



WEENGUSHK
FILM INSTITUTE

WEENGUSHK FILM INSTITUTE

STRATEGIC PLAN

FY 2021-2024



S. Sutton & Associates Inc.
Consultants in Philanthropic Management

WEENGUSHK FILM INSTITUTE

Weengushk Film Institute (WFI) is a non-profit, artist-focused film and television-training centre, dedicated to unlocking the creative potential of Indigenous and diverse youth.

While celebrating and sharing their voices, these emerging Indigenous artists learn market leading and life skills, as they begin their path towards inspired and sustainable futures.

Through an understanding of tradition, culture, and identity, WFI envisions the collection, preservation, and representation of new creative voices. The development and recognition of Indigenous youth at WFI supports the important contribution of Indigenous stories to the Canadian arts landscape.

Source: Weengushk Film Institute website

vision

To Create a Reality for the Dreamer

mission

Weengushk Film Institute (WFI) shall be a centre for capacity building in the audio-visual arts for aspiring Indigenous and diverse artisans and filmmakers through the provision of education, training, and their creative journey to promote cultural, ethnic, and artistic vitality.

core values

FOCUS ON PARTICIPANTS FIRST

WFI provides a safe place that enables participants to discover their purpose and passion to focus and fuel their development and growth.

BE RESPECTFUL

WFI staff and students acknowledge the land, culture, language, and self in everything they do.

SHARE THROUGH OPEN COMMUNICATION

WFI staff, students, and board members can express ideas openly.

BE CURIOUS & COURAGEOUS

WFI staff and students are unafraid of mistakes, just as they are unafraid of growth.

DEVELOP OUR PEOPLE

WFI staff and board members provide an environment that fosters personal development and professional growth.

BEGIN WITH THE END IN MIND

WFI staff, students, and board members embrace learning curves; innovate, iterate, err, improve, repeat.

BREAK DOWN BARRIERS

WFI staff and board members work together to eliminate obstacles, remove barriers, ignore limits, and break down walls that cause constraints to the organization.

CREATE AND INNOVATE

WFI staff, students, and board members are adaptable to the new innovative world, which will spark the creativity and imagination.

weengushk film institute

OUR DREAMERS: Current & Future

WHERE WE CAME FROM



The Weengushk Film Institute is an Indigenous-led and managed training centre on Manitoulin Island in Lake Huron that has world-class programming and instructors, world-class facilities, equipment, products and services, and world-class student-led content.

Dr. Shirley Cheechoo C.M, WFI's founder and current Executive/ Artistic Director, has grown the organization from its humble beginnings to an organization with an impressive track record in the film and media industries. What is indisputable is the fact that WFI has been paving the way and creating pathways for its target groups, despite systemic obstacles.

WHERE WE ARE

WFI's supports Indigenous and diverse youth through the provision of education and training in the film industry. Through one-on-one mentorships and a focus on the individual needs of students, WFI helps youth realize their dreams by putting the tools in their hands, opening doors to new possibilities, and fostering involvement within the creative community, which results in many students going on to further their education or entering into the workforce. WFI provides an opportunity for students to thrive in a 360-degree learning environment that has a low instructor-to-student ratio that focuses on individual growth. Along with personal growth, students will develop the skills for entry-level positions in all areas of film and television content creation.

WFI Board and staff believe that no participant should be left behind.

At WFI, youth are surrounded by others who are engaged in speaking about their life through art and their struggle to retain their identity and heritage. It is WFI's intent to focus on strengths rather than weaknesses, to be respectful of cultural values, and to build upon existing personal, familial, and community resources.

WFI has two year-round programs in film and television production that are offered on site and provide credentials towards a Bachelor of Fine Arts (BFA) degree with Laurentian University, as well as undergraduate certification with Brock University. Since 2017, 15 WFI students have participated in the agreement with Brock University and 89 students have qualified for the articulation agreement with Laurentian University.

Other programs and courses that are offered include a three-week spring production course, a summer scenes workshop program, and winter workshops, as well as other *ad hoc* workshops and seminars.

WFI funds its operational activities through three streams: government grants; donations from corporations, foundations, and individuals; and through earned revenue from program fees and admissions.



WHERE WE ARE GOING

WFI has ambitious plans to increase enrolment and impact through the creation of a larger intake stream, which will be supported by the construction of a new facility known as the Turtle Island Project. WFI's future facility includes industry standard production spaces, suitable accommodation for new and emerging artists, and other areas to support the organization's growth, inclusive of a cinema.

Over the next five years, WFI will build a world-class arts centre that houses:

- A training facility with administrative offices and study halls
- Land-based learning facility
- Elders-in-Residence facility
- Residences for artists
- Social and guidance services facility
- Staffed/participant dining facility
- A production and a post-production facility
- A theatre and sound stage
- Equipment facility

This achievement will be accomplished through the development of WFI's capital campaign, the Turtle Island Project, which will meet the goal of expanding, integrating, educating, and promoting Indigenous and youth diversity and strengthening the infrastructure of Indigenous arts communities in the North. The organization will support the campaign by focusing on WFI's core values, implementing the goals and objectives articulated in this strategic plan, and using relevant benchmarking and metrics to further this plan.

ORGANIZATIONAL MATURITY

An organization's maturity resides on a spectrum from Foundational to Evolving to Optimized. WFI's foundational maturity as a fundraising organization served as the baseline for the strategic plan.

Foundational Maturity refers to an organization that is focused on gaining operational stability and sustainability, while transforming its fundraising capabilities via its process, practices people, perspective, and tools.

Evolving Maturity refers to an organization that is focused on operational growth; while integrating fundraising tactics such as peer-to-peer networking, donor analytics, direct marketing, donor segmentation and pipeline building as a means for continued development.

