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COMMUNITY FOUNDATION CONFERENCE
APRIL 24 • 26, 2026



Building Leadership Continuity: Board Succession & Knowledge Transfer

April 26th 9:00 a.m., Lancaster Room



Your Facilitator



Wendy Bulloch
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Community Foundation's Most Important Job

“The board’s most important job is to help the organization achieve its mission while protecting it from downside risks.”

Hartley Non-Profit Consulting

David Hartley, B.A. CRM



How do we achieve protecting the mission?

An important step is by setting up a great plan and using it for
Board Succession/Recruitment Planning



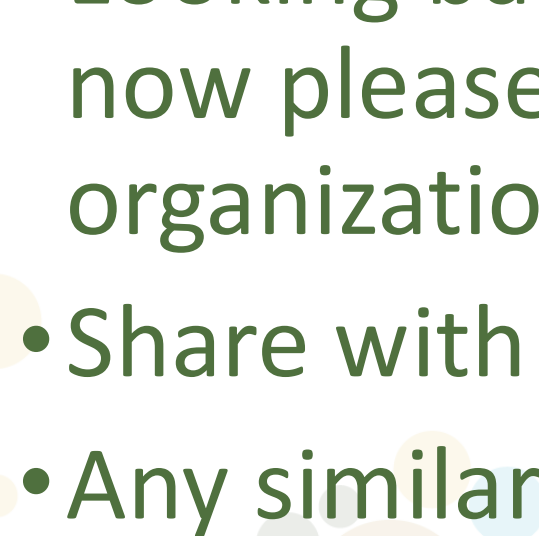
Challenge for boards - The Lack of Succession Planning

- Recruiting new board members can be hard work.
- You need to have the right board members at the board table.
- The right board members reflect the people you serve, ideally reflect the diversity of the community in which you operate, and offer a variety of education, experiences and skills, as too much of one strength is a weakness.
- The right board members will be genuinely interested in what they are doing!
- Keep track of board term limits and plan for the succession of those roles meaningfully.

(Former Volunteer Manitoba CEO, Jackie Hunt)



Activity – Successes and Challenges

- Looking back over the last year – April 2025 to now please identify a success your organization experienced in Succession Planning.
 - Looking back over the last year – April 2025 to now please identify a challenge your organization experienced in Succession Planning.
 - Share with those at your table.
 - Any similarities or differences?
- 

Moving forward with Board Succession



**When did your Community Foundation Board
last review the organization's bylaws?**



What Are Your Board Term Limits per your Bylaws?



What do your bylaws say about term limits?



Are you following the term limits as outlined in your current bylaws?



Why should we have term limits?



“Term limits are not a governance solution, but they test whether your board can sustain transition.” Anjeanette Gunter

Board Term Limits:



TERM LIMITS WORK WHEN



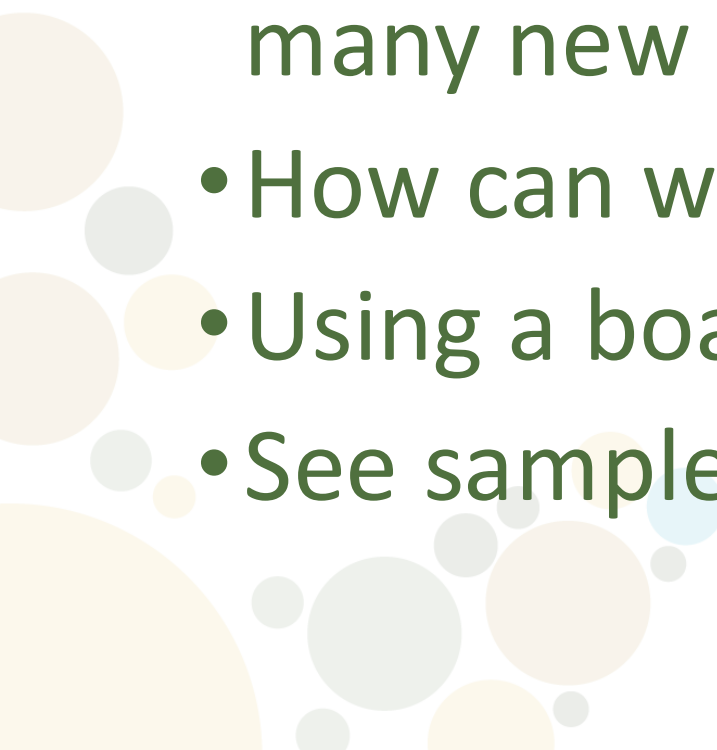
TERM LIMITS FAIL WHEN

Moving forward with Succession



Board Succession:

- Based on board by-laws – identify each year how many board members will be remaining and how many new board members will be required,
- How can we do that?
- Using a board term reference chart/list.
- See sample on page 2 in your handout.



What committee should do this?

- **Governance committee** (some may call it the nominating committee) See page 3 in your handout.
- In today's current Board Governance models – the governance committee is responsible for the review of the board bylaws, policies, and recruitment of board directors, which includes:
 - Keeping track of Board Director terms, and
 - Board Succession including identifying the board skills needed at the board table.

