

# Community of Well-Being

The Winnipeg Foundation's 2023-2026 Strategic Plan



## Introductory Message from Sky Bridges, CEO

Launching into a second century of community-building requires a vision of well-being for our community for today and into the future. It is a call for renewed strength of purpose, and the courage to be brave and persistent. In recognition of our changing world and the current opportunities for The Winnipeg Foundation to help ensure a *Winnipeg where community life flourishes for all*, we are dreaming big for our next 100 years.

We embrace the future with aspirational vision, energized intent, and revitalized purpose for Canada's first community foundation. Our world is in the midst of transformational societal change, at a pace that demands we listen more intently, so we may learn more and gain a much deeper understanding of our community and stakeholders. With commitment and trust, we move into the future, co-creating with our community and you.

In this plan you will see how we will address the key issues identified in Vital Signs® 2022, how we will encourage Manitoba's culture of generosity to grow, how The Foundation will champion and support the charitable sector and our community, and how we will realign our endowment model to better serve our community's most pressing needs today, and for tomorrow.

The Winnipeg Foundation's new Strategic Plan (2023-2026) is a directional strategic plan, which also speaks to how we intend to grow past granting; to develop additional tools to support the growing needs of our community.

As a 360-degree grant-maker, The Winnipeg Foundation will continue to support all areas of our city's needs through its responsive granting programs. This includes all Cause areas in our city's vibrant charitable sector; from children, youth and families to arts, culture and heritage, environment and animal welfare, health, wellness and recreation, to literacy education and employment. All charities play a vital role in our community and are instrumental in our quality of life.

We recognize The Foundation cannot solve the overarching community challenges on its own, so our focus, through the plan, is to initiate collaborations and convene with others around key community issues; particularly around children entering and exiting the existing Manitoba child welfare system. The plan also places emphasis on improving the overall wellbeing of a community of people living within a defined geographical area of our city's downtown, identified as Community Area for Revitalization and Equity (C.A.R.E.).

The goals identified in the new Strategic Plan will be viewed and undertaken through three foundational lenses; *Climate Change, Diversity, Equity & Inclusion and Truth & Reconciliation*, and our organizational *People, Culture and Structure*. These three critical elements are the strength and grounding for our direction and will help ensure positive outcomes.

While developing this plan, The Foundation also relied on feedback from the community through our 2022 Winnipeg's Vital Signs® report. The report, released Feb 08, 2023, presents a snapshot of life in Winnipeg as identified by citizens and supported by secondary research and data. See the appendix for more details. **The 2022 findings have provided context for this new Strategic Plan.**





This is our opportunity to help ensure our vision of *'a Winnipeg Where community life flourishes for all!'* Through the plan we will focus our attention in a deep and meaningful way on core community issues, all the while maintaining our support and leadership for the entire charitable sector.

The four pillars of the new Strategic Plan – **Community Impact, Community Generosity, Community Endowments and Community Champion** – will lead our work and focus.

We will convene and collaborate with our communities, from service providers to other funders, and currently underrepresented organizations, to ensure positive **community impact**. This will be done by our grantmaking and by supporting the capacity-building needs of the charitable sector.

Manitoba continues to lead the nation with its generosity and our work in this area will continue to build and steward extraordinary relationships with existing and new donors that will offer more accessible ways to exercise their **community generosity**. We are listening to diverse voices and engaging those who believe in us and in our community. Ultimately, we believe this will encourage more gifts to our unrestricted community fund.

**Community endowment** funds are the backbone of the Foundation's business model and will continue to provide the structure and longevity The Foundation is known for. This Strategic Plan will expand our current gift acceptance policies to offer donors more options to support community. Deeper analysis of our current financial policies, along with further studies to determine our responsible (ESG) and Impact (social finance) investment strategies, will guide our work in this area.

As a **community champion** wanting to strengthen the charitable sector, The Foundation is in a key position to be a voice and influence positive results on critical issues facing our city and province. The complex challenges facing our community will not be solved by grant dollars alone.