Optimized Maturity refers to an organization that is focused on operational strategic expansion and has a sophisticated process and practice for charitable brand-building, while efficiently using its tools and people to achieve the same.

A primary objective of the strategic plan is to increase the maturity of the organization, so it has the fundraising and organizational capacity to successfully execute the Turtle Island Project capital campaign.

FUNDRAISING & OPERATIONAL READINESS

Careful consideration was given to fundraising and operational readiness in the areas of process, practice, people, perspective, and tools.

Process refers to a systematic approach to structuring an organization's activities as it pertains to fundraising. In short, it refers to an integrated set of activities that manages the life cycle of a donor at an institution.

Practice refers to specific activities/events that an organization performs to attract or sustain gift giving by donors. Examples of such activities including direct solicitation for gifts, donor recognition events, etc.

People refers to an organization's talent pool both in terms of skill set and capacity needed to meet fundraising objectives.

Perspective refers to an organization's fundraising ideology surrounding key questions such as: What is the approach to fundraising to prime donors? What is an acceptable condition or source of giving? What is the organization's charitable impact narrative?

Tools refer to systems, standards, and procedures in place that helps drive efficiency and proficiency in fundraising activities.

NOMENCLATURE

Terms and definitions used:

Goal: The desired endpoint or condition to be achieved to realize the organization's vision and mission.

Strategy: Plan of action or approach to achieve the goals.

Rationale: Explanation as to why a goal or strategy is important for the organization at its stage of maturity.

Tactic: The step or actions that will need to be undertaken and completed to successfully achieve the strategy.

Measurable Outcome: Metric used to assess whether tactics have been completed.

Timeline: When the tactic is to be initiated and completed (by fiscal year and quarter re: FY 2021, Q-1 through Q-4)

Lead: The staff, volunteer, or committee responsible for the tactic.



GOALS

To align us with our mission and reach for our vision

GOAL 1:

Enhance Board Training, Management, and Governance

GOAL 2:

Address Risk Management and Operational Governance

GOAL 3:

Execute Strong Stakeholder Programs

GOAL 4:

Execute Strategic Fundraising Priorities

STRATEGIES & RATIONALES

GOAL 1

Enhance
Board
Training,
Management,
and
Governance

Proper Board training, management and governance is essential for any non-profit to assure the demands of steering, supporting, and safeguarding the organization are met.

STRATEGY

Assure the structure and composition of the Board are suitable, meetings and communications are managed appropriately, and members understand and are equipped to fulfil their responsibilities. The evolution of WFI and its corresponding maturity requires it to revisit this foundational corporate document with particular attention paid to size, length, and maximum number of terms, and defined role of the Board and its subcommittees.

RATIONALE

To support the objectives of this plan, WFI needs to ensure it has provided the right training and the proper support tools to the Board and subcommittee members. This enhances the capability of the Board and subcommittee members to understand the context in which they lead, apply best practices, and recruit members with the specific skill sets required to help the organization achieve its goals. Subsequently, the Board will know when to increase and hire the right staff at the right time, and feel comfortable in supporting fundraising and all other operational activities.

STRATEGIES & RATIONALES

GOAL 2

Address Risk Management and Operational Governance

Ensuring that an organization addresses its risk framework and has well-defined operation governance practices is important for a non-profit. It allows the organization to follow proper government protocols, meet donor needs, prevent against fraud, operate efficiently, and ensure long-term financial stability.

Government adherence to regulations through the Canada Revenue Agency and its Charities Directorate places certain requirements on a charity that must be fulfilled continuously, regularly, and/or annually. These requirements include having a set of clear policies on the use of donor funds, an accurate annual accounting of fund disbursements—as well as costs associated with fundraising—and policies that align with government guidelines on how funds are spent and accounted for. Not complying with ongoing CRA requirements and, most importantly, not filing the required annual report(s), puts the charity at the risk of a CRA audit, with penalties up to and including the revocation of its charitable status.

Donors want to ensure that the funds they give to a non-profit are used for their intended purpose. Through the publication of an annual report (coupled with a certified external annual audit), donors can be assured that the non-profit can fiscally prove that funds are used for stated purposes. Donor trust in an organization is what drives recurring giving, and it is much easier (and less expensive) to nurture and grow known donors, than it is to constantly acquire new ones.

At the core, donors want to know that the organization allows them to direct and control:

- How their dollars are being used,
- How their information is being used,
- How to opt out of future communications and/or solicitation; and
- How to connect with the organization when there is an issue.

STRATEGIES & RATIONALES

To provide this information, a non-profit should have robust set of policies and procedures, many of which are public, and all of which can be audited against and the organization's operational performance can be measured against.

STRATEGY

Establish strong policies and procedures with a focus on financial operations.

RATIONALE

WFI must develop a set of policies and procedures associated with the handling of financial information in order to support the transactions in the back office that are connected with the processing of donations. These policies and procedures need to extend across all fundraising channels and all methods of transactions, yet be simple enough to be common in their application and be easily understood by staff.

STRATEGY

Establish strong policies and procedures with a focus on organizational operations.

RATIONALE

Beyond financial policies there are a set of policies and procedures that focus on the security of information, the operations of the organization, and the recognition of donors.

STRATEGIES & RATIONALES

STRATEGY

Ensure appropriate government filings are made in a timely manner and other compliance measures are reported as per reporting deadlines.

RATIONALE

Ensuring that compliance is met in a timely manner across requirements such as government filings, banking regulations, and universally accepted non-profit practices is key to building confidence in the organization, its people, and its mission.



