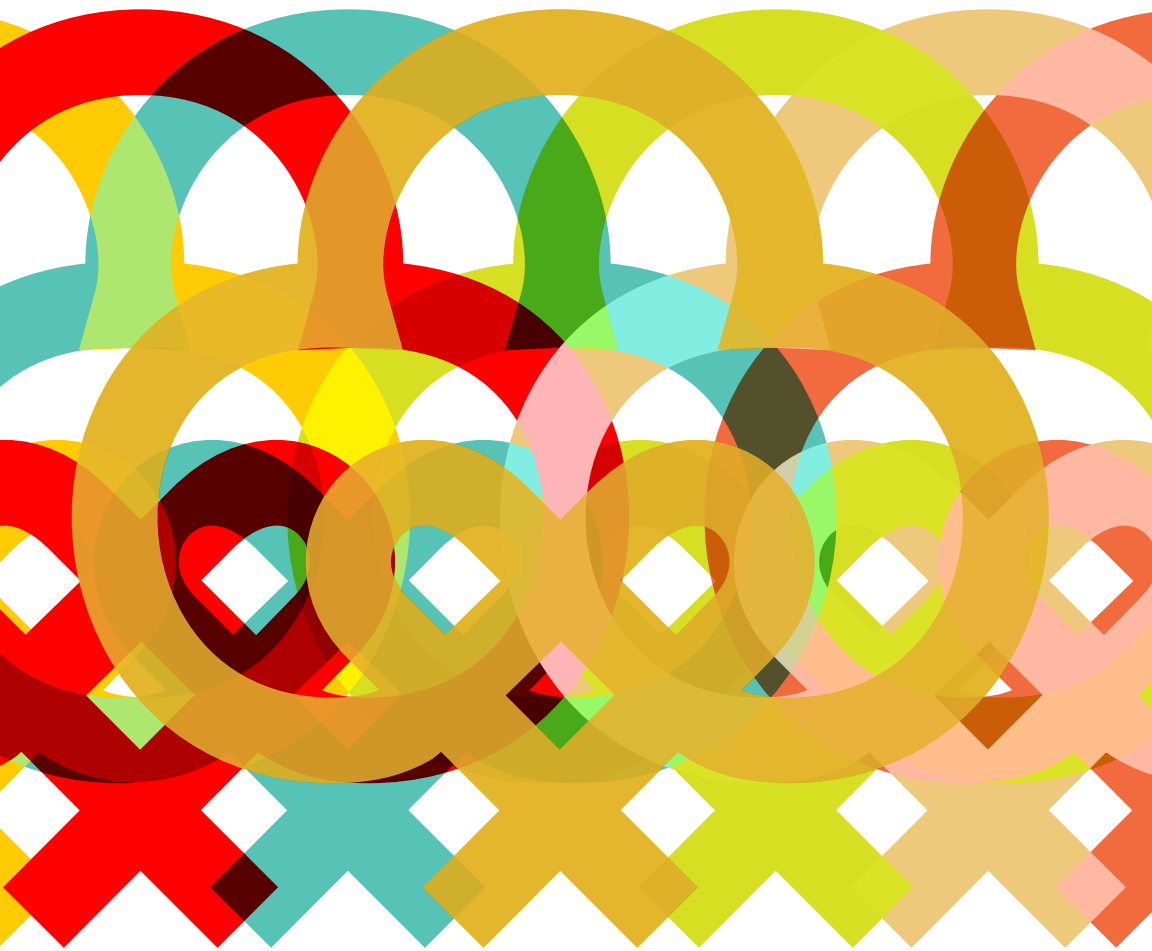
