Donor Outreach:** Develop a targeted strategy to identify and engage potential donors in the community, presenting tailored opportunities for them to contribute.

- **Donor Engagement Initiatives:** Implement regular communication initiatives, recognition events, and donor appreciation activities to maintain and increase engagement with existing and potential donors.
- **Donor Education:** Create educational materials and programs to inform donors about the community's needs and the impact of their contributions. Organize donor briefings to highlight the GDCF's work.
- **Donor Recognition Program:** Design and implement a comprehensive donor recognition program that acknowledges contributions in meaningful ways, including public recognition, personalized thank-you messages, and exclusive updates.

3. Community Inclusion and Funding Gaps:

- **Community Mapping:** Conduct a mapping exercise to identify individuals in the community who could become donors or volunteers. Segment these individuals based on their potential contributions and develop engagement strategies accordingly.
- **Exploration of Non-Qualified Donees Funding:** Research the legal and financial implications of providing direct funding to non-qualified donees and nonprofit organizations. Develop a decision-making framework based on the findings.
- **Funding Gaps Analysis:** Conduct a thorough analysis to identify funding gaps, with a particular focus on diverse and underrepresented groups. Develop strategies to address these gaps through targeted fundraising and grant making.
- **Nonprofit Donation Promotion:** Promote the idea that even nonprofits can donate their resources if they close their operations, providing a way for these organizations to leave a lasting legacy.

PERFORMANCE INDICATORS:

1. Financial Sustainability and Growth:

- Number of funding pillars and priorities clearly identified and communicated to stakeholders.
- Percentage increase in the endowment fund over a specified period.
- Number of new funds created, along with the amount of funding allocated to each.

2. Donor Engagement and Relationship Building:

- The number of new relationships established with prospective donors.
- Increase in donor engagement, measured by participation in events, response rates to communications, and overall involvement.
- Satisfaction levels of donors with the recognition program, measured through feedback surveys.

3. Community Inclusion and Funding Gaps:

- Number of individuals identified as potential donors or volunteers, segmented by their potential contribution.
- Completion of a framework for making informed decisions about funding non-qualified donees.

- Number of funding gaps identified and addressed, with a focus on diverse and underrepresented groups.
- Number of nonprofits engaged in discussions about donating their resources and the outcomes of these discussions.

STRATEGIC OBJECTIVE #6

FOSTER COLLABORATIVE PARTNERSHIPS AND ENGAGE YOUNGER GENERATIONS TO ENHANCE COMMUNITY IMPACT.

DESCRIPTION:

This objective focuses on identifying and collaborating with individuals and organizations in the community to address needs collectively. It also aims to build relationships with younger generations to ensure long-term support for the GDCF as donors or volunteers.

KEY ACTIVITIES:

1. **Identify Collaborative Partners:**

- **Conduct Mapping and Outreach:** Conduct outreach and mapping exercises to identify potential individuals and organizations that align with the GDCF's mission and community needs.
- **Facilitate Networking:** Host networking events or forums to facilitate connections and discussions among community stakeholders.

2. **Develop Collaborative Plans:**

- **Facilitate Plan Development:** Once partners are identified, work together to create collaborative plans that outline shared goals, roles, and strategies for collective impact.
- **Monitor and Adapt Plans:** Establish clear communication channels and regular check-ins to monitor progress and adapt plans as needed.

3. **Engage Younger Generations:**

- **Targeted Outreach:** Develop targeted outreach and engagement strategies to connect with younger members of the community, such as hosting youth-focused events or workshops.
- **Opportunity Creation:** Create volunteer or donor opportunities specifically tailored to the interests and capacities of younger generations.

PERFORMANCE INDICATORS:

1. **Partnerships Established:**

- Number of collaborative partnerships formed with individuals and organizations in the community.
- Diversity of partners in terms of sectors, backgrounds, and expertise.

2. **Collaborative Plans Implemented:**

- Percentage of collaborative plans successfully implemented and contributing to collective impact.

- Feedback from partners on the effectiveness and adaptability of the collaborative plans.

3. **Youth Engagement:**

- Increase in the number of younger individuals engaged with the GDCF, measured by participation in events, volunteer sign-ups, or donor contributions.
- Level of sustained involvement of younger generations over time, indicating long-term engagement.