We will foster collaborative relationships, influence policy changes, understand systems that cause undesirable outcomes, and aim to solve key challenges in our community.

We are accountable to our community and will ensure it is kept informed and engaged in our work.

We will succeed because of the dedicated and talented staff, Board of Directors and volunteers of The Winnipeg Foundation, that are all so committed to our community. We encourage your input and engagement as we work together to support the community we all love. We recognize that our ambitions for the next four years through this new Strategic Plan are taking a bold step and may well extend beyond the plan's timeframe. We will walk humbly together with community – to have deeper impact – as our community is calling on us to do so.

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Sky Bridges, CEO





# Community Impact

The Winnipeg Foundation is committed to supporting the full range of charitable activities in our community. Research and community engagement has identified urgent and critical areas. The Foundation is uniquely positioned to respond to the community's calls to action by focusing our resources more deeply to create meaningful change.

## KEY STRATEGIES

- 1** Increase equity in the philanthropic sector for communities that have not benefitted equitably from grants and gifts.
- 2** Increase support to address the six priority areas identified by Vital Signs 2022.
- 3** Increase support (beyond grant dollars) to the non-profit sector.

# Community Generosity

**M**anitoba continues to lead the nation in generosity, making an extraordinary impact in our community. The Winnipeg Foundation connects donors to community by facilitating relationships that help to solve our most urgent and long-term priorities. Manitoba is still seeing the impacts of a changing generation, increased competition for philanthropic giving, decrease in the number of donors giving to charity, and the effects of the global pandemic.

The Foundation has been fortunate to work with Manitoba's generous donors and we will engage new donors in our work by offering more accessible ways to give, listening to more diverse voices about the values of generosity, and improving how we steward and engage those who believe in us and in our community.



## KEY STRATEGIES

- 1** Champion generosity throughout the province, encouraging support for all charities, including The Winnipeg Foundation.
- 2** Increase support for The Foundation's priorities; including our Community Fund (unrestricted).
- 3** Increase diversity of The Foundation's donors to help ensure our donor base is reflective of the community we serve.

# Community Endowments

Our funding model is endowment-based which provides stable granting in support of community impact and provides sufficient funding for The Foundation's operations.

The Foundation aims to reflect emerging donor goals, be responsive to immediate community priorities, and remain compliant with government regulations. The Foundation will identify ways to leverage our endowments to further support community priorities.

Capital and access to capital is important for community impact, especially for underserved communities. The Foundation will consider its investment strategies through an Environment, Social, and Governance (ESG) framework.

## KEY STRATEGIES

- 1 Encourage gifts to support urgent and critical priority areas by providing more ways to give and support community.
- 2 Explore access to capital in support of community priorities.
- 3 Apply the principles of ESG to align our investments with our values.





# Community Champion

The Foundation is in the perfect position to be a voice and influence positive results on key issues facing our city and province. The complex challenges facing our community will not be solved through granting alone.

In addition to grant dollars, we will foster collaborative relationships, walking together with community to influence policy changes, understand systems that cause undesirable outcomes, and solve key challenges in our community and strengthen the charitable sector.

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## KEY STRATEGIES

- 1** Improve the wellbeing of people living within Community Area for Revitalization and Equity (C.A.R.E).
  - 2** Reduce the number of children engaged in Manitoba's child welfare system and support better outcomes for those youth aging out of the system.
  - 3** Increase the health of the charitable sector, with a focus on equity and underserved communities.
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## C.A.R.E.

In this Plan, one of The Foundation's strategic goals is to increase community well-being with the development of C.A.R.E. (Community Area for Revitalization and Equity), which focuses on a specific area of our city. Many of our most vulnerable citizens live in an area of our community in need of enhanced supports and leadership. Together we can reimagine and invest in its future.

