



STRATEGIC PLAN

2025-2029

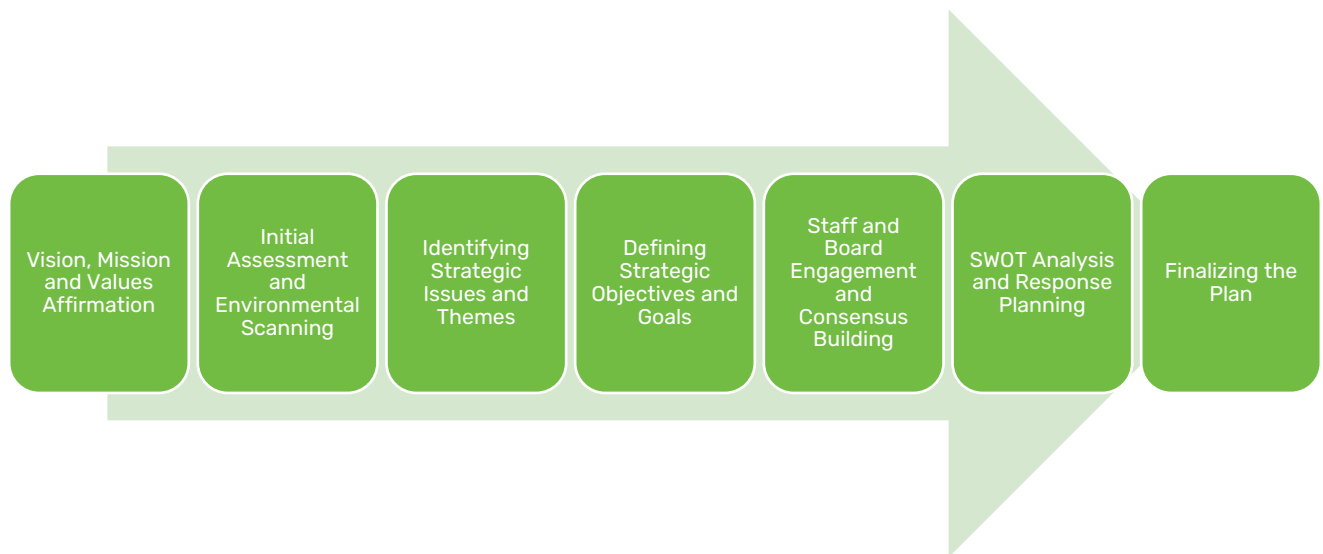




OVERVIEW

In May 2024, the Board of Directors initiated the development of a comprehensive strategic plan for 2025-2029. This process involved collaborative yet distinct contributions from both the staff and the Board of Directors, ensuring a continuous exchange of feedback and information between the two groups.

Through this rigorous process, we unanimously reaffirmed that our Vision, Mission, and Values remain fully aligned with our organizational objectives. The strategic planning process unfolded as follows:





ASSUMPTIONS

The Federation considers assumptions to be the conditions under which the development hypothesis for this strategy will hold true. The team factored in relevant critical assumptions and risk factors that lie beyond the Federation’s control but could significantly affect the strategy's success.

These are some of the important assumptions we made while developing this strategic plan.

Political	<ul style="list-style-type: none"> • The new elected leaders in the City will believe in the mission of the Federation. • The Federation will remain a Civic Partner (highlighted as a major risk if it fails to hold). • The City of Calgary will sustain the subsidy for the audit program. • Community Associations will continue to exist as a critical part of the City ecosystem. • There will be general goodwill in the participation of members and the public in policy development and implementation.
Economic	<ul style="list-style-type: none"> • The economy of Calgary and Canada will grow and remain sustainable. • The City of Calgary’s funding structures will remain in place (highlighted as a major risk if it fails to hold). • Trained personnel in key program areas will be affordable and available.
Social	<ul style="list-style-type: none"> • The membership of the Federation and the communities will adequately manage emerging polarised perspectives and divergent views. • The changing population dynamics and needs of communities in Calgary will be manageable (including constructs of communities, volunteering, and resources). • Volunteers will continue being available and active in communities. • There will be no negative publicity or controversies that could damage the Federation’s reputation and reduce community trust and support.
Technological	<ul style="list-style-type: none"> • Communities will continue using the positive power of technology. • The cost of accessing technological solutions will be affordable. • Social media remains a stable, medium of community engagement. • There will be minimal risks associated with data breaches or cyber-attacks that could compromise sensitive information or disrupt operations.
Environmental	<ul style="list-style-type: none"> • The City will find resources to repair the aging Community Associations’ buildings and infrastructure (highlighted as a major risk if it fails to hold).
Legal	<ul style="list-style-type: none"> • Amendments to the NPO legislation will be friendly to the sector. • The audit program will be legally viable.



