



The New Wave:
Creating a place for millennials in
the work of community foundations

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How can community foundations play a role
in engaging the most diverse,
interconnected generation in history?
It's time to start. They are growing up.

The New Wave

Creating a Place for Millennials in
the Work of Community
Foundations

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Executive Summary

Over the past 20 years, Community Foundations across North America and internationally have invested heavily in developing and implementing Youth in Philanthropy and related youth-engagement initiatives. Up to this point in time, the majority engaged have been members of the Millennial generation: those born between 1982 and 2003.

The New Wave examines how, in an era of great generation shifts, reconnecting with program alumni and the engaging the Millennial generation more broadly, is beneficial from community strengthening, donor engagement, and grantmaking perspectives.

This position paper documents the history of youth programming at community foundations, with a focus North American trends. Global initiatives are also discussed. A wide range of existing research on the characteristics of the generation is compiled and highlighted, including: civic-mindedness; the impact of globalization; diversity; intercultural competency; intergenerational transfer of wealth; struggle for financial independence; digital interconnectedness; institutional trust levels; and giving motivations and behaviors. This evolving character profile is applied to the current work of community foundations to build recommendations for creating inclusive, authentic, and relevant platforms for re/engagement with the group.

Recommendations outline the role foundations can play as vehicles for Millennial-specific engagement in a community-strengthening and donor capacity, including: the development of alumni and intergenerational donor engagement strategies; investigating community partnerships for social enterprise; investing in asset-based giving platforms; and adapting technology to encourage democratized philanthropy.

Introduction

It is essential to provide some context on how my background has helped to shape my worldview, and why research around re/engaging the Millennial generation in community building and philanthropy aligns with the broader strategic directions of community foundations and related organizations in the not-for-profit sphere.

For three and a half years I was responsible for the Youth Engagement Strategy of Canada's oldest and third largest community foundation, The Winnipeg Foundation, in Winnipeg, Manitoba, Canada. The Foundation runs the largest Youth in Philanthropy (YiP) program of its kind in the country. I now work in an advisory capacity for the program, as it is true that youth engagement staff grows older as programs do, and it is important that staff be reflective of the generation to ensure relevance. I am what you might call a “mature Millennial” at this point. What inspired me to research Millennials in this capacity are my observations from this time in my early career. Throughout this research, my experience is used as a familiar keyhole through which I can view larger sector observations.

Many withstanding trends about the generation perked my interest in the age group as community builders: quick adaptability to new media; early membership in expansive social meshworks; strong team-oriented behavior; wide-ranging racial and ethnic diversity; the ability to take an appreciative approach to community building; and perhaps, most importantly, heightened awareness of and motivation to positively impact local and global issues.

How can community foundations play an essential role in building inclusive, relevant platforms and opportunities for engagement of the Millennial generation in community building, in the short and long term?

This research will describe the history and current context of community foundations in relation to the engagement of Millennials; characteristics that define the generation as they move into mid-adulthood; and recommendations for ways that community foundations can continue to support and engage the generation.

Context: Community Foundations and Millennials

Trends indicate that grantmakers are funding more initiatives with facets to bring about long-term, community-wide improvements (Grantmakers for Effective Organizations, 2014). The area of youth engagement, particularly in adolescence, has long been a focus in this capacity.

Community foundations are finding themselves in an interesting position. Youth engagement activities that were implemented, in some cases 20 years ago, have been extremely successful in engaging junior-high/high school aged students in philanthropy and grantmaking. These programs developed an extensive network of alumni who were engaged in the work of community foundations and introduced to the breadth of the voluntary sector during their adolescence; however, many of these now young adults - here meaning between the ages of 18 and 34 - are no longer in regular contact with the community foundation. This disconnection is caused by a variety of changes symptomatic of the generation: preferred method for correspondence, location, interests, ability to give, giving motivation, etc.

As this research will describe, this group of program alumni - and more broadly - individuals outside of the alumni circle who represent various stages of the generation, hover at an intriguing social and economic intersection.

