



Strategic Plan 2025 -2028

Facilitated by Tracey Vavrek, Director, Learning and Network Engagement CFC

Vision:

A Kenora & Lake of the Woods region where life flourishes and communities grow.

Mission:

The Community Foundation is dedicated to help improve community living and the quality of life for citizens and visitors to Kenora and the Lake of the Woods Region.

Purpose:

The Kenora & Lake of the Woods Regional Community Foundation's purpose is to **inspire and lead collaboration to empower communities to make an impact on the lives of people.**

The Community Foundation aims to strengthen the communities we serve by continuously striving towards three key objectives:

- Endowment building
- Broad and effective grant making
- Community leadership

Values:

The Kenora & Lake of the Woods Regional Community Foundation is guided by the values of responsiveness, inclusivity, honesty and accountability, collaboration and courage. We are caring and hopeful in our community work

Impact:

The Community Foundation is the only organization within the region facilitating philanthropy, through the building of permanent endowment funds, for the benefit of the areas registered charities. The permanent endowments we are building will support our community's future.



2025 - 2028 Strategic Priorities @ KLWCF

The Kenora & Lake of the Woods Regional Community Foundation (KLWCF) is a trusted and respected community-based philanthropic leader and has **three principal roles**:

1. community leadership,
2. community impact, and
3. donor services.

The KLWCF is committed to continual improvement in donor trust, community engagement, and generosity and passion for our community, by pursuing the following goals:

<u>Goal 1</u> <u>Community</u> <u>Leadership</u>	<u>Goal 2</u> <u>Community</u> <u>Leadership</u>	<u>Goal 3</u> <u>Donor</u> <u>Services</u>	<u>Goal 4</u> <u>Donor</u> <u>Services</u>	<u>Goal 5</u> <u>Community</u> <u>Impact</u>	<u>Goal 6</u> <u>Community</u> <u>Impact</u>
Mobilize the Vital Signs report to guide the work of the foundation, setting targets and five-year goals, ensuring appropriate human and financial resources and governance moving forward.	Establish and support Indigenous participation in KLWCF philanthropy. Be intentional in our support throughout the region.	Focus on Donor Stewardship: develop and implement policies to guide practices and strategies in our efforts to improve and expand upon donor relationships.	Build the KLWCF Endowment Fund by improving “the ask”, expanding options/ opportunities for giving, and build flexibility by growing the Community Fund.	Increase impact of the KLWCF through strategic grant-making. Become the connector and facilitator for the local philanthropic sector.	Increase knowledge of the impact of KLWCF, its donors and grantees.



Community Leadership @ KLWCF

Use data to inspire and lead collaboration to empower communities to make an impact in the lives of people.

Outcomes:

- We will complete our first KLWCF Vital Signs Project.
- The priorities established in our 2028-2031 Strategic Plan will be based on Vital Signs data reflecting actual community needs and priorities.
- Our Communication Plan will reflect community needs and priorities through impact stories highlighting strategic grant-making in response to these needs.

Goal 1: Mobilize the Vital Signs report to guide the work of the foundation, setting targets and five-year goals, ensuring appropriate human and financial resources and governance moving forward.

Action	Responsibility	Timeframe
BOD Familiarization and Training, Resource Vital Signs Guidebook for Community Foundations	ED & BOD	Immediate
Identify KLWCF's scope, capacity and resources to participate in Vital Signs	ED and Staff	2025
Community Engagement – Vital Signs; investigate and initiate community partnerships in our KLWCF Vital Signs project	ED	Q4 2025
Conduct an Environmental Scan, Kenora & LOW Regional Communities	ED and Staff	Q1 2026
Conduct Vital Signs Research, complete written report and build our data platform	ED, Community Partners and Staff	Q4 2026 through to Q4 2027
Share KLWCF's Vital Signs Findings with Grant Committee and BOD. Create and publish a Community Vital Signs Report.	ED, BOD and Staff	Q4 2027
Make Changes for Impact, set Five Year Strategic Priorities based on Vital Signs in KLWCF Strategic Plan 2028-2031.	ED, BOD and Staff	Q1 2028



Community Leadership @ KLWCF *(continued)*

Seek input to inspire and lead collaboration to empower communities to make an impact in the lives of people.

