



Yellowknife
COMMUNITY FOUNDATION

2023–2028
Strategic Plan

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Yellowknife, NWT



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COMMUNITY FOUNDATION

BACKGROUND

The Yellowknife Community Foundation (YKCF) is a charitable organization formed in 1993 to provide interested individuals and organizations with a means of supporting projects in our community for the enduring future. It embodies a simple concept – that people working together can make a difference.

Over the years, the Foundation has grown and evolved, expanding and diversifying its fund development and grant-making, and reaching beyond Yellowknife to serve individuals and organizations in communities across the Northwest Territories (NWT). Today, the YKCF is proud to manage more than 40 funds that address a wide spectrum of community needs and interests.

And we continue to evolve.

Equitable grant-making is about being conscious of the barriers faced by disadvantaged groups as a result of the inequitable distribution of power and resources and incorporating the notion of substantive equality (or equity) into grant-making organizations and practices. This can include:

- Looking at organizational leadership, structures, policies and culture
- Embedding equity in grant design
- Collecting data that supports identification of bias and barriers
- Addressing bias in processes and decision-making

Trust-based philanthropy seeks to address the inherent power imbalances between funders, non-profits, and the communities they serve through the adoption of principles and practices that increase the sharing of power and decision-making as a way to foster a healthier and more equitable non-profit ecosystem. Common trust-based philanthropy principles include providing multi-year, unrestricted funding; simplifying and streamlining paperwork; seeking and acting on feedback from grantees and the community; increasing transparency and offering support beyond just funding.



In developing this strategic plan, our Board of Directors has taken stock of its accomplishments, further clarified its strategic foundations, set clear goals and objectives for the next five years, and identified strategies to help achieve them.

The YKCF also acknowledges that philanthropic philosophies and practices are changing across Canada and the world, mostly in recognition that to be a catalyst for change, charitable organizations must recognize and address the barriers and power imbalances that are often inherent in charitable practices. This strategic plan speaks to our commitment to learn about and integrate current philanthropic concepts and practices, such as trust-based philanthropy and equity grant-making.

The YKCF is also starting to discuss the possibility of building on its current geographic scope to officially transition to being a community foundation for the entire NWT. While this expanded mandate is not a commitment in this strategic plan, it is something the Board will be investigating for consideration in future plans.



OUR MISSION

A statement of our purpose: what we do, for whom, and the benefit/value.

The Yellowknife Community Foundation is a charitable organization that inspires and enables impactful giving in Yellowknife and the NWT. We strive to align donor interests and community needs through evidence-based grant-making, fundraising, strategic investment, public education, and community relations.

OUR VISION

The ideal future we are working towards.

To be a catalyst for sharing, supportive, and connected communities.



OUR PRINCIPLES

Our values and how they inform our actions and decisions.

Generosity We recognize that it is the contributions of many that enable us to do the work we do. We are grateful to all the donors, grantees, and partners who give their resources, their time, and their talents to strengthen and support our communities. We humbly strive to maximize the impact of their generosity through thoughtfully designed and administered funds and grants.

Integrity We work every day to earn the trust of our donors, grantees, partners, and community members by aligning our words and our actions, and by being honest and transparent in everything we do.

Learning We are here to be of service to our community. This requires that we be open to listening to, and learning from our donors, applicants, grantees and partners about their needs, interests, and experiences through feedback and dialogue.

Equity, Diversity & Inclusion We are committed to serving and reflecting the whole community and to fostering a sense of belonging for all. To do this, we must invite diverse people and ideas into our organization and our decision-making. We must be open to seeing and addressing social, cultural, and economic barriers in our processes.

Fiscal prudence We take very seriously our responsibility to manage the funds and assets entrusted to us in a way that maximizes our granting capacity over time. We do this by making strategic financial choices guided by our goals and aligned with our values, and by employing rigorous financial management and reporting practices.

OUR GOALS AND OBJECTIVES

Our broad long-term aims, further defined through specific target outcomes.

Community Impact



GOAL 1 – Inspire and enable a broad range of people, organizations, and businesses to contribute to their community through charitable giving

- 1.1. Increase awareness of the YKCF and the charitable giving options it provides (available and emerging)
- 1.2. Increase and understand the characteristics of the YKCF donor pool
- 1.3. Maintain a positive donor and community giving experience
- 1.4. Increase the Foundation’s asset base through innovative partnerships, campaigns, and community outreach

GOAL 2 – Transform our organization and practices to better represent, reflect, and serve our community

- 2.1. Increase participation of diverse community voices in the Foundation’s granting and decision-making
- 2.2. Increase understanding and application of best practices in YKCF’s approach to granting and philanthropy, adapted to the needs and realities of the NWT

GOAL 3 – Strengthen our ability to understand, communicate and respond to community needs

- 3.1. Increase our understanding of community strengths and needs through research and collaboration
- 3.2. Increase alignment of YKCF fund development and grant-making with identified community needs
- 3.3. Increase the diversity of our applicant pool
- 3.4. Increase the proportion of donors donating to unrestricted funds or to identified areas of need



Organizational Performance

GOAL 4 – Enable the Board of YKCF to focus on governance and strategic initiatives supported by policies

- 4.1. Increase proportion of Board time dedicated to strategic initiatives
- 4.2. Have sufficient policies to enable effective/efficient management of day-to-day activities by staff without direct Board involvement
- 4.3. Make progress on identified strategic initiatives

GOAL 5 – Strengthen organizational capacity and resilience

- 5.1. Increase operational revenue to ensure the Foundation can continue to grow and extend the reach of its activities
- 5.2. Maintain a stable Board and staff complement and align with evolving organizational needs
- 5.3. Maintain organizational knowledge and capacity
- 5.4. Optimize the value of Foundant for analysis and decision-making
- 5.5. Increase application of sector administrative and financial best practices and processes (e.g. CFC and other Community Foundations)