We are the most ethnically diverse population in history, and the first to accept social media as an integrated part of daily life. We are on the radar of many financial strategists as a small portion of us stand to inherit the largest intergenerational transfer of wealth in history from Baby Boomer parents. On the flip side, the larger part of our group is likely to experience difficulty securing independence due to lack of employment opportunities and affordable housing. Many will carry significantly higher debt loads long into their later adulthood than a decade ago. Ian Bird, President and CEO of Community Foundations of Canada (CFC), referenced such issues in the launch of Canada's Vital Signs 2012 –Vital Youth report, "The linear path from school to career, home ownership, and family has disappearedwe want communities to recognize that this is 'the new normal'. We need to work with youth to find better ways of preparing and supporting them for a journey that is less certain and more fragmented."

Regardless of which category we fall into, it is critical for community foundations worldwide to plan and implement effective strategies to engage our dichotomous generation equally, from a financial and participatory standpoint.

The Monitor Institute's 2014 toolkit on the next steps for change in community philanthropy poses the question, "will the systems that are helping community foundations thrive *right now* meet the needs of their users *in the future*?". Further, they indicate that even though many community foundations had extremely successful financial growth last year, many gifts were from a "core set of aging, usually white, donors with whom the community foundations were already working".

Foundations must adapt their frameworks to attract and retain the interest of Millennials as active members of the community and as potential donors. Rapidly diversifying communities and the ever-changing thrust of new media are challenges that will require foundations to be in a state of continual innovation in order to fully engage this new wave of stakeholders.

A Brief History of Millennial Engagement in Philanthropy: North America

Since the earliest Millennials were children in the late 1980s, the concept of inclusion for youth in philanthropic activities has progressed across non-profit, for-profit, and public sectors. During the mid-to-late 1990s, the youth focused trend ramped up considerably, and young people who were once told to be quiet as opposed to speak up were having their opinions heard and taken seriously by professionals in the field. Nationally syndicated American columnist, Neal Pierce, picked up on this trend in 1999, “Philanthropy is no longer the exclusive province of the grey-haired. Teenagers are moving into the non-profit world’s boardrooms as grantmakers, making difficult decisions, often asking tougher questions than their adult counterparts” (as cited in Burlingame, 2004).

Over the past 20 years, hundreds of community foundations across North America and internationally have invested heavily in developing and implementing youth engagement initiatives such as Youth in Philanthropy (YiP) and Youth Advisory Councils (YACs). There are more than 60 YiP groups operating across Canada. The majority of these groups focus on engaging junior high and high school aged youth. In demonstration of the commitment to make youth voice ever-present in organizational strategy, many foundations set up permanent, endowed funds with the goal to eventually make their youth programming self-sufficient.

In Canada, other platforms for youth engagement have become extremely popular, and contribute substantially to the Millennials’ civic-mindedness. For example, WE Day is a massive initiative started by the Kielburger brothers in 2007 to reach large numbers of youth (ages 12 and up) through concert-like annual events held in community arenas with the goal to educate younger generations about issues of global poverty and how to create social change through fundraising and volunteering time. They have recently expanded their reach into the United States. Since their establishment, 278,000 young people have attended WE Day events; they have made excellent use of social media platforms and have created accessible, inclusive programming that engages and connects millions more online. The initiative has raised \$37,000,000 for more than 1,000 charitable organizations, and more than 9,000,000 hours have been dedicated by youth for local and global causes. (Free the Children, 2015).

Millennials' awareness of local and global issues is refined at a younger age than that of previous generations, due largely to exposure to such initiatives. Thus, engagement of program alumni and connecting with new voices becomes an important goal for community leadership and potential donor engagement strategies of community foundations and the broader not-for-profit sector.

A Brief History of Millennial Engagement in Philanthropy: Global

In the global context, connecting young people with the concepts of philanthropy by empowering them as community leaders and decision-makers takes form in different ways. There are YiP committees throughout Canada, the United States, Australia, Brazil, England, Mexico, New Zealand, Northern Ireland, Poland and Slovakia (The Winnipeg Foundation, 2014). YiP typically is hosted at a community foundation, but there are many templates.

Youth banks are another popular philanthropic medium across the world; these take form as youth-directed granting programs run by an organization, providing money for projects with the goal to address community issues. In addition, these banks give young people new life skills, allow them to build their resumes, and create new networks; these are all assets that can serve as an introduction to the workplace.