STRATEGIES & RATIONALES

GOAL 3

Execute
Strong
Stakeholder
Programs

WFI serves and is supported by an impressive network of students and alumni, workshop, and camp participants, academic, Indigenous, film and television, federal and provincial, film festival, and community partners. WFI's heart, vision, mission, core values, and future are inextricably tied to its stakeholders. Together this network represents a mosaic upon which WFI has built the strength of the Institute. Each stakeholder group, corresponding program and strategy requires review, evaluation, and thoughtful planning to maximize participation, fiscal viability, successful funding, and operations of WFI and the visionary Turtle Island Project. This project in its early stages of conception will depend on the collective efforts of the stakeholders to catapult WFI to a competitive level with the Sundance Institute and other world-class film institutes.

STRATEGY

Re-envision the business/finance model of WFI, including recruitment efforts, tuition, curriculum, and class size and identify steps needed to bring to all educational programming to break-even financially.

RATIONALE

Institute students and alumni, workshop, and summer camp participants are the bedrock of WFI; however, in its 18-year history only 300 new and emerging artists have benefitted from the training at WFI. Costs to deliver programming to 8-15 participants annually reflect a business model that is financially unsustainable and represents a barrier to growth and the vision for the future.

STRATEGIES & RATIONALES

STRATEGY

Create additional partnership with post-secondary institutions.

RATIONALE

WFI has formed partnerships with Laurentian University and Brock University, giving all participants the opportunity to enter higher education after completing WFI programming. Adding additional partnerships will enhance recruitment of students and faculty, increase opportunity for graduates, and build the profile of WFI in academia.

STRATEGY

Build upon the network of indigenous program Knowledge Keepers and instructors and build upon the support of the Pan Canadian Indigenous community.

RATIONALE

More than 300 new and emerging artists have benefitted from the training delivered by WFI since its inception, allowing them to unleash their creativity to develop content that reflects the emerging artist's subjective, historical and/or collective truths. Knowledge Keeper's storytelling and land-based learning enhances student's motivation and success in the program. This critical component of the programming and education needs to be scaled up to meet increased enrollment and profile of WFI with these critical stakeholders.

STRATEGY

Build upon the network of film and television industry partners.

STRATEGIES & RATIONALES

RATIONALE

Industry partners, who have generously supported WFI with their time, treasure, and talent, have optioned projects and employed alumni. This is an incredibly important stakeholder base that will need to be expanded to meet the goals of the future.

STRATEGY

Build upon the strong endorsements and generous financial support of the Federal and Provincial governments.

RATIONALE

Federal Economic Development Initiative for Northern Ontario (FedNor) and the Northern Ontario Heritage Fund Corporation (NOHFC) have long been supportive of WFI and are giving strong consideration to additional funding to enable the Turtle Island Project, catapulting WFI to a competitive level with the Sundance Institute and the Banff Centre. This partnership deserves additional attention and investment to further develop opportunity for collaboration.

STRATEGY

The Weengushk International Film Festival is currently a separate stand-alone organization from WFI. Explore combining or coordinating operations between WFI and the Weengushk International Film Festival through an operating agreement or merger.

RATIONALE

To bring about cost savings to both entities, operational clarity, alignment of vision and missions, and enhanced fundraising capacity, so they are fully complimentary.

STRATEGIES & RATIONALES

STRATEGY

Build upon and refine the strong working relationship with key external community partners.

RATIONALE

Community partners both local and Pan-Canadian and have served to bolster the pipeline of financial support, expand reach, and raise profile of WFI. Enhancing this network will reinforce all the goals of WFI.

STRATEGY

While preparing operational readiness, WFI needs to be focused on the future: The Turtle Island project. Development of a capital campaign in support of the project will focus the planning and conversations with the collective body of stakeholders to educate, inform, engage, and garner support through their work, wealth, and wisdom.

RATIONALE

The Turtle Island project will catapult WFI to a competitive level with the Sundance Institute, Banff Centre, and other world-class film institutes by providing new training and production facilities, administrative offices, study halls, a dining facility, and residences for the artists. A successful campaign requires a concerted, coordinated, and strategic approach made possible through a carefully constructed and executed capital campaign plan.

STRATEGIES & RATIONALES

GOAL 4

Execute

Strategic

Fundraising

Priorities

The philanthropic marketplace is complex and competitive. As philanthropists and funding agencies demand increased productivity and accountability from the organizations they support, well-researched strategic planning and execution of philanthropic initiatives becomes increasingly important. This Strategic Plan is designed to render WFI fit for high performance, aligning philanthropic initiatives with strategic direction while developing and implementing best practices to facilitate sustainable philanthropic success.

STRATEGY

Define the roles and responsibilities for both staff and volunteer committees and recruit the right people to support the fundraising objectives.

RATIONALE

To support the objectives of this plan, WFI must provide training and tools for existing staff and Board/subcommittee members and recruit additional committee members and experienced staff with the specific skill sets required to help achieve the fundraising goals of the organization.

STRATEGY

Implement systems, tools, and processes to fundraise effectively.

STRATEGIES & RATIONALES

RATIONALE

Organizations can be challenged to apply best practices and fundraise successfully if the systems, procedures, policies, and infrastructure are not in place. Donors and prospects today expect charities to have a strong operational backbone to support the development and delivery of their programs and to achieve positive outcomes with their stakeholders. It is essential that they see the organization operating in a fiduciary and prudent manner regarding how they spend their funding and, just as importantly, that the organization is going to thrive in the long-term. Donors and prospects are also looking at organizations' environmental, social, and governance (ESG) practices.

STRATEGY

Create a pipeline of prospects/donors that enables major and planned gifts while also delivering a consistent source of unrestricted revenue.

RATIONALE

The purpose of any fundraising plan is to position the organization to raise more money while also recruiting the best donors to its cause. WFI will need to focus on major donors through high net worth individuals (HNWIs), foundations, and corporations. WFI will also need to continue to build a strong foundation of support through monthly giving or annual giving to ensure a predictable stream of unrestricted revenue and to provide a pipeline for future major and planned gifts. These actions will only succeed if helmed by an experienced professional and implemented and measured according to fundraising reporting best practices, including Canada Revenue Agency (CRA) requirements.