Outcomes:

- An Indigenous Advisory Committee will provide input to the Board of Directors and the Executive Director
- Indigenous partners and community members will be supported and represented in our philanthropy work in Kenora and Lake of the Woods Region.
- The KLWCF On-boarding and Orientation process and resources will reflect and support Indigenous participation in our philanthropy work in Kenora & Lake of the Woods region.

Goal 2: Establish and support Indigenous participation in KLWCF philanthropy. Be intentional in our support throughout the region.		
Action	Responsibility	Timeframe
Seek BOD support to establish an Indigenous Advisory Committee (IAC). Seek elder support and best practices from CFC and The Winnipeg Foundation in determining criteria for membership, Terms of Reference for the Indigenous Advisory Committee and establishing the work of the Committee.	ED & Board	2025
With input and advice from the IAC, update KLWCF Catchment Area Map including accurate names for our local communities, use community names in communications and marketing opportunities, include Land Acknowledgement in all meetings, correspondence and on website.	IAC, ED, Board	2025
With input and advice from the IAC, share our resources to include and benefit Indigenous communities in our philanthropic work. Be intentional in our granting and relationships by initiating community-based grants in our local First Nations communities, focused on youth and family supports. Promote as an invitation to communities to participate in philanthropy with KLWCF.	ED & Board	2025-2028
With input and advice from the IAC, promote granting and donor opportunities at local pow-wows, Fall Feasts, and other events in our local First Nations communities. Extend the reach of our efforts in both policy and practice. Initiate and accept all invitations; be present in our partnerships.	ED & Board	2025-2028

Action	Responsibility	Timeframe
Explore new opportunities to support healing and reconciliation and extend the reach of our efforts in both policy and practice.	ED, Staff & Board	2025-2028



STRATEGIC PLANNING @ KLWCF

2024 Board of Directors work directly with Tracey Vavrek, Community Foundations of Canada, to establish Strategic Priorities for KLWCF 2025-2028.

Top Left to Right:
Kyle Attanasio, Shannon Robinson, Laura Wheatley, Claudine Cordeiro, Marie Seymour, Darcia Curtis, James Williams and Jess Rheault.

Bottom Left to Right:
Tracey Vavrek, Darcia Curtis, Shannon Robinson, Gord McCool, Marie Seymour, Jess Rheault and Laura Wheatley



Donor Services @ KLWCF

Inspire donors and lead collaboration to empower communities to make an impact in the lives of people.

Outcomes:

- The Foundation offers a menu of options to donors to give back to the community they call home. Potential donors are provided clear information on the various ways that they can give.
- The Foundation has a robust planned giving strategy and resources for professional advisors.
- Foundation donors understand their fund balances and how grants from their funds have been allocated.
- The Foundation highlights results by sharing the impact of funds and grants
- Donors feel connected to the Foundation and are aware of its current priorities and activities. Donors trust the Foundation and serve as ambassadors of the KLWCF to other community members.
- The Foundation maximizes the generosity of donations by connecting donors with causes/areas of interest.
- The Foundation's assets under management exceed \$13M at December 31, 2028, thereby increasing granting capacity.

Goal #3: Focus on Donor Stewardship: develop and implement policies to guide practices and strategies in our efforts to improve and expand upon donor relationships.

Action	Responsibility	Timeline
Implement a formal Donor Cycle (prospecting, cultivating, soliciting and stewarding) with the Fund Development Committee using donor data in C-Suite.	ED, FDC, CCE Coordinator	2025
Investigate and participate in professional learning around donor stewardship with community partners (City of Kenora, The Muse, CFC Canada, LOWDHA)	ED, FDC, CCCE Coordinator	2025
Work collaboratively to implement a structured program that encourages donations including annual gifts, monthly gifts, legacy gifts, and corporate sponsorship	ED, FDC & Board	2025
Impact stories created by Communications/CE Coordinator and ED are shared to demonstrate impact of fund development and granting.	CCE and ED	2025-2028
Establish an endowment-fund growth goal with the Fund Development Committee. Recommend annual	ED, FDC &	2025-2028