In many communities, the next generation of engaged civic leaders and community builders are benefiting from, and learning to use, an appreciative approach for community building, with Asset-Based Community Development (ABCD). "This concept recognizes the strengths, gifts, talents and resources of individuals and communities, and helps communities to mobilize and build on these for sustainable development." (Coady Institute, 2015). It is a team-oriented, participatory, asset-based, community development framework used for both cultural and economic reasons. Communities learn to take stock and use human, social, financial, natural, and physical assets to strengthen community and make tangible change. It is in use in many parts of the global south; in Canada, there is an increasing interest in the approach, an example of which is the growing True Foundation model that uses sport as an asset for community building.

A Closer Look: Youth Engagement at The Winnipeg Foundation

Since 1999, the Foundation's YiP program alone has helped more than 5,500 youth understand the practice of grantmaking, encouraged them to learn more about their community, and developed their leadership skills. The youth engaged through this program to this point have been members of

the Millennial generation. Over the past 16 years, The Winnipeg Foundation has awarded more than CD \$1.5-million in grants to local organizations through its YiP programming.

Running a high-school based model maximizes the number of students able to participate, and the program engages approximately 500 youth annually. It begins every year in September, when schools form YiP committees. Each committee has \$5,000 to distribute to charities of its choice. Committees discuss areas of focus and determine their goals. They research charities to meet their criteria and learn more about what these organizations do, by visiting them and interviewing people who work there. The group then decides which charities will receive grants, how much money each will receive, and how it will be spent. Then they submit grant recommendations to The Winnipeg Foundation's Board for final approval (The Winnipeg Foundation, YiP Workbook, 2014). Each school also holds an endowment fund at the Foundation.

Beyond YiP, a range of other youth-oriented engagement projects have evolved at The Winnipeg Foundation: the Summer Internship Program, that offers paid internship opportunities for youth at local charitable organizations; YiP in Action projects, that provide YiP participants with the opportunity to take on a short-term community improvement projects; and most recently, the Emerging Leaders Fellowship, that assists post-secondary students and young professionals to develop and implement a project of their design at a local community organization. Other community foundations across Canada and some American foundations have followed a similar youth engagement progression.

Most recently, more than 1,860 youth and young adults (ages 14-29) took the Foundation's Youth Vital Signs (YVS) survey, ranking 15 key areas of life in Winnipeg. This publication will be recreated every three years as a new way for youth to share their experiences living in Winnipeg, and their perspectives on local issues. The goal is to give youth a platform to express their perspectives and be heard. Many community foundations across Canada have created their own versions. All of these projects are part of the CFC's annual Vital Signs campaign. The responses compiled in this publication begin a conversation and provide a unique and exciting chance to make constructive change. As a tangible result, The Winnipeg Foundation introduced YVS Response Grants to demonstrate impact inspired by youth perspectives expressed in the report. A committee comprised of young community leaders and representatives will oversee grants decisions and grants will go to projects that support charitable organizations taking steps towards improving life in Winnipeg for youth and/or young adults, based on the results of this report. (The Winnipeg Foundation, 2014)

Through these initiatives, The Winnipeg Foundation has made considerable investment in

fostering Millennials' understanding of the local community and in the work of foundations. As program alumni grow older (the oldest will be 34 this year), encouraging their ability to become independent community leaders and investors will be a growing strategic focus.

A Broader Lens: Youth as Grantmakers Worldwide

Millennials across the world have and continue to receive training in community issues and grantmaking. Recent research by Foundation Center (2014) indicates that there are many programs and resources for youth grantmaking worldwide:

110 youth philanthropy programs at non-profit organizations; 200 or more foundations with a board or committee, 55 university-based programs, 10 conferences with a specific youth grantmaking component, and more than 140 open and accessible content pieces including reports, white papers, blogs, videos, podcasts, recorded webinars, worksheets, guides, books, articles and curricula. The content covers a range of topics including grantmaking strategy, youth board structure, teaching philanthropy curricula, and lesson plans, calls for proposals and leadership development. (pg. 7)

Further, the Foundation Center's grants review found that "close to 900 grants between 2001 and 2013 were awarded by over 70 community, private, family, and corporate foundations to support youth grantmaking programs" (pg. 7). Forty two states and 14 countries received grants that ranged in amount from \$100 to \$5-million. This review included grants awarded between 2001-2013 collected from Center's grants database.