WORKPLAN

Strategic Plan Implementation

&

Strategy, Tactics, Measurable Outcomes, Timeline & Lead

STRATEGIC PLAN: GOAL 1

Enhance Board Governance, Management, and Training

Strategy: Assure the structure and composition of the Board are suitable, meetings and communications are managed appropriately, and members understand and are equipped to fulfil their responsibilities.

TACTICS	MEASURABLE OUTCOMES	TIMELINE	LEAD
Review and update Board Terms of Reference	Terms of Reference completed	FY 2021 Q1	Board Chair
Review and update Board Governance Policy Manual	Governance Policy Manual completed	FY 2021 Q1	Board Executive Committee
Plan and initiate Board training and development activities	Training Module developed and delivered to new Board members and used for reference at Board meetings	FY 2021 Q2	Board Executive Committee

STRATEGIC PLAN: GOAL 2

Address Risk Management and Operational Governance

Strategy: Establish strong policies and procedures with a focus on financial operations.			
TACTICS	MEASURABLE OUTCOMES	TIMELINE	LEAD
Create a gift acceptance policy.	Policy has been developed.	FY 2021 Q1	Managing Director
Create procedures for gift processing.	Procedures policy been developed, and staff trained.	FY 2021 Q2	Managing Director supported by Bookkeeper and Development Director
Establish a credit card processing account that can be used across all channels	Credit card account is established.	FY 2021 Q1	Managing Director supported by Bookkeeper
Conduct first Payment Card Industry Data Security Standard (PCI DSS) audit.	Initial PCI-DSS certification is achieved.	Within three months of credit card account being established.	Managing Director supported by Bookkeeper
Create a gift receipting policy that aligns with CRA requirements.	Policy has been developed and implemented.	FY 2021 Q1	Managing Director supported by Bookkeeper and Development Director

Strategy: Establish strong policies and procedures with a focus on financial operations (continued).

TACTICS	MEASURABLE OUTCOMES	TIMELINE	LEAD
Establish an electronic funds transfer account separate from personal accounts of staff members.	Account has been established and is the only method for processing EFTs/EMTs.	FY 2021 Q1	Managing Director supported by Bookkeeper
Establish a secure receipting process that meets CRA guidelines and is secured within a software application (such as a donor management system).	Receipts meet CRA guidelines and are tracked accordingly.	With the implementation of a CRM system.	Managing Director supported by Bookkeeper and Development Director
Create an expense policy with a particular focus on staff and Board expenses available for remuneration.	Policy has been developed and procedures implemented.	FY 2021 Q2	Managing Director supported by Bookkeeper

Strategy: Establish strong policies and procedures with a focus on organizational operations.

TACTICS	MEASURABLE OUTCOMES	TIMELINE	LEAD
Develop a data handling policy.	Policy has been developed and staff trained.	FY 2021 Q2	Managing Director supported by Development Director

Strategy: Establish strong policies and procedures with a focus on organizational operations (continued).

TACTICS	MEASURABLE OUTCOMES	TIMELINE	LEAD
Develop a privacy policy.	Policy has been developed and publicly posted on the website.	FY 2021 Q1	Manager Director supported by Development Director
Develop a corporate sponsorship policy.	Policy has been developed and staff trained.	FY 2021 Q2	Manager Director supported by Development Director
Create an event management policy and procedures associated with running fundraising events.	Policy has been developed and staff trained.	FY 2021 Q2	Manager Director supported by Development Director
Create a data sharing agreement between WFI and the WIFF.	Data sharing agreement is developed and is in operation.	FY 2021 Q2	Managing Director supported by Development Director
Assign management of the fundraising gala associated with the WIFF Festival to WFI.	The next Film Festival gala is planned and executed by WFI.	FY 2021 Q3	Managing Director supported by Development Director
Establish a naming policy for rooms/equipment that recognizes significant donations to WFI.	Policy has been developed and implemented.	FY 2021 Q3	Managing Director supported by Development Director

Strategy: Establish strong policies and procedures with a focus on organizational operations (continued).

TACTICS	MEASURABLE OUTCOMES	TIMELINE	LEAD
<p>Create a policy for membership in WFI, along with the associated rights for being a member (attending AGM, voting rights, etc.)</p>	<p>Policy has been developed and implemented.</p>	<p>FY 2021 Q3</p>	<p>Executive Committee of the Board supported by Managing Director</p>
<p>Create a set of Board policies that build on existing bylaws and establish rules such as:</p> <ul style="list-style-type: none"> • Board Selection Criteria • # of Board Members • Board vs. Staff responsibilities. • Signing authorities 	<p>Policies has been developed and implemented.</p>	<p>FY 2021 Q3</p>	<p>Executive Committee of the Board supported by Managing Director</p>
<p>Create a set of job descriptions for all WFI roles.</p>	<p>Job descriptions across all roles are created and the roles filled</p>	<p>FY 2021 Q4</p>	<p>Managing Director</p>
<p>Create a salary framework for remuneration of roles.</p>	<p>Roles can be hired at a competitive salary that reflects both job complexity and geographical location.</p>	<p>FY 2021 Q4</p>	<p>Managing Director</p>

Strategy: Ensure appropriate government filings are made in a timely manner and other compliance measures are reported per reporting deadlines.