We will do this by convening stakeholders which focus on supporting the community that lives there, to help us better understand current challenges, needs and gaps. The Foundation will commit material resources throughout the plan period (four years) to C.A.R.E. to address immediate needs and root causes. Part of this initiative will include conducting a range of research to help guide our funding decisions and evaluate our impact.



## Children and Youth In and Out of Manitoba's Child Welfare System

As a Community Champion, another area of focus for this Strategic Plan is to decrease the number of children going into the child welfare system and for The Foundation to also support better outcomes for youth aging out of the system. We will do this by convening stakeholders that are focused on strategies to support children and families in the child welfare systems, to better understand current challenges, and address needs, gaps and root causes. The Foundation will also commit material resources for the length of this Strategic Plan (four years) to support children, youth and families and conduct a range of research to guide our funding decisions and evaluate our impact.

## Enhanced Charitable Sector Supports

As part of our ongoing support and championing of our community's committed charitable sector, The Winnipeg Foundation will provide capacity-building for the charitable sector and underserved organizations to increase overall community wellbeing, including incubating, and supporting the creation of a Manitoba-wide sector organization that will be a voice and champion for charities, and develop capacity-building program that will support underserved groups.

## Indigenous Trust Philanthropy

The Foundation will expand on its Indigenous Trust Philanthropy Research Project – moving beyond consultations, and resourcing staff and programming to foster Indigenous community and community foundation collaborations – in all their forms – to the benefit of the communities they serve.



## DEI, Truth & Reconciliation

Ensuring diversity, equity and inclusion, and our path to Truth & Reconciliation is how we better serve our community, and truly create a community where life flourishes *for all*. This focus will influence how we engage with stakeholders, how we make our investment decisions, and how we support community.

The path and journey of both DEI and Truth & Reconciliation are two distinct paths that must have separate supports that complement one another. Our focus internally is an organization that fosters cultural safety, diversity, inclusion, and equity. We recognize that this must be a part of our collective culture and a way in which we consider decisions in all we do.

We must also ensure our staff, board and volunteers are reflective of the community we serve. We will focus on training and building understanding of the communities and cultures we serve. In understanding the impacts of the past, we may move forward in building a better future.

## Climate Change

Climate change is one of the most urgent issues of our time, and failure to address it will affect many of the priorities The Foundation cares about, including equity & human rights, health, poverty alleviation, recreation, and community well-being. Climate change – and how we can move forward around this critical issue – is one of the key lenses we will view all our community work through.

## People & Culture that Support our Future

As we look to the future, we will continue to further develop an organization that supports our bold vision, by aligning our culture of well-being, organizational structure, human resources, training and development, and DEI. We want to remain an employer of choice and ensure we meet the current and future needs of the community we serve.



## Digital Transformation

To meet the changing needs of our organization, modernization of our digital infrastructure is underway. In designing and implementing a new digital infrastructure, data becomes more central to our decision making and moves us comfortably into the future's necessary systems.

## Community Building & Innovation – Evolving the Endow Manitoba Initiative

During the past five years, Endow Manitoba, an initiative of The Winnipeg Foundation, has achieved measurable success in its work with rural/regional community foundations and the heritage sector, through the integration of capacity building, research & development, and incubation strategies with traditional foundation grant-making and fund stewardship activities.

As part of the strategic plan, The Winnipeg Foundation will expand on this integrated approach in support of Indigenous philanthropy, underserved communities, and provincial initiatives advancing Manitoba's non-profit sector.



## Who We Are

The Winnipeg Foundation is For Good. Forever.

We help people give back to our shared community by connecting generous donors with causes they care about. **For Good.** We are an endowment-based public foundation, so gifts are pooled and invested, and the annual earnings are granted back to the community. **Forever.**

Formed in 1921, we are proud to be the first community foundation in Canada. We strive to be a catalyst for strengthening community well-being now and for future generations, by promoting generosity, convening, and collaborating while supporting diverse charitable organizations, and working together in partnership, with our community.