Discussion

Taking into consideration the large amount of time and financial investment that has been put into such youth engagement activities by community foundations, up until recently, there has been a relatively small collection of literature about the generation and their philanthropic values and interests. Due largely to this gap in knowledge, separately, the Pew Research Center; the Dorothy A. Johnson Center for Philanthropy and 21/64 non-profit consultants; and The Case Foundation have provided valuable research reports in relation to the next wave of philanthropists. Much of these reports' content is focused on Millennials, with the intent to learn more about the generation as a whole, and there is a specific focus on their characteristics and relationship with philanthropy. The

knowledge gap is highlighted in the Next Gen Donors report, “Today’s younger generations have the potential to be the most significant philanthropists in history. But we don’t know much about these next gen donors.” (Johnson Center for Philanthropy & 21/64, 2013)

Though the study of Millennial characteristics in relation to giving are evolving, community foundations are a step ahead with this group. Why? Many community-minded individuals in this generation know about community foundations through their extensive network of youth engagement programming. Millennials are the first generation to benefit from structured programming in civil society, meaning that even if we are just starting to understand the generation, many of them know something about community foundations. This level of understanding among a large group of young community members is a first for community foundations and could represent a missed community-building opportunity if the group is not approached for re-engagement in a timely fashion.

The Generation

It is estimated that Millennials make up 76 million of the population in the United States (Trunk, 2007) and 6.9 million in Canada (Foot & Stoffman, 1998).

Strauss and Howe’s seminal research first defined Millennials as being born between 1982 and 2003; further they characterize the group as being motivated to change the world, “possessed of rational minds, a positive attitude, and selfless team virtue” (1991). In their work focused solely on the generation, they describe the group as: “optimistic, cooperative team players, rule followers, and racially and ethnically diverse”. Further, they assert that the Millennial generation has seven distinct traits: special, sheltered, confident, team oriented, achieving, pressured, and conventional (2000). They forecasted that Millennials will be strongly connected to community on a local and global stage, and are a civic-minded generation.

Research by The Case Foundation supports aspects of Strauss and Howe’s assertion, as they indicate that Millennials want to create a positive impact on their community and globally through their work. In addition, they note that more than 80 million Millennials worldwide represent a collective \$170 billion in purchase power, and they will make up 75% of the global workforce by 2030 (The Case Foundation, 2015). The main findings of the first four years of their (2011-2014) Millennial Impact Project, help to frame the analysis of the generation. The following points are trends that emerged from their surveys:

- Millennials engage with causes to help other people, not institutions;
- Millennials support issues rather than organizations;
- Millennials prefer to perform smaller actions before fully committing to a cause;
- Millennials are influenced by the decisions and behaviors of their peers;
- Millennials treat all their assets (time, money, network, etc.) as having equal value;
- Millennials need to experience an organization's work without having to be on site.

The Pew Research Center's surveys of the generation recorded "at or near the highest levels of political and religious disaffiliation" (2014) since the Center started polling 25 years ago. Millennials' disengagement from institutions also indicates a lack of trust, and supports the findings of many marketing analyses on the generation: they put emphasis on the importance of sharing, whether it be through posts on social media or posting financial statements online. Public relations/marketing specialists specializing in corporate social responsibility and cause marketing indicate that Millennials are far more likely to connect with organizations if they "publicly share their impact" (Cone Communications, 2014), but on the other hand are doubtful of their ability to create change, as well as that of organizations. Authenticity and transparency are key to gaining the trust of this discerning generation, as is customized messaging, and offering different ways for the group to interact with an organization. Thus, offering different platforms for giving and community engagement are important to initial engagement.

The importance of sharing comes through in their preference for democratized philanthropy, which takes form in crowdsourcing and giving circles, interactive grantmaking voter platforms, collaborative and asset-based giving and community development, and forms of high-engagement giving. For the purposes of this paper, it is most important to concentrate on this generation's diversity, tech savvy, and peer-oriented strengths, with their drive to be agents of change in an increasingly interconnected world.

The Generation: High Net Worth Donors

The Johnson Center's Next Gen Donor report (2013) documents that in the United States, "a relatively small group of Gen Xers and Millennials will inherit over \$40 trillion in wealth, much of that designated for charitable giving. . . .these next gen donors will face immense, complex social problems in their lifetimes, requiring them to be both generous and smart in their giving."