TACTICS	MEASURABLE OUTCOMES	TIMELINE	LEAD
Clear Backlog of T3010 CRA submissions.	T3010s for the years ending October 2017, 2018, and 2019 are delivered to CRA and posted on their site.	Immediately	Managing Director supported by external audit firm.
Develop an annual calendar of compliance events.	Calendar is developed, approved, and distributed to staff/board.	FY 2021 Q1	Managing Director
Ensure the annual audit is conducted within three months of the end of fiscal year.	Annual audit is completed by the deadline.	January 31 of each year.	Managing Director supported by external audit firm.
File the annual T3010 six months after the end of the fiscal year.	T3010 is completed and filed by the deadline.	April 30 of each year	Managing Director supported by external audit firm.
Ensure all tax receipts for the previous year are provided to donors	All tax receipts sent to donors by the CRA deadline	February 28 of each year for donations received in the previous calendar year.	Development Director
Conduct the annual PCI-DSS audit and submit results to the credit card processor.	PCI-DSS Compliance is maintained.	FY 2021 Q3	Managing Director supported by Bookkeeper

STRATEGIC PLAN: GOAL 3

Execute Strong Stakeholder Programs

<p>Strategy: Re-envision the business/finance model of WFI, including recruitment efforts, tuition, curriculum, and class size and identify steps needed to bring to all educational programming to break-even financially.</p>			
TACTICS	MEASURABLE OUTCOMES	TIMELINE	LEAD
Complete audit and evaluation of ROI for each program and develop corresponding business plan to create financial stability for each	Completed Business Plan	FY 2021 Q2	Managing Director supported by the Founder and Artistic Director and Education Director
Create a national recruitment strategy to expand overall student population	Within three (3) years graduating classes will be 50+ students	FY 2023 Q4	Founder and Artistic Director supported by the Education Director
Revise curriculum to cover current practical and theoretical aspects of television and film production	Revised curriculum written and approved	FY2021 Q4	Education Director
Scale up facilities to meet increased enrollment size	Classroom and productions facilities meet the increased class sizes	FY 2021 Q4 and ongoing	Education Director supported by the Development Director

Strategy: Create additional partnership with post-secondary institutions.

TACTICS	MEASURABLE OUTCOMES	TIMELINE	LEAD
Create a national strategy to identify and pursue partnerships with additional universities and post-secondary institutions to offer shared curriculum and visiting students	10% year-over-year increase in the number of academic partnerships.	FY 2022 Q2	Founder and Artistic Director supported by Education Director
Create programs for general interest students during the summer, evenings, and weekends to maximize revenue and use of the facility	Launch of general interest classes and lectures	FY 2023 Q1	Education Director

Strategy: Build upon the network of Indigenous Knowledge Keepers and instructors and build upon the support of the Pan-Canadian Indigenous community.

TACTICS	MEASURABLE OUTCOMES	TIMELINE	LEAD
Audit and evaluate current pool of contacts, identify others, and develop strategy for outreach	20% year-over-year increase in number of Knowledge Keepers and instructors and key thought leaders	FY 2021- 2024	Founder and Artistic Director

Strategy: Build upon the strong endorsements and generous financial support of the Federal and Provincial governments.

TACTICS	MEASURABLE OUTCOMES	TIMELINE	LEAD
Audit and evaluate current pool of contacts, identify others and develop strategy for outreach	20% year-over-year increase in number of contacts and grants submitted	FY 2021-2024	Founder and Artistic Director supported by Outreach Committee of the Board and Development Director

Strategy: Explore combining or coordinating operations between WFI and the Weengushk International Film Festival through an operating agreement or merger.

TACTICS	MEASURABLE OUTCOMES	TIMELINE	LEAD
Identify the elements of mutual benefit and symbiosis between WFI and the Weengushk International Film Festival and develop an operating agreement between the two entities	Operating agreement in place	FY 2021 Q4	Managing Director
Enhance the festival's role as an educational and distribution resource for the students and the Institute	10% year-over-year increase in the number of students involved, student films shown	FY 2022 Q4	Founder and Artistic Director & Director of Education

Strategy: Explore combining or coordinating operations between WFI and the Weengushk International Film Festival through an operating agreement or merger.

TACTICS	MEASURABLE OUTCOMES	TIMELINE	LEAD
Identify central services between the festival and the institute that can be shared to achieve overall cost saving for each entity	Operating agreement in place and central services coordinated.	FY 2022 Q1	Managing Director

Strategy: Enhance the network of community partners both local and Pan-Canadian to bolster the pipeline of financial support, reach, and profile of WFI.

TACTICS	MEASURABLE OUTCOMES	TIMELINE	LEAD
Audit and evaluate current pool of contacts, identify others, and develop strategy for outreach	20% year-over-year increase in number of community partners	FY 2022 Q2	Founder and Artistic Director

Strategy: While preparing operational readiness, WFI needs to be focused on the future: The Turtle Island project. Development of a Capital Campaign Plan in support of the project will focus the planning and conversations with the collective body of stakeholders to educate, inform, engage, and garner support through their work, wealth and wisdom.

TACTICS	MEASURABLE OUTCOMES	TIMELINE	LEAD
Complete the Feasibility Study & Business Plan for the expansion of the facility on Manitoulin Island with counsel and develop a Capital Campaign Plan	Capital Campaign Plan in place	FY 2022 Q2	Business Manager supported by Development Director

STRATEGIC PLAN: GOAL 4

Execute Strategic Fundraising Priorities

Strategy: Define job descriptions for both staff and volunteer committees and recruit the right people to support the fundraising objectives.			
TACTICS	MEASURABLE OUTCOMES	TIMELINE	LEAD
Hire a full-time Development Director	A Development Director position has been hired	FY2021 - Q1	Managing Director
Craft job descriptions for both fundraising staff and volunteer committees and recruit the right people to support the fundraising objectives.	100% of staff and volunteer positions have job descriptions	FY2022 - Q1	Development Director
Plan one-on-one relationship mapping sessions with Board and committee members.	100% of the board and committee members have been met and relationships mapped	FY2022 – Q2	Development Director

Strategy: Define job descriptions for both staff and volunteer committees and recruit the right people to support the fundraising objectives (continued).