Moving Forward with Board Succession

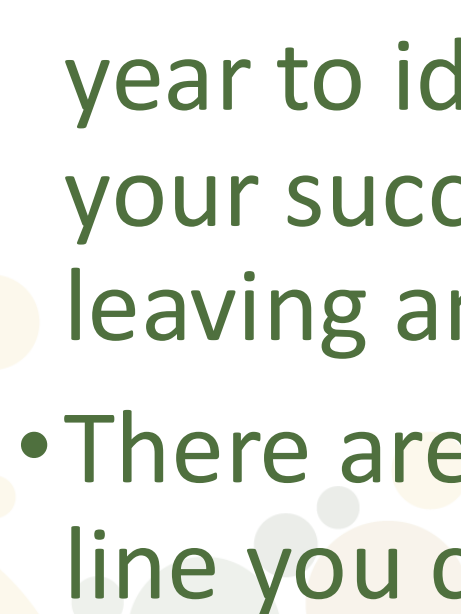
- The governance committee is responsible to identify what board director's terms are up.
- Then considering:
 - The board vision and mission, the Strategic Plan,
 - Identifying the skills that will remain at the board table.
 - **What skills do you need to meet the above?**

Activity – What Skills Does Your Board Need?

- At your table – discuss what skills you believe are important for incoming Community Foundation Board Directors.



Board Skills Matrix

- The skills required by your board should link to your strategic plan and the outcomes you wish to achieve,
 - A Board Skills matrix should be drawn up each year to identify the skills of the board, link to your succession planning of board members leaving and then identify the gaps.
 - There are many board skills matrix samples online you can adapt and use.
- 

Sample Skills Matrix – many available on-line



CORE SKILLS		<p>Please complete this Core Skill section as follows:</p> <p>Skills are to be scored on a 1-3 scale with 1 indicating no experience with the subject; 2 indicating that you have some or moderate experience and may have used this skill in the work/professional/volunteer environment; 3 indicating you have a lot of experience in this area, and/or this skill is core to your profession/career/life. Provide any supporting details that you believe to be relevant.</p>	
i. Business/Corporate Knowledge of strategic issues/ best practices related to corporate and human resource management.		vi. Health Promotion/ Prevention Knowledge of health promotion and prevention regarding issues and opportunities impacting the heart and stroke area. Knowledge of various education delivery systems.	
ii. Entrepreneurial Aware of emerging trends/new directions in business sector and able to identify & assess potential growth opportunities.		vi. Research Knowledge of current and emerging directions within cardiovascular/ cerebrovascular research.	
iii. Financial Knowledge of corporate financial planning, measurement and accounting requirements and practices.		viii. Public Policy/Government Relations Knowledgeable of current issues/priorities in heart and stroke area. Understanding of advocacy strategies and techniques. Able to identify opportunities for collaboration with potential partners.	
iv. Legal Knowledge of legal issues/environment related to liability, risk management, and effective governance in corporate and not-for-profit sectors.		ix. Fund Raising Knowledgeable of fundraising and program delivery systems. Knowledge of issues, barriers and facilities with respect to fundraising environment.	
v. Marketing/brand development/Communications Knowledge of public relations strategy/ best practices related to brand management and marketplace positioning. Familiar with industry trends and issues.			



Next steps...Board Succession/Recruitment

- Recruit members with needed skills, experience, or diversity,

AND/OR

- Develop skills of current members

Recruitment Tools to Find New Board Members

- On the organization's web page, Facebook page and/or linked in.
- Volunteer Manitoba
- Your local newspaper if your community has one.
- Word of mouth / identification.
- Reaching out to other professional organizations.

Recruitment Message could include...

- The impact your organization makes in the community or beyond.
- The skills you need and how they will help build the organization.
- Provide information on how to apply and/or join in the message. i.e. web page address, an email if they have questions,
- Any materials that can be provided to those applying.

(Adapted from Volunteer Manitoba – Strategic Board Recruitment)



Board On-boarding/Orientation

- Helps with knowledge transfer
 - Important to do Board On-Boarding before the first meeting of the year.
 - Match a current board director with a new board director to help with knowledge transfer and mentoring.
 - Volunteer MB is offering On-Boarding - May 6th from 5 to 8 p.m. www.volunteermb.ca to register
- 



How do we keep on track to achieve these various board responsibilities

Using a board calendar as a guide. Pages 4 & 5

Board Chair/Executive Committee and ED should use this during the fiscal year.



Importance of Knowledge Transfer



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Knowledge Transfer Scenarios

Does anyone have one to share?



Knowledge Transfer and Risk Management

- The board's main responsibility is to **Direct** and **Protect** the people, assets and the organization's reputation from any and all risk.
- People risk – (harassment, turn-over)
- There can be operational risks (business continuity, negligence)
- Program and services risks (child abuse, breach of confidentiality)
- Financial risks – (theft, fraud)
- Technological risks – (systems, data hacking, cyber)

Five Common Challenges Boards Face



The need for up-to-date board bylaws,



Keeping a clear vision and mission statement.



A current up-to-date strategic plan

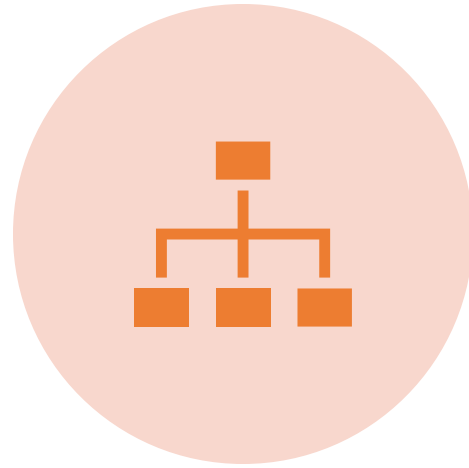


Ignoring the need for succession planning.



Ignoring the need for clearly defined board roles.

Extra Tools for you and your organization!



**AN EVALUATION OF THE
BOARD AS THE WHOLE
ORGANIZATION.**



**FEEL FREE TO USE THESE
ALONG WITH OTHER TOOLS
IN YOUR HANDOUT WITH
YOUR ORGANIZATION.**



Shared reflections

What's one key takeaway or "AHA" that you want to remember?

What are you curious about now?

Individual Reflection

What tools & ideas can you take back to your community foundation board?



Thank you

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