The transfer of wealth in Canada is projected to take a different course, according to a Bank of Montreal Private Banking study released in April 2014 in regards to high-net worth Canadians (with assets of \$1-million or more). For this group, approximately 30 per cent of their money will be left to children, while surviving a spouse/partner stands to inherit the majority of funds, and two per cent will go to charitable agencies.

This wealth transfer will be received by a small percentage of the population, but could impact the charitable sector immensely if the beneficiaries are engaged in philanthropic activity, particularly through the work of community foundations.

The Generation: Interconnected

Millennials are considerably more diverse and interconnected than previous generations. As a result, they are the first generation to identify as global citizens, and take an active interest in local and global issues. They engage online, and this is not news. The 2013 Millennial Impact Report (Case Foundation, 2013), notes that online engagement for Millennials is not about the channel of communication necessarily (an up-to-date website, mobile friendly platforms, social media options, etc.). They indicate that the “real draw for Millennials . . . is a compelling message that inspires them toward impulsive sharing and contributing.” Further, stating that “these messages need to maintain “real time relevance” for Millennials, in that it connects with and pertains to their interests in the moment as well as over time.”

This is a tall order for any organization, and though the perception is that most organizations have these online engagement tools in their repertoire, Anil Patel, founder of the Framework Foundation notes that after studying 400 websites, their research indicates that less than 25% of not-for-profit websites are mobile friendly. Additionally, more than 65% are not transparent about how donations are used or about their finances in general. Illustrating this point, he states, “This is the great digital divide: a generation of people who have grown up on technology and a sector still trying to understand its implications.” (A.Patel, personal communication, March 23, 2015).

The Generation: Intercultural Communicators

Millennial values and beliefs are related to ambition, loyalty, networking, multi-cultural ease, and environmental awareness (Hewlett et. al, 2009). With these assets, Millennials have the potential to change how the world communicates not only in an online setting, but in an intercultural one.

Across the globe at present there are a great deal of societal issues based on prejudice, inequality, and the inability to find common ground between groups of people, whether it be in

post-apartheid South Africa, post-civil war Nepal, post-residential school Canada, or the current unrest in Ukraine. Many countries are working through significant trauma which results from large scale tragedy or disruption. An example at top of mind in my context is Winnipeg being labeled Canada's most racist city in early 2015. "The Manitoba capital is deeply divided along ethnic lines. It manifestly does not provide equal opportunity for Aboriginals. And it is quickly becoming known for the subhuman treatment of its First Nations citizens, who suffer daily indignities and appalling violence. Winnipeg is arguably becoming Canada's most racist city." (Macdonald, 2015).

Research indicates that the Millennial identity is culturally adaptable and deeply connected to networks online; this combination could mean that their engagement in community could help to lead, mobilize, and greatly improve large cultural divides existing between groups in many communities. As the Millennial identity is marked by "multi-cultural ease" (Hewlett et. al, 2009), it can reshape to suit different contexts, and this is a considerable asset in our increasingly globalized world.

It is critical to find a common ground between intercultural interactants, from which to build appropriate and effective communication across local community and global community lines, and Millennials could be the key to working towards this common ground, or "relational identity" (Wood, 1987). The starting points for communication that present opportunities for the formation of relational identity are paramount to developing intercultural competence in communication, and in creating enduring relationships (Lee, 2006). As Millennials are more inclined to be culture-synergistic (Cupach & Imahori, 2005), with this in mind, they have the potential to be skilled intercultural relationship-builders, an asset that is key to community-building. You cannot have one without the other.

New Platforms for Millennial Engagement

The following initiatives are of interest, as they offer inclusive, relevant platforms to engage the Millennial generation as philanthropists and leaders. They achieve this by using a combination of features including: flexible range for financial contribution; asset-based approaches; instantly gratifying cause and effect atmosphere; opportunities to grow networks; integrated online presence for engagement and reporting; and equal focus on the giver and the recipient.

