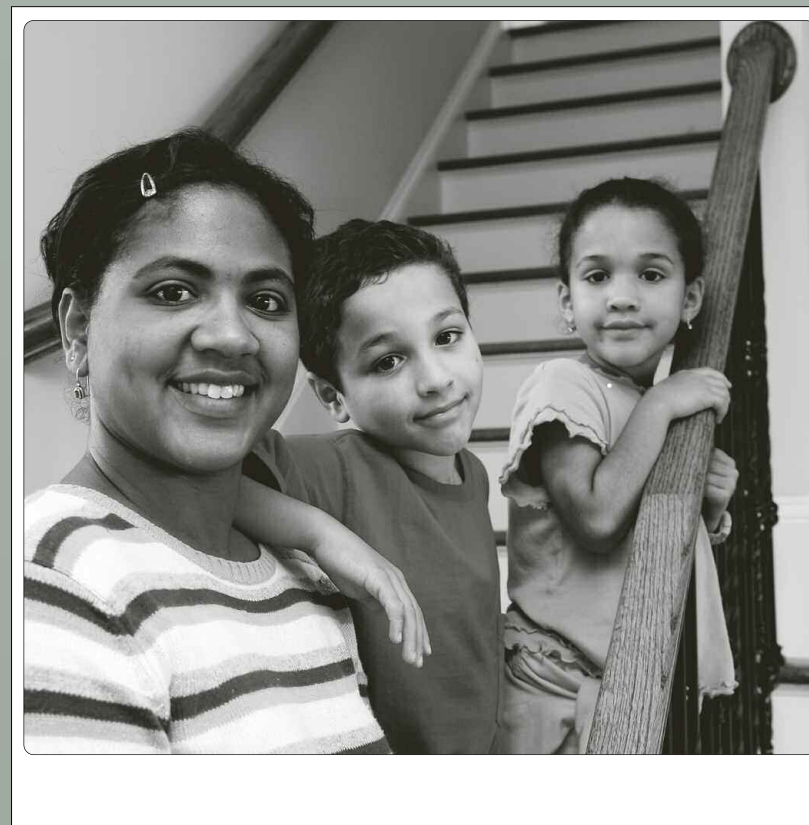


The Community Foundation Difference

Annual Report 2006

COMMUNITY FOUNDATIONS OF CANADA



*Community
Foundations
of Canada*
*Fondations
communautaires
du Canada*

Highlights of 2006:

- ▶ 3 new members join CFC, bringing the number of community foundations in Canada to 152 at the end of 2006
- ▶ Canada's community foundations grant \$137 million to local priorities
- ▶ Donors contribute \$271 million in new gifts to community foundations across Canada
- ▶ Assets rise to \$2.7 billion
- ▶ CFC releases *Unsettled: Legal and Policy Barriers for Newcomers to Canada* examining Canada's immigration and settlement challenges
- ▶ *Vital Signs* goes national – 4 communities join Toronto in taking the pulse of their community

Our Mission

To build stronger communities by enhancing the philanthropic leadership of community foundations.

Our Strategic Goals

To support established and developing community foundations in their endowment building and donor services, grantmaking and community leadership, and as accountable stewards of community assets.

To promote and advance philanthropy and community foundations.

To model philanthropic leadership in Canada and internationally.

We are committed to:

Philanthropy, especially through community foundations, as a powerful catalyst for strengthening communities in Canada and around the world.

Visionary leadership that welcomes innovative approaches, builds on strengths, models inclusiveness and takes appropriate risks.

Collaborative relationships – among members, volunteers, staff and other organizations – that respect independence and diversity, and that foster dialogue and sharing of ideas and experiences.

Open and accountable practices that reflect the highest possible standards of performance as a membership association and a leader in promoting philanthropy.

What is a community foundation?

Community foundations are locally-run public foundations that build and manage endowment funds to support charitable activities in their area.

