

Strategic Plan **2026-2029**

A Vision for a
Thriving Edmonton

Rooted in community, building for the future.

Edmonton's strength comes from the people, organizations and ideas that shape it every day — and from what we can achieve together.

Our region is expanding, resourceful and full of possibility. Across Edmonton, people are stepping forward with creativity and commitment to support one another and build strong communities. At the same time, we are navigating important challenges. Affordable housing remains out of reach for many, and the support our youngest children deserve is not yet accessible to all. We can do more to support the vibrancy and well-being of our communities.

These realities underscore the opportunity before us. By working together — aligning efforts, investing strategically and deepening our understanding of how people, neighbourhoods and systems connect — we can make meaningful progress. This is where ECF contributes our collective energy and expertise.

For more than thirty-six years, Edmonton Community Foundation (ECF) has partnered with donors, charities and community partners to invest in the people and opportunities that help our city thrive.

This 2026–2029 Strategic Plan reflects **clear priorities and a shared commitment to impact.** It builds on decades of relationships, trust and community knowledge to set a bold path forward. We are not just working alongside others; **we are co-creating the lasting change our city is ready for.**

Together, we'll continue building an Edmonton that is inclusive, resilient and full of opportunity — now and for the future.

What guides us.

OUR PURPOSE

Enriching communities now and for generations.

Like our founders, as well as donors, community partners and volunteers, we want to help make Edmonton better, not only today but forever

OUR VISION

To be a catalyst for the well-being and vibrancy of our communities.

We are building the foundation for a stronger, more vibrant Edmonton regardless of the changing social, political and economic circumstances.

OUR MISSION

To be the partner of choice for all community builders.

We are stronger together. The connections we make with individuals, organizations, and sectors lay the foundation for the work we do. We can't do it without you.

OUR VALUES

Our shared values are the way we behave to realize our purpose.

- **We think big.** We see the big picture and think with an open mind; we start with the mindset of anything is possible.
- **We embrace active listening.** Understanding the causes, ambitions and goals of the communities we serve is our priority.
- **We balance risk and reward.** We make smart decisions. You can trust us to act responsibly with expertise, flexibility and creativity.
- **We forge new paths.** We explore, we learn and we try new things.
- **We are relationship centered.** We would not be able to do what we do without the people and organizations we work with.

Together we're building a thriving Edmonton.

ECF's 2026–2029 Strategic Plan outlines the work we will do to reach the future we are building.

By 2029, ECF will have:

- **Advanced two critical community needs:** affordable housing and early childhood development by aligning capital, partnerships and data-driven strategies to create lasting impact in Edmonton.
- **Deepened our roots in the community:** grounding our work in research, reflecting Edmonton's rich cultural diversity in our donor and partner base and supporting community-led economic opportunity.
- **Sharpened our focus:** unifying how we invest, grant and develop — directing our energy toward the highest-impact opportunities.
- **Extended our reach:** establishing ECF's role as a leading catalyst for systemic change, with over \$20 million committed to affordable housing and a strengthened charitable sector built through collaboration and capacity building.



Christine Davies
and Keri Cardinal,
NiGiNan Housing
Ventures



Strategic goals

GOAL 1

Mobilize action for early childhood development and affordable housing

Take a leadership role in convening, funding and rallying Edmonton's community to create lasting solutions for early childhood development and affordable housing.

OUR STRATEGIES

1. Identify, target and take action on opportunities to improve early childhood development outcomes.
2. Accelerate and invest in affordable housing solutions.
3. Build and leverage relationships with municipal and provincial government partners.
4. Increase community awareness and activate support for early childhood development and affordable housing.
5. Build a repeatable approach to identify and address additional complex community needs.

SUCCESS MEASURES

- Three to four early childhood development projects identified and underway.
- \$20+ million committed to house at least 5,000 Edmontonians.

GOAL 2

Strengthen capacity and capabilities

Build a healthy, adaptive and financially resilient nonprofit sector.

OUR STRATEGIES

1. Collaborate with other funders to support sector-serving organizations.
2. Accelerate high-potential organizations through targeted capacity development to sustainably scale their impact.
3. Support organizations with an integrated, coordinated and flexible solution set (i.e., financial and non-financial resources).

SUCCESS MEASURE

- Ninety percent of the participating organizations (5–10) report that ECF support has materially strengthened their resilience.

GOAL 3**Create thriving local communities**

Support community-driven ideas and initiatives that make neighbourhoods resilient places to live, work and thrive.

OUR STRATEGIES

1. Support community-driven approaches to neighbourhood innovation and revitalization in partnership with others.
2. Bolster community development by leveraging ECF's integrated resources.
3. Develop co-investment partnerships to unlock additional funding to achieve desired outcomes.

SUCCESS MEASURE

- 4–6 community-led development projects that generate social, cultural or economic opportunities

GOAL 4**Optimize how we work**

Improve and simplify processes and tools so that ECF can deliver greater impact more efficiently.

OUR STRATEGIES

1. Assess and improve the efficiency and effectiveness of our workflows.
2. Automate and elevate through AI and technology improvement.
3. Adapt skills, behaviours and responsibilities to align with new workflows and technology.
4. Enhance how we work as one organization by bolstering how departments plan, communicate and deliver together.

SUCCESS MEASURE

- Key workflows across ECF have been streamlined, with measurable reductions in time spent on low-impact activities and more resources directed toward community impact.

Together we thrive.



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