## What We Do

Our donors make gifts through endowment funds, which are pooled and invested to generate an annual revenue stream. This income must be distributed according to donors' wishes. Since we began, The Winnipeg Foundation has granted more than \$780 million back to community.

## Our Vision and Mission

**Our Vision:** *A Winnipeg where community life flourishes for all.*

**Our Mission:** *To be a catalyst for strengthening community well-being, now and for future generations, by promoting philanthropy, creating partnerships, and supporting diverse charitable organizations.*

## How to know we're making progress on our goals?

This directional plan contains strategic goals and specific outcomes that we can measure. In broader terms, we'll know we're on the right track if we;

- Build strong partnerships that foster collaboration and innovation and show a commitment to the health and wellness of our city and our charitable sector.
- See the impact of our grant-making and community building work in the vitality of our city, particularly in our Community Champion commitments
- Strengthen our donor base and endowment funds in a climate that nurtures generosity in our city
- Demonstrate sound fiscal management, transparent communications, and thoughtful grant-making
- Maintain public confidence and a trusted reputation

## Communications & Engagement

The Foundation will keep our many publics informed on our work throughout the plan's timeframe and beyond. We are publicly accountable and strive to ensure the community in continuously being updated and inspired by our collaborations, including proposed engagement strategies for all the pillars within the Strategic Plan.



## Appendix

### What Is Vital Signs®?

Vital Signs® is a check-up conducted by community foundations across Canada measuring community vitality. The report identifies significant needs and trends by combining quantitative and qualitative data, including insights from community members about a range of issue areas critical to quality of life.

It is a snapshot in time of our community; its strengths, gaps, and opportunities for our future. Our community has experienced dramatic change and challenges since Winnipeg's first Vital Signs® report, released in 2017.

The Vital Signs® 2022 research process is grounded in the Canadian Index for Wellbeing (CIW). The research was conducted at a time when our community is struggling to reconnect after a global pandemic. It looks at eight different areas of wellbeing and it was important to take the key findings from this research to the community to determine whether they were true and real for Winnipeggers.

### Key Findings

When our team brought the research findings for Vital Signs® 2022 into our community to confirm the data, we found a tension between Winnipeggers' connection to the community and how institutional systems recognize and understand our diverse cultures.

What we discovered through this process is that Winnipeggers need connection. Feeling connected to our community is vital to our wellbeing. However, our ability to connect is challenged by the delivery of social services that make up our societal systems. Our institutional systems — health care, education, and housing — struggle to prioritize a wellbeing approach that recognizes our cultural and community values.

Through connections strengthened in our communities, and systems operating in step with our cultures, it will take a community and system-wide effort to improve the wellbeing of Winnipeggers.

Using the CIW and community engagement, we identified the following six key findings as gaps in our community that are vital to well-being:

- We are disconnected and struggle to feel a sense of belonging within community.
- We lack trust in societal institutions.
- Access to mental health services is inconsistent and fragmented.
- There has been a significant increase in deaths from substance overdose and significant wait times for addictions assessment and treatment.
- Access to affordable food is a challenge that continues to grow.
- The availability and access to safe and affordable housing is at a crisis point.

The 2022 report's goal is to mobilize the power of community knowledge for greater local impact, providing insight about how best to support Winnipeggers.

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#### *Photo credits:*

*Page 4: Orange Shirt Day round dance, Portage & Main, Winnipeg Foundation photo*

*Page 5: The Women's Fund Giving Circle, Winnipeg Foundation photo*

*Page 6: Splash Childcare group, supplied photo, Splash Childcare Inc.*

*Page 7: Winnipeg skyline, stock photo*

*Page 9: Elder Mae Louise Campbell, supplied photo, Clan Mothers Healing Village*

*Page 10: Nine Circles Community Health Centre, supplied photo*





1350 - One Lombard Place | Winnipeg, MB, R3B 0X3, Canada  
204.944.9474 | 1.877.974.3631 | [wpgfdn.org](http://wpgfdn.org)