TACTICS	MEASURABLE OUTCOMES	TIMELINE	LEAD
Develop a Board Fundraising Packet for new board and/or committee members to ensure they know what is being asked of them and how they are to assist efforts by receiving the proper information and tools.	A packet has been created and distributed to 100% of the Board members	FY2021 – Q2	Development Director

Strategy: Implement systems, tools, and processes to fundraise effectively.

TACTICS	MEASURABLE OUTCOMES	TIMELINE	LEAD
Implement a donor database for trend analysis and giving behaviours.	A donor database has been implemented and being used properly	FY2022 - Q1	Development Director
Revamp website to include interactive videos.	Interactive videos are being deployed on the website in accordance with best practices	FY2021 - Q1 to Q3	Development Director
Source an email deployment platform and start actively building your email list.	A marketing email system is being used according to best practices	FY2021 – Q1	Development Director

Strategy: Implement systems, tools, and processes to fundraise effectively (continued).

TACTICS	MEASURABLE OUTCOMES	TIMELINE	LEAD
Sign-up for a Google Grant.	A Google ad grant secured	FY2021 – Q3	Development Director
Continue to focus on building organic content on social sites.	New content added quarterly	FY 2021 - 2024	Development Director
Build up your five-star Google Reviews.	Improvement monitored quarterly with 20% year over year improvement	FY 2021 - 2024	Development Director
Continue using CanadaHelps as your main donation page.	Donation site in place and updated annually	FY2021 – Q1	Development Director
Setup a PayPal account to process large credit card donations.	PayPal account active and in use	FY2021 – Q1	Development Director
Invest in a phone line that is staffed fulltime during business hours.	Phone line active and in use	FY2021 – Q2	Managing Director
Develop and implement in-house fundraising protocols and service standards.	100% of fundraising procedures have protocols in place that reflect best practices	FY2021 – Q3	Development Director
Review charitable tax and business receipts.	The receipts are in 100% compliance with all local and national laws	FY2021 – Q1	Development Director

Strategy: Implement systems, tools, and processes to fundraise effectively (continued).

TACTICS	MEASURABLE OUTCOMES	TIMELINE	LEAD
Created customized donation acknowledgements.	100% of acknowledgements are customized	FY2021 – Q1	Development Director
Set-up accounts with Canada Post.	Account open and in use	FY2021 – Q1	Managing Director

Strategy: Grow the donor base to set-up a major and planned gift pipeline while also delivering a consistent source of unrestricted revenue.

TACTICS	MEASURABLE OUTCOMES	TIMELINE	LEAD
Define what value constitutes a major gift.	A threshold for major gifts is defined and named	FY2021 – Q3	Development Director
Clearly define areas in the new or existing space that can be marketed for donor naming and recognition.	100% of appropriate spaces are identified, priced and used for recognition	June 2023 – Q1	Development Director
Create symbolic fundraising packages that bundle your strategic goals into easy-to-digest support levels.	Symbolic fundraising opportunities created and used for solicitation	FY2022 – Q1	Development Director

Strategy: Grow the donor base to set-up a major and planned gift pipeline while also delivering a consistent source of unrestricted revenue (continued).

TACTICS	MEASURABLE OUTCOMES	TIMELINE	LEAD
Evaluate your existing donor base for potential major donors and assign a gift manager.	100% of the donor base has been evaluated and viable prospects have been assigned	FY2022 – Q1	Development Director
Develop a corporate giving and small/medium business (SMB) prospect list and assign a gift manager.	List created and prospect pool assigned	FY2021 – Q4	Development Director
Develop a planned giving prospect pool.	Prospect pool identified and segmented for cultivation and solicitation	FY2023 – Q1	Development Director
Prepare for extensive one-to-one major gift cultivation and solicitation.	Major gift prospects have been identified and segmented, and a gift strategy has been developed for 100% of the prospects	FY2022 – Q1	Development Director
Create tiered recognition opportunities	“Founders Circle” and other recognition levels established and in use	FY2021 – Q4	Development Director
Create a donor wall.	Wall in place and updated quarterly	FY2021 – Q4	Development Director

Strategy: Grow the donor base to set-up a major and planned gift pipeline while also delivering a consistent source of unrestricted revenue (continued).

TACTICS	MEASURABLE OUTCOMES	TIMELINE	LEAD
Develop an Interim Case for Support.	A case is written, approved and in use	FY2021 – Q4	Development Director
Secure funding from grant making public foundations.	Foundation prospects have been identified and 100% of the prospects have an associated gift plan in place	FY2022 – Q1 & ongoing	Development Director
Secure funding from grant making private foundations or donor advised funds and personal foundations.	Foundation & Individual prospects have been identified and 100% of the prospects have a gift plan in place	FY2022 – Q1 & ongoing	Development Director
Develop an acquisition package for direct mail for testing to existing donors.	A direct mail campaign has been formulated, list developed, and mailing sent	FY2022	Development Director
Develop a digital advertising plan using social media platforms.	A plan has been developed and 100% of the plan has been implemented	FY2022 – Q1 & ongoing	Development Director
Convert single gift donors into monthly gift donors.	A program has been developed and launched	FY2021 – Q3 & ongoing	Development Director
Develop an email marketing plan and communications calendar.	Calendar in place	FY2022 – Q1 & ongoing	Development Director

Strategy: Grow the donor base to set-up a major and planned gift pipeline while also delivering a consistent source of unrestricted revenue (continued).