Action	Responsibility	Timeline
goals to the Board of Directors for approval. Monitor goals quarterly, provide feedback, review strategies. <ul style="list-style-type: none"> ● 2025 - Fund development growth of \$450,000 ● 2026 - Fund development growth of \$500,000 ● 2027 - Fund development growth of \$550,000 ● 2028 - Fund development growth of \$600,000 	Board	
Create and establish annual work plan goals with the Fund Development Commitment to guide our work and communications.	ED, FDC & Board	2025-2028

Goal #4: Build the KLWCF Endowment Fund by improving “the ask”, expanding options/opportunities for giving, and build flexibility by growing the Community Fund.		
Action	Responsibility	Timeline
Investigate and participate in professional learning around improving “the ask” with community partners (City of Kenora, The Muse, CFC Canada, LOWDHA)	ED, FDC & Board	2025
Identify prospective fund holders, develop, and document strategies for building relationships with new and currently endowed fundholders	ED, FDC & Board	2025-2028
Plan and implement a program to engage KLWCF Ambassadors.	ED, CCE Coordinator	2026
Research grants and other funding opportunities for KLWCF and local non-profits	ED, CCE Coordinator	2026-2028



Community Impact @ KLWCF

Inspire and lead collaboration to empower communities to make an impact in the lives of people through granting.

Outcomes:

- Grantmaking expands reach to make a meaningful impact and is open to all agencies and cultures, gender, and communities throughout the Kenora & Lake of the Woods Region.
- The Foundation increases awareness of results by highlighting the impact.
- The Foundation engages others to partner in grant-making opportunities, creating larger impact.
- The Vital Signs report proves to be a valued resource by the community.
- Kenora & Lake of the Woods Region charities and not-for-profit organizations view KLWCF as a trusted and knowledgeable partner.

Goal #5: Increase impact of the KLWCF through strategic grant-making. Become the connector and facilitator for the local philanthropic sector.		
Action	Responsibility	Timeline
Use Vital Signs report to determine priorities in community needs; respond by making strategic grant call-out for an area of need. Encourage the collaboration of agencies around foundation/community-driven projects.	ED & Board, Granting Committee	2027
Implement multi-year granting processes to support charities.	ED & Board, Granting Committee	2025-2026
Research, investigate and support the shift of long-term granting to organizations for operational funds. Develop strategies to communicate and address this trend.	ED & Board, Granting Committee	2026-2027
Capital grant stream – investigate and implement, minor capital or contributions to existing capital project. Develop a scoring process for capital grants, in consideration of upcoming Community projects.	ED & Board, Granting Committee	2027-2028
Continue to move toward the goal of supporting NFPs in gaining Charitable Status. Investigate and follow legal advice from CFC regarding changing our Letters Patent to allow grant support/sponsorship opportunities for NFPs in the Kenora & Lake of the Woods Region.	ED & Board & Staff	2025



Goal #6: Increase knowledge of the impact of KLWCF, its donors and grantees.		
Action	Responsibility	Timeframe
Communications and Community Engagement Coordinator, FTE Staffing Year 1	ED & Board	Q4 2024
Promote KLWCF Philanthropy at all operational fundraising events and at all community events. Host Summer Granting Ceremony, Fall Volunteer Recognition Celebration as marketing events.	Staff & Board	2025-2028
Seek BOD support to re-establish a Communications & Marketing Committee. Seek support and best practices from CFC and The Winnipeg Foundation in determining criteria for membership, Terms of Reference, and Annual Workplans to establish the work of the Committee.	CCE Coordinator, Board, ED	2025
Establish and implement an annual Communications Workplan. Monitor goals quarterly, provide feedback to BOD, review strategies at Communications & Marketing Committee and report to Board on effectiveness of Communications strategies.	CCE Coordinator, ED	Q1 2025
Host Breakfast for Professional Advisors and Estate and Will Planning Sessions as opportunities to build and strength relationships with advisors and ambassadors of KLWCF.	ED, CCE Coordinator, Board & Staff	2025-2028
Host in-person meetings with donors, grantees seeking grant-impact and giving stories to be used in Annual Report, Newsletters, on KLWCF website, and local media outlets. Keep KLWCF website and social media sites current and up to date.	ED, CCE Coordinator	2025-2028