



STRATEGIC PLAN 2010-2013

EXECUTIVE SUMMARY

Background

Established in 1955, The Calgary Foundation helps create a giving and caring community by facilitating philanthropy for the long term benefit of Calgary and area. The Calgary Foundation is one of the largest and fastest growing community foundations in Canada with assets of \$325 million at December 31, 2009. The Foundation is a 360 degree grantor distributing more than \$25 million annually to all facets of the charitable sector.

The Vision for the Future

The Calgary Foundation works to create a community where citizens are engaged in community building at all levels, a city that is healthy and vibrant, that embraces diversity and supports all its members, and where a strong and sustainable charitable sector serves community needs.

To achieve this desired state of our community, The Calgary Foundation serves as a catalyst and a convener, as a meeting place fostering partnerships and engaging citizens. The Foundation builds an endowment for the benefit of the whole community and promotes and facilitates philanthropy. As a knowledgeable grant maker with more than 50 years experience, The Calgary Foundation is a community builder who, in partnership with others, identifies and addresses needs for the benefit of all citizens in Calgary and area.

Environmental Assessment

After the deep economic recession of 2008-2009, a recovery, albeit timid, is predicted for the country for 2010. The economic forecast is for a slow but steady recovery for Alberta. Despite this positive outlook, it is anticipated that the NFP sector will experience the brunt of the economic downshift in 2010, as governments cut back on funding in their efforts to address the deficits resulting from the stimulus packages, and corporations keep tight hold of spending to ensure financial stability is returned.

Jobs lost in the recession are not forecast to make a full recovery till 2011. Financial stress on families will increase the demand on the charitable sector. Charities are anticipating a drop in donations while needs escalate. Donors have seen some of their wealth erode, and are more conscious about targeting their giving where they can get

the most impact from their gift. An aging population, an increasingly multicultural community, and continued concern for the environment will shape priorities for the charitable sector.

The Calgary Foundation's house is in order. It has a clear vision and mission and is highly regarded in the community. A solid understanding of the impact of the Foundation's work in the community will enhance our ability to make philanthropy meaningful to donors. An organizational donor engagement program is necessary to better meet the needs of current and future donors and build long-term relationships. Building partnerships with the community, businesses, and charitable organizations will be critical to effective and meaningful leadership.

Strategic Direction

The Foundation will stay the course with its investment strategy with confidence that it was crafted to protect against inevitable market downturns. The losses incurred to the Foundation's endowment in calendar year 2008 (17%) were nearly fully recovered in calendar year 2009 (20% positive returns). As a long term endowment builder, the Foundation will continue to focus on supporting a sustainable community that benefits Calgarians now and forever.

Knowledge of community needs and the charitable sector are distinguishing characteristics of The Calgary Foundation. The Foundation has a responsibility to lead in community building, as a convener, facilitator, and catalyst. Through the Vital Signs initiative the Foundation will convene community leaders to partner in exploring the quality of life of our city, celebrate success, and inspire action in areas of need so that this city remains the best city in which to live. Through the Forever Funds Initiative the Foundation will profile five areas of emerging needs in our community. Through the Social Enterprise Initiative and others, the Foundation will strengthen the charitable sector to ensure it is there to meet the needs of Calgarians into the future. The Foundation will seek to maximize impact in the community through this direct charitable activity and with strategic grant making.

The Foundation will focus on understanding donors and their needs in order to deliver optimum service and to forge strong relationships with donors for the long term benefit of the community. The Foundation will engage donors in experiencing the impact of their gifts, knowing that passion for the cause is the motivation behind each gift.

Growing the endowment for the benefit of the community continues to be the overarching purpose of The Calgary Foundation. How the Foundation grows the endowment differentiates it in the charitable sector. It does not mount fundraising campaigns or events. Rather it seeks to inspire giving through results of its work in community and forging relationships between donors and the causes they care about. The Foundation will continue to expand its capacity to accept complex gifts. Building relationships with the Professional Advisor Community is a key strategy for the Foundation to reach new audiences and promote philanthropy.

Key Result Areas

Particular attention will be paid to results in five key areas over the next three years to ensure the continued success.

- **Community Leadership:** As a convener, a catalyst, and facilitator The Calgary Foundation demonstrates leadership as a builder of community and a builder of philanthropy. *We will focus our work on understanding the needs of the charitable sector and work proactively to meet these needs. The Forever Funds, Vital Signs, Social Enterprise and Sector Capacity Building initiatives will be key components of our community leadership in the next few years.*
- **Donor Engagement:** Donors are satisfied and engaged with The Calgary Foundation for the long term. *We will invite feedback from our donors and stakeholders and be responsive to their needs through customized service. We will activate family philanthropy and legacy planning to engage multigenerational participation.*
- **Public Confidence and Profile:** The community understands the uniqueness of The Calgary Foundation and values its contributions. The Foundation story is focused on community impact. *Our communications strategy and materials will reflect this focus over the next year. Through partnerships and citizen engagement, the Foundation will reach new audiences.*
- **Asset Growth:** The asset base continues to grow through sound investments and new gifts. *We will continue our prudent fiscal management of the investments by improving the risk profile of the endowment portfolio. We will thoughtfully seek new markets for the Foundation message in order to grow the endowment funds. We will continue to expand our capacity to be responsive to donors and accept complex gifts.*
- **Organizational Effectiveness:** Sound management, strong governance and a healthy workplace are paramount to enable the Foundation to achieve its goals. *We will continue to ensure relevant governance policies, and monitor the cost effectiveness of operations. Recognition and learning opportunities will be key strategies to attract and retain the best in the industry. Volunteers will have enriching and rewarding opportunities.*