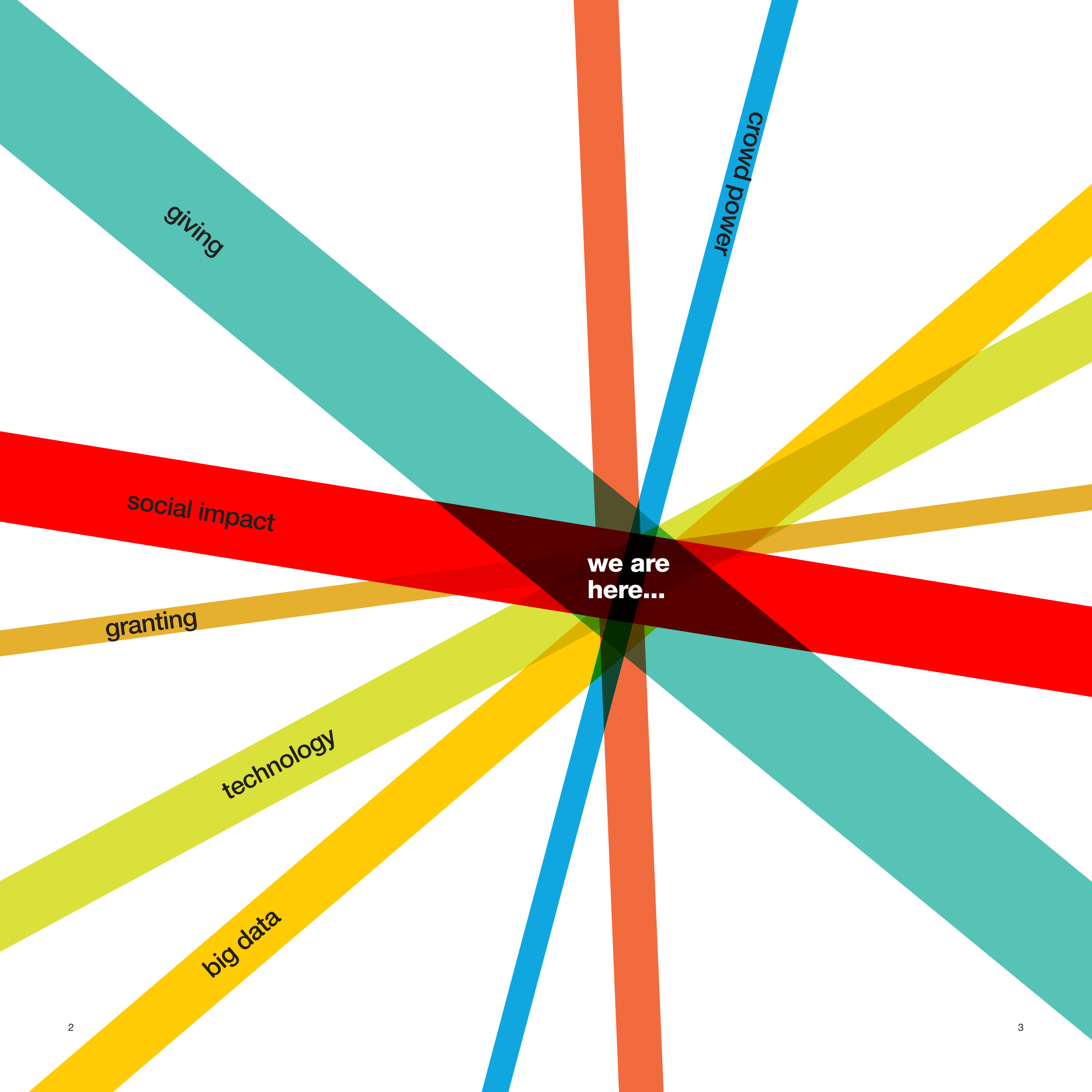