- Timeraiser is a volunteer-matching event geared towards promoting civic engagement in Canada, with a specific focus on bringing together young adults' skills and talent to benefit local charitable agencies. Artwork by local artists is bid on by audience members using

volunteer hours instead of money. Charitable agencies are present to work with bidders to align their skills with the needs of organizations. Bidders have one year to complete their volunteer hours in order to receive the artwork. Since 2003, they have held 66 events, logged more than 146,000 volunteer hours and have a 77% bidder completion rate. (Timeraiser, 2015)

- Giving Circle Fund (formerly the One Percent Foundation) takes its cues from crowdsourcing platforms like Kickstarter and Indiegogo, but uses a Giving Circle platform, in which subscribers pool their money, nominate, and evaluate charitable organizations of interest and vote on recipients. They also offer “Pro” Giving Circle support for organizations looking to engage their staff in giving, philanthropy workshops, and challenge users to the 1% Giving Pledge: a public dedication to give at least 1% of their income to charity. (Giving Circle Fund, 2015)
- The Funding Network generates a lot of buzz in the young professional world with their real time crowdfunding events. Their goal is to bring together and impact the lives of people on both sides of giving. Over the past decade they have engaged more than 5,000 donors in 600 projects globally. Using a participatory model, charitable organizations make “pitches” to an audience of interested donors, following which donors pool resources to achieve project budget goals for the charitable agency. So far, these networks exist in the U.K., the United States, Canada, South Africa, Australia, Romania, and Bulgaria. (The Funding Network, 2015). As these successful giving and engagement platforms demonstrate, the characteristics of this generation coupled with their democratized approach to giving point us towards the necessity to work towards creating Millennial-friendly ways for them to connect with the community through community foundations.

Challenges

Advocacy

Many foundations remain neutral when it comes to advocacy, choosing not to align themselves with cause-related strategies and communications. This may be for legal reasons and/or to ensure they remain unbiased on community issues that they work to support, to ensure balance from both a donor and community relations standpoint. As Millennials tend to align themselves with humanitarian efforts, activism, and issues rather than with institutions or organizations, this may present a philosophical challenge for community

foundations. In order to maintain relevance with this generation, foundations will need to investigate the effectiveness of current branding, and examine the impact of a cause-based approach on upcoming generations of philanthropists. Balance is an essential here to ensure the expectations of current donors are not overlooked.

Reputation as Risk

As foundations work to engage this generation fully, time, consultation, and careful planning must be in place before implementation. As this is the most interconnected generation, and they rely heavily on the input and experiences of their peers, their network for word of mouth is incredibly vast, but with this comes their ability to let their peers know if they have had a bad experience. Community foundations' credibility is their currency. This reputation has taken, in some cases, almost a century to build. We cannot discount the pros and cons of living in the interconnected digital era and be mindful and diligent when designing a Millennial strategy.

Recommendations

In the short term:

- **Develop a comprehensive program alumni database and engagement strategy.** It is essential for community foundations that have engaged youth through programming to establish an efficient alumni network. For foundations with long standing, expansive networks of alumni, this can be a bittersweet task due to how many lost connections there may be from the amount of time that has passed between program start dates and the present; however, the important part is to begin the process. Do not dwell on those who you may not be able to reach. Begin by sifting through old contact information and eliminate what is no longer relevant (emails that are out-of-date, etc.). This may mean you are starting from scratch with the more recent alumni of the program, but you will have a solid base and a plan on how to engage them in the years to come. Other recommended aspects to this strategy include: coordinate an annual reunion that coincides with a major local event or holiday, to encourage higher attendance from those who have relocated; feature alumni in print and online communications; and train alumni to lead workshops or sessions related to youth engagement.
- **Implement a Millennial-Focused Donor Strategy with an Intergenerational Focus.** As a percentage of Millennials will inherit a large transfer of wealth in the near future, it is

important to engage with donors who are already committed to philanthropy and provide community learning opportunities for them and their families, as their offspring are just beginning to find their voices in philanthropy. Research indicates these up-and-coming philanthropists are driven by values, strategic grantmaking, and want to use personal assets (i.e., peer-networks) to make change happen (Johnson Centre for Philanthropy, 2013). Foundations can play an essential role in supporting donors and their children to hone their community knowledge base, while growing into their identities as philanthropists. This could take form in workshops or site visits led by relatable Foundation staff; inviting donors and family to community events; and designing knowledge sharing resources around responsible transfer of the learned donor experience, as well as the transfer of financial assets. This group should be of particular interest to Canadian foundations, as it is anticipated that charitable giving within the transfer of wealth will be at a lesser percentage than American counterparts.