TACTICS	MEASURABLE OUTCOMES	TIMELINE	LEAD
Invest in house mail appeals.	Appeals are properly funded and executed	FY2023 – Q3	Development Director
Create a simple fundraising “event in a box”.	“Event in a box” added to website and in use	FY2021 – Q1	Development Director
Campaign launch event.	A plan for the launch of the new facility is developed which includes 100% of the stakeholder groups	FY 2023	Development Director
Annual stewardship and cultivation events to steward major gift donors.	A stewardship plan is developed for 100% of the major gift donors	FY2022 – Q1	Development Director
Plan a public Institute unveiling.	Plans for the new building have been developed and 100% launched	TBD	Founder and Artistic Director supported by Development Director
Develop a stewardship strategy for low-level donors.	A stewardship plan is developed for 100% of the low-level donors	FY2022 – Q1	Development Director

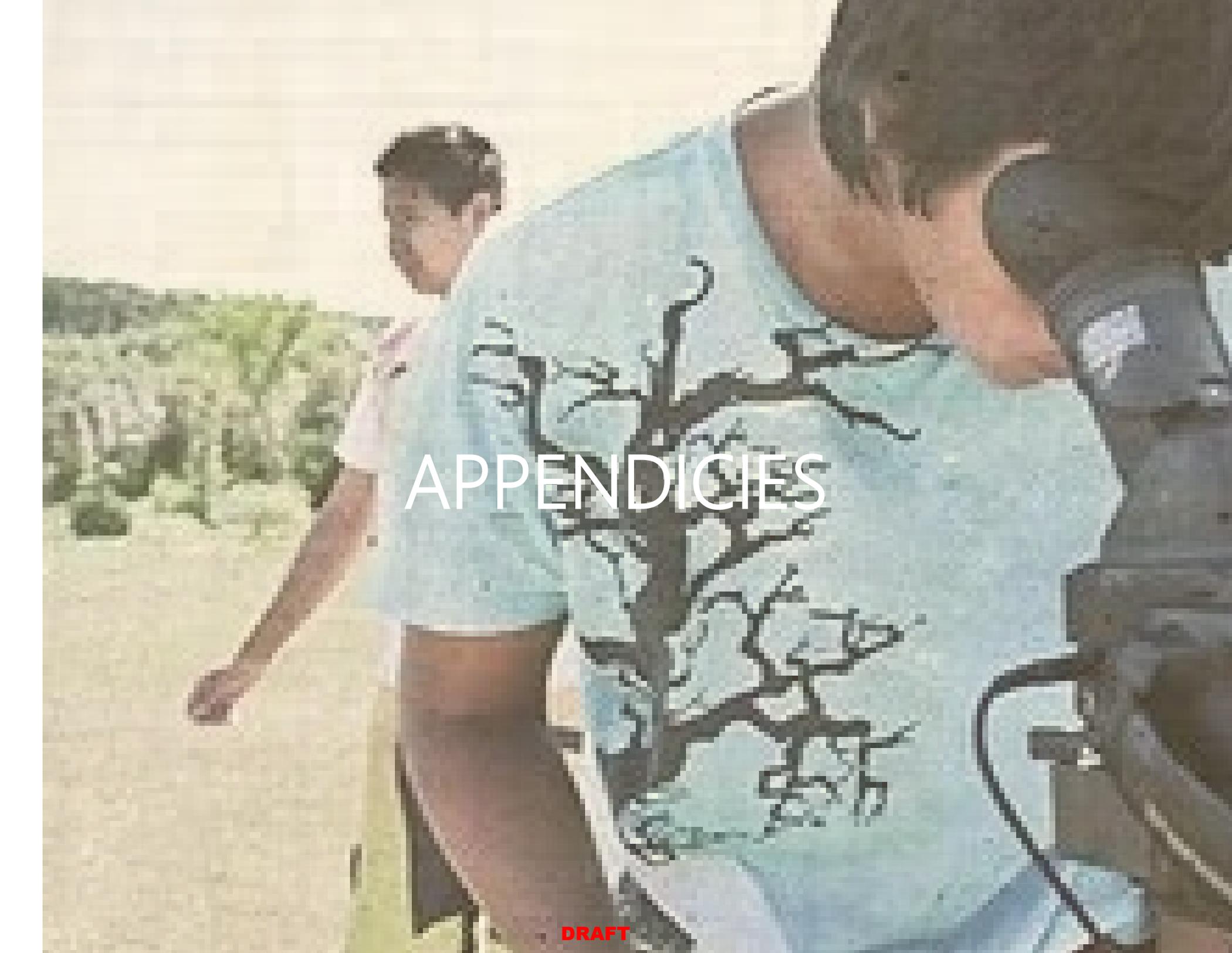
Strategy: Grow the donor base to set-up a major and planned gift pipeline while also delivering a consistent source of unrestricted revenue (continued).

TACTICS	MEASURABLE OUTCOMES	TIMELINE	LEAD
Invest in digital screens that will be used for advertising in your current & new physical space to increase earned revenue and as a fundraising tool for donor recognition and benefits.	Plan for screens has been developed, funded, and launched	FY2022 – Q1 & ongoing	Development Director supported by the Managing Director
Leverage a major gift as a matching gift for low-value donors.	A program has been developed and launched	FY2022 – Q1	Development Director