# the vital journey

How Calgary Foundation  
will deliver on the promise  
to build community, forever.





giving

crowd power

social impact

we are here...

granting

technology

big data

...and we're  
always  
heading here



We live in an increasingly connected and turbulent world. Just as changes in the economy in one far-off part of the globe can impact our local economy, so, too, are we influenced by the global evolution of the ways in which people give.

This evolution is happening at an accelerated pace coincident with technological leaps. The century-old model of modern philanthropy is being rewritten by a new generation which chooses to do things in a more fluid, networked and amplified way.

## what does this mean for philanthropy in our community?

And specifically, how does a 60+ year-old community foundation continue to adapt to meet these changing behaviours and patterns in the business of doing good? To remain relevant and effective into the future?

# aspire

**we envision  
a healthy, vibrant,  
giving and caring  
community that  
works for  
everyone**

To build that future demands that we evolve. And be open-minded. So that we learn from the example of others in the world to find new ways to make a greater impact in our community. So that we attract and are relevant to a new wave of social entrepreneurs.

And, to honour the vision of our founders in 1955 and keep the soul of our community foundation intact, we need to deliver on the promise of working FOR community, FOREVER.

**it's a long  
journey that will  
take us through  
exponential  
changes in  
our world**

Not evolving would mean we risk becoming irrelevant. And to simply chase the next new thing would ignore the basic principles and values that got us this far.

Evolving doesn't mean leaving anyone behind. It simply means that we will have to take into consideration all the ways philanthropy is changing and apply it in a way that makes sense, here. For all of us.

We have considerable resources. We also have enormous influence and reach, earned through decades of community engagement and relationship-building. And with that, yes, comes great responsibility—to stay relevant and effective, forever.

**what we must  
always keep  
in mind is this:  
what we do is**

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To the donors who entrust us to grant. And to the organizations to whom we make those grants. The ones who, ultimately, through their passion and dedication, build a stronger, more joyful community where everyone feels they belong.

## **a strong sense of belonging comes from being heard and understood**

We face the ever-swirling present by seeing and listening to what's happening in our community with compassion and intelligence and adjusting our work to address emergent needs.

As for the uncertain future? We will learn from innovators and game-changers, and we are prepared to help create conditions for them to advance the ways in which we all build community.

**listen**

We will embrace new ideas and practices that resonate with our mission. We will trust the expertise resident in the hundreds of charitable organizations across the city and connect them with the passions of our donors.

We will continue to be an organization that listens to, and learns from, our community. That is the key to fostering a deep sense of belonging.

# connect

## we learn at the speed of relationships

How do we go about learning what we need to know in order to help shape the appropriate responses to our community's needs?

We do it by amassing a great deal of community knowledge. Over our entire history, we've engaged donors, the research community, the charitable sector and the broader public.

Though the speed at which people can interact with one another has accelerated,

relationship-building takes the time it takes to develop understanding, connection and trust.

**here are the  
ways we  
connect with  
our community  
to deepen our  
understanding:**

**Vital Signs**

Through this annual checkup, we listen to citizens, spark discussion, encourage actions in the sector and have meaningful donor conversations about granting decisions.

**Networking**

By being an active part of the Community Foundations of Canada, we can tap into a nationwide network of like-minded professionals to share information and ideas and to help mentor smaller or newer community foundations.

**Convening**

The Calgary Foundation can convene diverse groups to catalyze conversations that might not otherwise occur. We also bring in speakers to inspire the community – events where hundreds of people come together to be inspired and in some cases, start collaborations.

**Community Knowledge Centre**

This website offers a platform for any charitable organization to have an online presence and to tell their story, not just those funded by Calgary Foundation grants.

**Community Consultations**

The Calgary Foundation conducts frequent face-to-face meetings with key community leaders who have a vested interest in the long-term health and success of the community.



# stratagy

**how learning becomes action**

Over the past few decades the Calgary Foundation has built enough resources to be able to branch out into new areas to lead change.

We're evolving into an entity that can take on some key issues in our community and rally resources around them. We call them our Vital Priorities.

It's a game-changing step in our evolution and is in direct response to the changes happening in society and the very nature of philanthropy.

And it's an absolutely necessary step we take in order to deliver on our promise of "for community, forever".

# priorities

Arts >  
Living a creative life

Environment >  
Pursuing a sustainable future

Living Standards >  
Poverty reduction

Community Connections >  
Strengthening relations with  
Indigenous populations

Wellness >  
Encouraging mental health

When issues requiring leadership rise to the top because of research, policy or donor focus, they become our Vital Priorities. These are areas that we identify as needing added support, both in the immediate and longer term.

Though we have identified areas that require greater leadership, the work we support is never siloed. It would be impossible to focus on one single priority because there are connections and crossovers among all the issues we face as a community.



**priorities help  
focus some  
of our work,  
but one thing  
remains clear:**

We will continue with our robust 360° grantmaking process across our seven Vital Foundation areas that touch every corner of our community.

**Vital Foundations:**

Living Standards  
Thriving Populations  
Environment  
Lifelong Learning  
Arts  
Community Connections  
Wellness



## what do you care about?

The Calgary Foundation has nurtured a healthy, vibrant and caring community since 1955.

