



MINUTES

Strategic Planning Session on 26 November 2013 from 6.30 pm to 8.30 pm

Andrea Verwey's home

Present: Bob Andrew, Kathy Bellringer, Joyce Ganong, Soren Hammerberg, Daron Jennings, Julia McCaig, Colleen O'Neil, Kim Stephens, Andrea Verwey, Natasha Laroche

Regrets: Kristen Watson, Mary Letson (on leave)

1. **Refresh of our mission and guiding principles** Soren articulated our mission to be a trusted, accountable, and transparent philanthropic community leader that gives back to our community by raising endowment funds and managing flow through funds with collaborative engagement. He also refreshed on the guiding principles.
2. **Incoming Chair's vision for the Foundation:** *to develop further the BICF as a voice of compassion and a bridge of Island interests within the realm of philanthropy*
3. **Governance Responsibilities of the Board** – Soren confirmed the governance responsibilities that have been crafted by his predecessors. He also discussed the need to:
 - (1) interpret the needs of the BI community;
 - (2) defend BICF autonomy and independence;
 - (3) attend and participate in Board meeting and be an active working member; and
 - (4) maintain confidentiality.
4. **Strategic discussion**

Soren opened by suggesting a 3 year plan to:

 - (1) raise \$1 million in a combination of donor gifts and legacy giving (not receipted but on our books)
 - (2) reach a target of \$40K annual granting (4% of the endowment); and



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- (3) establish ourselves as an independent and balanced leader in the community for discussion about community priorities, needs, and solutions. Kim agreed, noting the need for “Conversation, dialogue, consensus.”

Soren noted that the key is to find goals (for our own internal purposes) that are attainable and realistic, but to not limit ourselves with them. The discretionary fund is granting \$5K a year, plus the flow through funds and others. Averaging 3-3.5% return. Soren has met with two donors this fall (Bob came along for one of those meetings), and stressed that these conversations – and aall conversations with propective donors – must be confidential.

Natasha Laroche noted the Vancouver Foundation’s work in uncovering information about the community and bringing that supporting evidence to the community.

Soren responded by noting that espousing the value of charity is important, too. Our philosophical goal is to become an intellectual centre of giving, where people understand why they give, and where we help connect all people to the idea of giving.

5. Discussion points about strategy

What is our strategy for approaching our donor base?

Soren mentioned using “established families” as our starting point. Joyce noted that Dave Witty put together quite a substantial list in the past, and that we should use that list as a base. Joyce will track it down from Dave. Soren asked everyone to email him with a list of people we can approach and potential sit down with in small groups - eg. Hood Point guys that Soren hopes to gather for a pub night. Each of us can host a neighbourhood night and invite Soren and Natasha along, leave them with some materials.

Soren also suggested hosting neighbourhood art parties featuring local artists’ work and including an opportunity for us to talk about the Foundation – the same with AGMs and stratas. We can offer ourselves as speakers and icebreakers – eg. at church groups. He gave the example of [Uno Langmann](#), who has a house on Bowen; we could do an event at his South Granville gallery, with an auction, for the Vancouver-based Bowen Island donors. We could host a performance at Tir-Na-Nog, and start things off with 5 minutes of our schtick. Or ask Ian Henley to open up his house and art collection.

Daron noted it would be interesting to approach the “generational families”.

Natasha noted that things can be happening on two levels. Level 1 is generally raising the profile of the Foundation (what it is and what it does). Level 2 is to triage out who is able to do the bigger money – not just who *has* money, but who can be motivated to be passionate about the cause (and who will sell for us). Leaving a permanent legacy on the Island is enough for some, while others will really want stories (eg Maggie Cumming,



and the impact on taxpayers); and unearthing more of these stories that don't yet have people attached to them. Soren agreed, noting the example of the need met by the Community Chest at the end of the year. There was no need to ID names or amounts, but that incident showed us as the "first responder", able to quickly diagnose and respond. Key elements: trusted, confidential, able to diagnose and deliver quickly.

Soren noted that this discussion reminds us of how much we need to capture stories of how we have built capacity in the community. He suggests starting by doing stories about three recent gifts that have been provided. We threw out a list, and the ones highlighted in these minutes were seen as best options: 1. Fire department 2. Tir-na-Nog 3. Family Place and BCC 4. KKN 5. Library and the tech tutor 6. Community Chest. 150-200 words each.

Soren indicated that we also need stories of donors. Who to feature? Jean Cleator, and maybe her son. Nicolette McIntosh – gift of her home for the auction, will do it again on Sunday June 8th, 2014.

How to tackle donors? We tackle established lists. We need someone to work with Janet to understand the power of our software – one using the information, and one doing the receipting (Janet). Soren said that he would like to meet with Janet and Daron and Kristen to make sure the receipting process is done in a timely way.

Natasha again emphasized the importance of confidentiality. "It is so important that lists don't generally circulate, however wonderful it would be to have one master list from which everyone is working". There is no need to have it be accessible to us all. Soren confirmed that only the Chairs and Treasurer will have access to it.

Soren raised the issue of how we *all* connect the community to the Foundation. For next meeting, he asked everyone come up with a couple of ideas of specific groups we can approach – who bis est messenger? Consider adding this as a 15 minutes item of business at every meeting -- who we are each approaching.

ROUND-UP OF ACTION ITEMS FROM THE NOV 2013 STRATEGY SESSION

Soren Hammerberg	<p>Arrange a meeting with Janet, Daron and Kirsten to make sure that the receipting process is done in a timely way.</p> <p>Add agenda item for future regular board meetings: who we are/should be approaching, and who is the best Foundation board member to do it</p>
Joyce Ganong	<p>Joyce will track down the list created earlier by Dave Witty and email it to Soren to use as a base for a new "established families" list of existing and potential donors.</p>



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Andrea Verwey	With Julia, put the grant and donor stories identified into the communications plan for the first quarter of 2014.
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