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WISDOM, LOVE, RESPECT, BRAVERY, HONESTY, HUMILITY & TRUTH

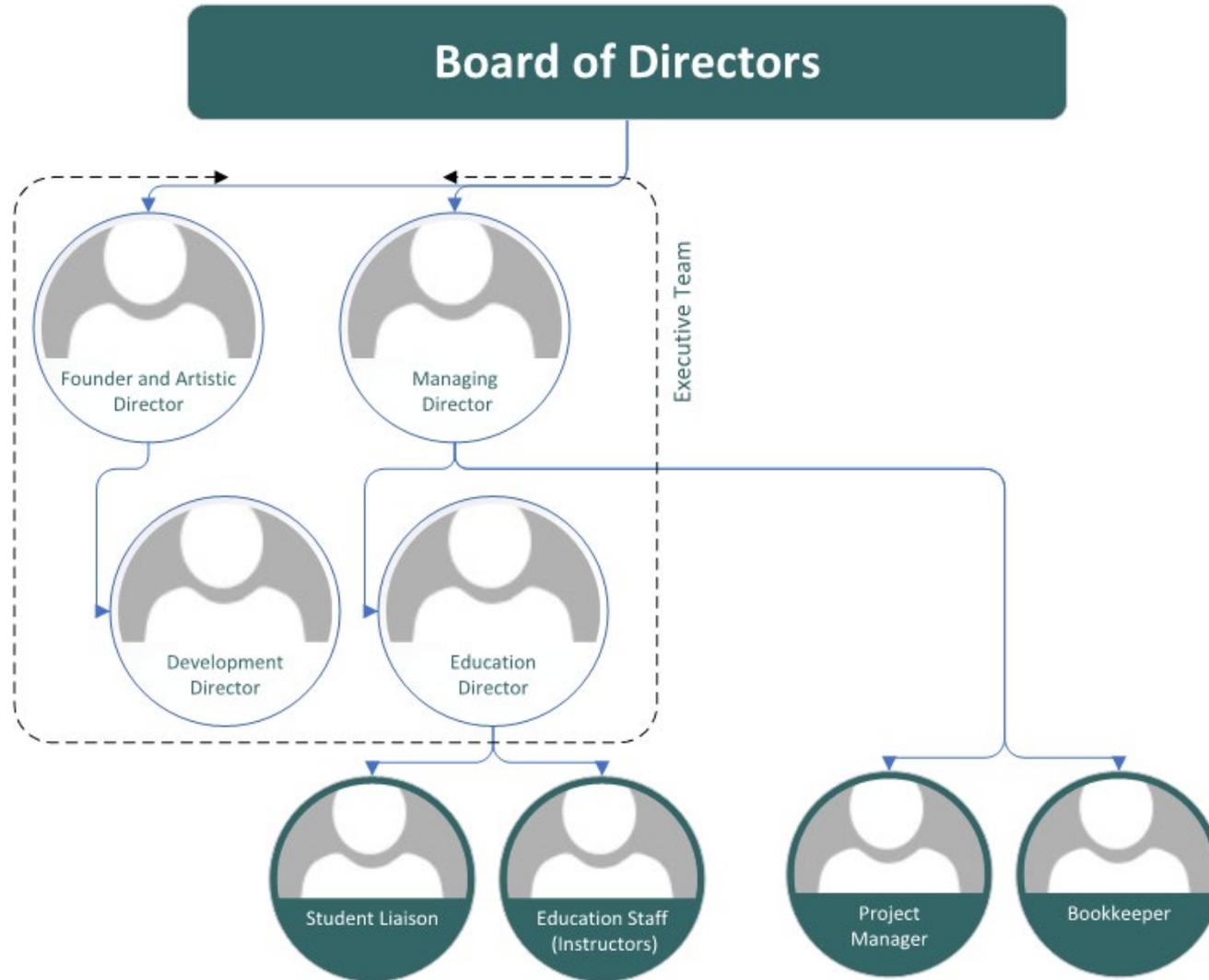
-the anishinabek seven grandfather teachings (condensed) -

A photograph of a person from behind, wearing a light blue t-shirt with a large, intricate black graphic on the back. The person is standing in a field with green bushes in the background. The word "APPENDICIES" is overlaid in white, bold, sans-serif capital letters across the center of the image.

APPENDICIES

DRAFT

PROPOSED WFI ORGANIZATION CHART



DRAFT

WFI BRIEF POSITION SNAPSHOTS

Board of Directors

The Board of Directors is the most senior management group in the organization and are responsible for the overall direction of WFI, the approval of an annual budget, the hiring and mentoring of an executive team, and most importantly, are vocal advocates for the institute. They use their knowledge, influence, resources, and connections to ensure that WFI is a successful organization.

Founder and Artistic Director

The Founder and Artistic Director is the public face of the organization. As the heart and soul of WFI, she is the force that drives the organization forward, and she uses her influence to raise the profile of WFI; in doing she raises funds in order to deliver on the mission of the organization and expand its breadth and depth.

Managing Director

The Managing Director is responsible for the overall operations of WFI and the oversight of facilities, equipment, finance, and the Turtle Island Project. The individual runs the back-office operations of WFI using resources prudently while working to expand the business opportunities the Institute embraces. The Managing Director is also responsible for the execution of the day-to-day operations of the Institute. The individual is astute at optimizing scheduling facilities, resources, and students, and brings a focus on maximizing revenue while driving efficiency.

Education Director

The Education Director is responsible for curriculum development, accreditation activities, student well-being, and the hiring of staff to deliver courses. The individual should have a background in film/television and remain an active practitioner of their craft.

WFI BRIEF POSITION SNAPSHOTS (continued)

Development Director

The Development Director is responsible for driving fundraising initiatives in support of WFI. The position is multi-talented and embraces a hands-on approach to fundraising, including prospect management, donor cultivation, donor solicitation, and donor stewardship.

Bookkeeper

The Bookkeeper is responsible for managing accounts receivable and payable, issuing tax receipts, overseeing the process of payroll, plus maintaining financial records of the organization.

Project Manager

The Project Manager is hired as a six-month fixed-term contract in order to deliver the feasibility study and business plan for the expansion of WFI facilities, known as the Turtle Island Project.

Education Staff (Instructors)

Sessional instructors are hired as independent contractors to teach students the courses delivered in film and television production. Their backgrounds are varied across production, business, cinematography, writing, lighting, audio, and postproduction.

Student Liaison

The Student Liaison is responsible for student life in the Institute, which includes support and guidance for students throughout their studies.

"A human being who has a vision is not able to use the power of it until after they have performed the vision on earth for people to see."

Black Elk, Oglala Sioux

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