- **Adapt and Update Technology for Democratized Philanthropy**

As this generation is always connected, it is important that Foundations be multimodal, and not only in their communications platforms. Organizations should work to align the giving process and program engagement with this generation's preference for democratized philanthropy. We know that online components need to be mobile friendly and be consistently updated with new information to keep Millennials' attention. However, giving platforms should be multimodal as well and provide a number of ways for Millennials to contribute to the community. They should encourage impulsivity and have clear messaging about options for giving, and offer impact reporting related in some part to their contribution. As this group is cause-aligned and motivated by the ability to share, by their peers, by risk, and by the choice to contribute assets outside of the financial, the online interface should be reflective of their interests. Offering different ways to engage, learn, and contribute to community requires changes to the traditional online engagement template, thus requiring organizations to analyze their use of technology in this capacity. For example, interactive platforms such as CloudVote or VoteNet could be used by The Winnipeg Foundation in subsequent grantmaking related to Youth Vital Signs Reports.

In the long term:

- **Investigate community partnerships that will encourage social entrepreneurship.** The Social Enterprise Council of Canada defines a social enterprise as "businesses owned by nonprofit organizations, that is directly involved in the production and/or selling of goods and services for the blended purpose of generating income and achieving social, cultural, and/or environmental aims." It is important to recognize the influence of Millennials as well-suited drivers for this field, from both a job creation and philanthropic perspective. Based on generational characteristics, they are predisposed to be civic-minded in their careers, as they are interconnected, collaborative, adaptive, and driven. As they are less tied to traditional forms of philanthropy, many are supporting and promoting new concepts that are higher-risk in nature (i.e., the sharing economy, impact investing). Investing in social enterprise opportunities is a mutually beneficial strategy as such projects assist not-for-profits to empower communities, while creating job opportunities for Millennials. The Social Enterprise Fund that the Edmonton Foundation recently established is an example of how community foundations can take an active role here. The fund provides support through loans for organizations starting or developing social enterprise.

- **Invest in Asset-Based Giving Platforms**

Old guard philanthropy does not fit the engagement profile of this generation for a number of reasons: many do not have the financial capacity to give; they are racially and ethnically very diverse, and as such, have varied beliefs, values, and behaviors in relation to giving that require options for involvement; they believe "all their assets (time, money, network, etc.) have equal value" and they "prefer to perform smaller actions before fully committing to a cause" (The Case Foundation, 2014), meaning that an ABCD approach could suit this generation well in terms of providing them with the option to feel a part of the community and give of themselves, depending on what they want to, or are able to give. Asset-based platforms are proven to work well to engage marginalized communities, and could help to diversify an organization's ability to build relationships and create opportunities for change in communities that have not previously been engaged in the work of community foundations. This could take form in strategic grantmaking to community organizations that have identified Millennial-aged champions to run pilot ABCD programming. Other strategic projects could include: supporting community-based initiatives that 1) create opportunities for professional activism and intercultural relationship-

building; 2) allow individuals to pool resources for larger impact (i.e., community-led giving circles); and/or 3) increase not-for-profit capacity to connect the generation online, with the option to make asset-based contributions.

Conclusion

Though this group may take a different approach to giving, we must not lose sight of the fact that they have benefited from being the first generation to absorb more knowledge on the importance of philanthropy during their education or extra-curricular activities, due in some part to the youth-engagement activities implemented by community foundations that span the mid-to-late 1990s through today. As they age, it is crucial not to lose momentum and to reconnect them with community philanthropy. Foundations can play an integral role in creating opportunities for this generation to continue to engage with the charitable sector and with each other, and as active community participants, whether contributing financial, human, social, physical, or natural assets.

Developing a strategy to actively cultivate new connections and nurture existing relationships with Millennials, regardless of social or economic background, is paramount to community foundations maintaining relevance with the new wave of community builders. Foundations have the unique opportunity to position themselves as the vehicles by which this maturing group can reach the full potential of the civic-minded characteristics that mark their generation. This opportunity can be fulfilled with the development, implementation, and promotion of partnerships and platforms that can enhance Millennials' potential as a whole to be a catalyst for sector-wide change in the not-so-distant future.

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