While moving through the process, we remained hyper-aware of several trends, opportunities and threats that are ever-present and changing in our environment. Some of them include:



As we embark on the development of our strategic plan for the next four years, The Federation is poised to reaffirm its commitment to our mission and community. This strategic plan will serve as a blueprint for achieving our goals, addressing emerging challenges, and leveraging new opportunities to enhance our impact. Through collaborative efforts and member engagement, we aim to strengthen our programs, expand our outreach, and ensure sustainable growth. This document outlines our vision, strategic priorities, and actionable steps that will guide us in making a meaningful difference. Together, we will further enhance our members ability to make a positive and sustainable impact within their own community.



WHO ARE WE?

Our journey began in the early 1900s when Calgarians united to provide social and recreational opportunities for their neighbours. As Calgary expanded, so did its communities, leading to the formation of community associations in the 1920s.

By the 1950s, these volunteer-run organizations encountered common challenges and sought support from an entity that understood their needs and could help enhance their effectiveness while maintaining their independence.

In 1961, the Federation of Calgary Communities was established as a membership-based non-profit society. Over the years, we have broadened our services and extended our reach beyond community associations to include other volunteer-run community-based organizations with similar needs.

We are the Federation of Calgary Communities!

WHO DO WE SERVE?

Our work begins at the community level.

We support over 260 small volunteer-run community organizations, including 156 community associations. Every day, these organizations positively impact Calgarians and shape our city.

Since our inception in 1961, we have grown as a non-profit but remain dedicated to serving small community-based organizations and the 20,000+ community volunteers who make them great.

Our members pay an annual fee to access our resources and services, many of which are free or discounted. Our programs target volunteers serving as directors or committee members on non-profit boards, catering to the diverse demographics and needs of these individuals and their groups.

WHAT DO WE DO?

We celebrate and empower community leaders and volunteers by providing the education, tools, and professional services they need to continue making Calgary a great place to live, work, and play.

We advocate for community-based organizations, recognizing that community volunteers are essential to building strong neighborhoods.



We empower
**community
leaders.**

We equip
**grassroots
organizations** with
the tools they
need to thrive.

We champion the
efforts of over
20,000 volunteers
who are actively
shaping our city.

**But we can't
do it alone.**

Be part of it!





The Federation of Calgary Communities

<h2 style="margin: 0;">Vision</h2> <div style="border: 1px solid #4CAF50; border-radius: 15px; padding: 10px; background-color: #e8f5e9; margin: 10px auto; width: 80%;"> <p style="text-align: center; color: white; margin: 0;">Lead and create a network of thriving and impactful organizations.</p> </div>	<h2 style="margin: 0;">Mission</h2> <div style="border: 1px solid #4CAF50; border-radius: 15px; padding: 10px; background-color: #e8f5e9; margin: 10px auto; width: 80%;"> <p style="text-align: center; color: white; margin: 0;">We build the capacity of community focused organizations by developing and delivering resources, education, and professional services. Our work empowers people to guide their organizations with confidence and clarity.</p> </div>	<h2 style="margin: 0;">Tag Line</h2> <div style="border: 1px solid #4CAF50; border-radius: 15px; padding: 10px; background-color: #4CAF50; color: white; margin: 10px auto; width: 80%;"> <p style="text-align: center; margin: 0;">Be Part of It!</p> </div>
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Values

Community	Believe in the power of working together. Be part of it!
Leadership	Influence community-focused ideas. Empower new ideas! Be bold!
Inclusion	Everyone can make a valuable contribution, so engage all voices with interest and excitement. Seek to understand.
Commitment	Achieving results happens with hard work. Be present. Be engaged. Be involved. Be reliable.
Volunteerism	Empower and celebrate those who make us the largest volunteer movement in Calgary. Volunteer.
Integrity	Act in the best interests of the Federation of Calgary Communities. Be accountable. Be fair. Be respectful.

GUIDING PRINCIPLES

To move our work forward, the Federation’s work will be guided by several important principals. They include:

- 1) **Diversity, Equity, Inclusion and Belonging** – we are committed to creating a more equitable organization and offering more equitable programs and opportunities
- 2) **Empowering Innovative Practices** – we will continually learn from our experiences and be innovative and creative.
- 3) **Being Proactive** – we will identify risks and issues, trends, and opportunities. We will develop focused strategies.
- 4) **Being Efficient** –we will endeavor to leverage every fundraised dollar to better serve our members.
- 5) **Energizing our Networks** –we will communicate with and engage our network with tools, resources and opportunities that invite and celebrate community “to be part of it”.
- 6) **Creating and Sustaining Partnerships** – we will create partnerships that empower our members while creating capacity for the Federation.
- 7) **Adding value** – we will measure what we do to ensure we are relevant and timely.



FOCUS FOR THIS PLAN

As an outcome of the strategic planning process, we have identified priority areas, goals, and objectives to pursue during this planning cycle.

Strategic Objective 1: Enhanced value to our members and communities.

Goal 1.1: Champion small-NPO issues and amplify community voices in municipal planning.

Goal 1.2: Enhance the Federation's role as a trusted source of support for members and communities.

Goal 1.3: Increase member engagement and feedback mechanisms.

Goal 1.4: Share and model EDIB (Equity, Diversity, Inclusion and Belonging) best practices as we learn and adopt them.

Strategic Objective 2: Evolved workplace culture and organizational processes.

