

"New methods and approaches are disruptive. If we believe we face short term strains, we will respond in traditional ways, tightening belts, and getting on with it; but if we believe we are now in a world of constant accelerating change, we must become leaders in making Canada and Canadians more resilient, adaptable and creative in finding sustainable solutions to long-standing social challenges. The argument here is that it is time to re-think our operating models, our function, and our contribution to Canadian society, embracing innovation and re-asserting our role as catalysts, community-builders and creative problem-solvers."

- Tim Broadhead

THRIVE Program Overview

If we want to have lasting impacts, we need to strengthen the stability and resilience of our organizations.

THRIVE is a 6- month cohort program presented by non-profit leaders for non-profit leaders. It is designed to strengthen the financial stability and diversity of organizations in order to achieve greater impacts. This program is for you if:

- ✓ You are interested in improving your organization's impact and financial strategies to get there.
- ✓ You want to connect with leaders in other organizations for learning and support.
- ✓ You are interested in being part of a culture shift in the community sector: from scarcity to abundance and from short term projects to long term outcomes.

Your organizational team of 3 (Board member, Executive Director and staff) will participate in online workshops and receive coaching tailored to your goals between workshop sessions.

You will leave with a financial diversification strategy and an implementation plan for your organization, linked to your organization's mission, impact and scaling goals.

THRIVE sessions include:

1. Full Day

Financial diversification strategies, culture and risk

The non profit sector is changing- grants and donations are no longer adequate to resource growing community challenges. The initial session digs into the current reality of the sector, as well as your organization's current financial diversification:

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- Culture of money, risk and beliefs within non profits
- Current organizational analysis- opportunities and challenges
- Shifts to abundance and opportunity- the honeycomb model of revenue diversification
- Impact goals and community need- matching resource to need
- Setting the stage for what's possible

2. Strategy Specific Online Modules, Organizational Group Work and Cohort Webinars

- **Mobilizing Assets and Building a Strong Balance Sheet**
 - Understanding your balance sheet and how to position it for long term financial resilience
 - Mapping your organizational assets
 - The role of space and real estate
 - Shifting underperforming assets to performing
- **Earning Income- Start with What You Have**
 - The role of profit in a non profit
 - Fee-for-service strategies and approaches
 - Identifying programs and services that could incorporate fees
 - Culture and risks associated to integrating fees
 - Managing culture change within and with stakeholders and beneficiaries
- **Generating Income- Exploring and Growing Social Enterprise**
 - social enterprise- what it is and isn't
 - models for social enterprise
 - governance considerations
 - are you ready? Organizational self-assessment
 - Social Venture Canvas- test, then launch
 - Social Venture Canvas- engagement and growth for existing enterprises
- **Acquiring Performing Assets**
 - The opportunity to purchase an existing business
 - The process to acquire existing business and real estate- due diligence, risk assessment, legal considerations
 - Innovation and governance
 - Capacity and transition

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- **Win Win Partnerships**

- the power and value of your brand
- organizational perception, strengths and opportunities for growth
- partnerships with corporations, philanthropists and funders
- identifying and assessing prospective partnerships for 'value added' fit
- framing compelling partnership opportunities
- crafting a compelling value proposition
- partnership agreements and other considerations

- **Multi Year Contracts**

- The growing trend of social procurement and opportunities for non profits and social enterprises
- Contracts vs grants
- Process for bidding and securing contracts
- Keys to successful negotiation
- Partnerships with other suppliers
- Leveraging your own procurement for impact

- **Enterprising Approaches to Traditional Methods**

- Incorporating enterprising approaches to grants, fundraising, events and monthly donors
- Review of best practices—which are limiting, which are resilient focused
- Traditional strategies connected to resilience, not dependency

3. **Coaching**

Throughout the content process above, each organization will be matched with a coach. The focus of the coaching is to determine which strategies will be most effective for you, and to develop a plan for testing and implementation.

Cohort Presentations

- Each organization will present their lessons learned, identified strategies and plan for implementation
- Coaches and cohort members will provide support and feedback

Impact, Scale and Leverage

- Connecting resource diversification to impact goals and associated scale
- Quantifying your 'scale of impact'
- Models and approaches for scale
- Taking a whole organization and whole sector approach to impact- what can we do better together?
- Invitation to THRIVE Alumni

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Schedule of Events

November 4, 2020	Information Session (webinar)
November 27, 2020	Application Deadline
January 27, 2021	Module 1 – full day
January 29, 2021	Hold
February 10, 2021	Module 2&3 – half day
March 3, 2021	Module 4 – half day
March 24, 2021	Module 5 – half day
April 2, 2021	Module 6 – half day
May 5, 2021	Module 7 – half day
May 26, 2021	Module 8 – half day
June 16, 2021	Module 9&10 - full day

Please visit our website at <https://calgaryfoundation.org/initiatives/thrive-program/> to download the application form, or email kmacdonald@calgaryfoundation.org to request a copy (approx. 30 minutes to complete).

Please email your completed application to Katie Macdonald by November 27th, 2020.

- Organizations will be selected to participate. Decisions will be made based upon the match between the goals of the organization and the *THRIVE* program objectives.
- A \$500 deposit is required, which will be refunded upon successful completion of the program.
- Applicants will be notified week of December 11th, 2020.
- If you have any questions, please contact Katie MacDonald at kmacdonald@calgaryfoundation.org.

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