We've been able to do that because of the thousands of people over the past six decades who've cared about our community and have stepped up to join us on the journey.

If you care about a cause and want to affect change, you can become a donor. When you take that step with us, you become part of the community we rely on to help steward funds.

Joining our community means your resources are amplified by being part of a very large resource with great capacity for impact. You also add another perspective and voice that feeds our community knowledge.



**donors  
come in  
all sizes**

As a community foundation, we exist for a community that includes everyone, regardless of financial status. It takes visionary philanthropists and engaged citizens, rallying around important issues, to help us build a thriving community.

We need major donor gifts to amass a principal that can weather economic ups and downs and generate significant returns for annual granting. We need individuals and families to help our reach extend deeply into every corner of, and to truly reflect the diversity of, our community.

Our flexibility in establishing Funds means we can accommodate a wide variety of categories: Donor Advised, Donor Designated, Flow Through, Community, Field of Interest, Managed Funds, Student Awards, Charitable Organization and Memorial Funds.

**every donor  
we engage  
with, from  
the big to the  
small, informs  
our community  
knowledge,  
making us  
a better  
grantmaker**



**possibilities**

## **funds flow into community in different ways**

The Calgary Foundation is approaching the \$450 million mark in funds granted. This immense resource has given us the ability to grant and award in a variety of ways, across a spectrum of needs. Our grantmaking ranges in size from community-led Grassroots Grants to large-scale Major & Signature Grants that transform our community.

The Calgary Foundation also supports large-scale projects that address our priorities through loans, mortgages and other debt financing to create both a social benefit and a financial return. These are not grants. The impact investments are repaid, and the money becomes available for other projects, creating a continuous cycling of monies.

We believe in the expertise and creativity of the hundreds of organizations we support. We convene people from the charitable sector and we listen, keep an open mind and work hard to figure out ways to support their work. Often, it inspires us to take a stand on an issue to back an idea we believe addresses those emergent needs we've identified in our current Vital Priorities.

## when vital priorities hit the ground

Under our grants that directly address our list of Vital Priorities, charitable organizations that might not otherwise be able to collaborate, amplify each other's work for greater impact.

Momentum and Vibrant Communities Calgary (VCC) are the stewards of a grant to engage a diverse range of actors, including United Way and the City of Calgary to come together under the "Enough For All Campaign", a poverty-reduction strategy that aligns with our Vital Priority on Living Standards.

To address our priority on the Environment the Southern East Slopes Collaborative brings together the Southern Alberta Land Trust Society (SALTS), the Canadian Parks and Wilderness Society, (CPAWS), Miistakis Institute and the Yellowstone to Yukon Conservation Initiative to forge a plan for stewarding an important ecological area.

The road to a stronger community for all means reconciling our past. In Calgary, this means initiatives like Wordfest's Indigenous Voices Series receiving grants from the Calgary Foundation to give Indigenous artists a chance to tell their stories through writing or performance. It's a beautiful expression of our focus on the Vital Priority of Community Connections. It has opened up a new era of regional community-building for Calgary's Wordfest.

Setting Vital Priorities means we can be ready in a crisis with grants that help healing. One such grant was given to the Green Fools Theatre for their Social Circus Mentorship Program. Through our Community and Flood Rebuilding Fund grant, Green Fools Theatre conducted free circus camps for youth who had lost their homes from the flood in High River. It's a powerful example of how we can address two priorities, Arts and Mental Health, with one grant.

When we focus our granting on specific areas, we can rally many organizations around an issue that requires help.

## this is the purpose of setting priorities—to accelerate change



**forever**

Our work is grounded in knowledge, focused through experience, inspired by relationships and pulled forward by a strong vision.

We're not at a crossroads, or at a fork in the road. We're on a focused learning journey, buoyed by the confidence our donors put in us, the encouraging and uplifting work of our grantees and a process of making connections that deepens our understanding of our community.

This is our passion, our purpose, our joy. And our promise. We are answerable to our community and our stakeholders for delivering on that vision of a healthy, vibrant, giving and caring community that works for everyone.

**we will stand together  
and build our community  
for now  
for forever**





**CALGARY  
FOUNDATION**  
FOR COMMUNITY, FOREVER