Goal 2.1: Make the Federation a workplace of choice, particularly for individuals starting or growing their careers.

Goal 2.2: Optimize the utilization of technology.

Goal 2.3: Enhance the Federation's capacity as a learning organization.

Goal 2.4: Minimize leadership risks to ensure continuity and stability in key leadership functions.

Goal 2.5: Improve and sustain the efficiency and management of the audit program.

Strategic Objective #3: Diversified resource base

Goal 3.1: Deepen and expand funding partnerships.

Goal 3.2: Broaden the Federation's resource base, especially revenue generation.

Goal 3.3: Strengthen the Federation's brand and visibility.



Appendix 1:

Country and City Contexts

Section I - Canada

In 2024 and early 2025, Canada continues to navigate significant changes and challenges across multiple sectors, ranging from politics and economics to technology, society, the environment, and its legal landscape.

Politics: Canada's political landscape remains shaped by Prime Minister Justin Trudeau's Liberal Party, which has faced both support and criticism for its policies on climate change, social issues, and international relations. There is ongoing discourse on national unity, particularly concerning Western provinces like Alberta, where there are concerns about resource management and the federal government's environmental policies. Indigenous reconciliation remains a major issue, with the government focusing on addressing past injustices, land rights, and ensuring a more inclusive future for Indigenous communities. Moreover, political polarization continues to rise, with the Conservative Party of Canada positioning itself as a strong opposition, particularly on fiscal policies, energy, and taxation.

Economics: Canada's economy in 2024/2025 is experiencing a post-pandemic recovery, with growth fueled by the energy sector, technology, and green industries. The oil and gas sector remains crucial, particularly in provinces like Alberta, although environmental pressures and the push for sustainable energy development are reshaping its future. Inflation and housing affordability continue to challenge the population, especially in urban centers like Toronto, Vancouver, and Calgary. The Canadian government has implemented measures to support the housing market and ease the financial burden on low-income families, but high living costs remain a concern. Meanwhile, Canada is exploring new trade partnerships, particularly in Asia and Europe, to diversify its economic ties beyond the U.S., its largest trading partner.

Society: The Canadian society is diverse and multicultural, and immigration remains a key focus of government policy. Canada is actively working on fostering inclusivity, especially through its policies supporting women, racial minorities, and LGBTQ+ communities. However, debates over immigration levels, integration, and the strain on social services continue to stir public conversation. The aging population, particularly in rural areas, is pushing for reforms in healthcare and pension systems. Mental health has become an increasing concern, with various levels of government looking for ways to improve access to services and reduce stigma.

Technologies: Technology in Canada is seeing rapid advancements, especially in artificial intelligence (AI), clean tech, and the digital economy. Canadian tech hubs like Toronto, Vancouver, and Montreal are growing, with the country positioning itself as a leader in AI research and development. Startups in these cities benefit from strong academic institutions, government funding, and increasing venture capital investment. However, cybersecurity remains a growing concern as more sectors digitize. Canada is also focusing on the transition to clean technology, with efforts to reduce carbon emissions through innovations in renewable energy, energy storage, and electric vehicles.

Environment: Environmental issues are a high priority in Canada, particularly in the context of climate change and natural resource management. Canada has made significant commitments to reducing greenhouse gas emissions, and the government is working towards achieving net-zero



emissions by 2050. Policies are increasingly focused on transitioning away from fossil fuels, although this remains controversial in resource-rich provinces. Environmental groups are pushing for stronger protections for ecosystems, especially in the context of industrial activities in the oil sands and mining industries. Additionally, Canada is working on developing adaptation strategies for its northern and coastal communities that are particularly vulnerable to climate impacts.

Section II- Calgary - General

Calgary is experiencing a period of economic recovery and transformation, driven by its traditional oil and gas industry while increasingly investing in diversification, particularly in clean technology and digital innovation. The city remains a conservative stronghold, with local politics focusing on fiscal responsibility, resource development, and job creation, often in tension with environmental policies. Calgary's real estate market, though facing affordability challenges, is seeing growth due to an influx of immigrants, especially from other parts of Canada and internationally, who are drawn by its economic opportunities. Immigration is seen as a key factor in addressing labor shortages, particularly in technology, healthcare, and skilled trades. Socially, Calgary is a diverse and growing city, with ongoing efforts to improve inclusivity and support for marginalized communities, though there are concerns about housing affordability, social services, and the integration of newcomers into the community.

Section II – The Priorities of the City of Calgary

The current priorities of the city of Calgary in 2025 are centered around economic diversification, sustainability, and improving quality of life for its residents. Key initiatives focus on transitioning towards a green economy by fostering innovation in clean tech, renewable energy, and digital industries, while also supporting Calgary's traditional energy sector. The city is working to address housing affordability and urban development, with efforts to revitalize downtown and create more livable, mixed-use communities. Additionally, Calgary is focusing on enhancing public transit, infrastructure, and services to support its growing population, while ensuring inclusivity and improving social outcomes for marginalized groups. Climate resilience, Indigenous reconciliation, and fostering a welcoming environment for immigrants are also critical components of the city's long-term strategic goals.