Each community foundation is autonomous and governed by a volunteer board of local leaders. They exist in every province and one territory and are linked and supported at the national level through Community Foundations of Canada.



Community Foundations
of Canada

Fondations
communautaires
du Canada

COMMUNITY FOUNDATIONS OF CANADA

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THE COMMUNITY FOUNDATION DIFFERENCE

This year, one generous donor gave \$24 million to a Canadian community foundation. A major financial institution strengthened its unique partnership with Community Foundations of Canada (CFC) to benefit its clients. Private foundations in the US and in Canada worked with us on social justice, diversity, and environmental issues. Why did these knowledgeable players choose to partner with community foundations? We believe it is because we, as individual community foundations and as Community Foundations of Canada, “add value” in unique ways.

The philanthropist (like thousands of generous donors of all means) chose to work through a community foundation because of its knowledge, expertise, responsiveness and flexibility. A community foundation understands community needs and opportunities. It has the long-term view that endowed funds allow. It can convene community stakeholders and provide leadership. It can add impact to a donor’s philanthropy. That is the community foundation difference.

Our national partners work with CFC because we can mobilize a coast-to-coast movement grounded in communities that made \$137 million in grants in 2006 from an asset base of \$2.7 billion – a movement that has

The CFC Difference

- ▶ Mobilizing the network for action
- ▶ Raising awareness of social issues
- ▶ Leveraging funds for communities
- ▶ Advocating for the voluntary sector
- ▶ Promoting philanthropy
- ▶ Supporting high standards of performance

its finger on the pulse of important issues. You’ll see examples of that in these pages: a national *Vital Signs* program creating a report card for Canadian communities, an environment program that has generated \$5 million in new giving for our country’s sustainability, a youth engagement strategy, and other Canada-wide initiatives.

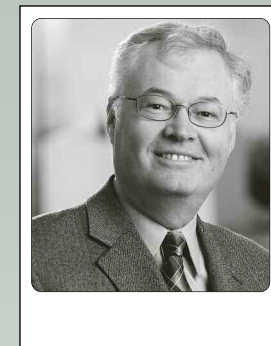
Still others look to us for our voice in national affairs. We highlighted the challenges of Canada’s immigration system with our report *Unsettled: Legal and Policy Barriers for Newcomers to Canada* this year. We advocated for regulations that support giving and we promoted philanthropy in the media. That’s the CFC difference.

This report contains more about these examples and highlights other reasons Canadians turn to community foundations and to CFC. Our members and our network add value. We hope you enjoy this snapshot of CFC’s work in 2006.



Monica Patten

Monica Patten
PRESIDENT & CEO



Richard Frost

Richard Frost
CHAIR



Three Community Foundation Core Roles

#1 Broad and Effective Grantmaking

The Community Foundation Difference

- ▶ Broad knowledge of community needs and opportunities
- ▶ Experience in effective grantmaking
- ▶ Grantmaking to impact community priorities
- ▶ Grantmaking tailored to donor interests

Canada's 152 community foundations made grants of \$137 million in 2006. Community foundations bring local knowledge, experience and a network of community relationships to their grantmaking. Community foundations make grants to local not-for-profit organizations in every field of interest. They are able to see the big picture, build on community strengths and leverage support to meet changing community needs.

Removing Barriers to Homeownership

In Hamilton, dozens of families are moving from social housing to home ownership thanks to an innovative partnership supported by a grant from Hamilton Community Foundation.

With partners Scotiabank, the City of Hamilton and CityHousing Hamilton Corporation, the Hamilton HomeStart program offers a financial leg-up to social housing tenants: if the participant can save

at least \$100 per month in a special account, he or she can receive up to \$4,500 from the City and up to \$1,000 from Scotiabank to be used toward a down payment on a house. The program also requires participation in financial education and training in home ownership and home maintenance so that participants are well prepared for their new responsibilities.

Help for Homeless Teen Mothers

A unique residence for homeless teenage parents and their children received a special grant from The Greater Saint John Community Foundation this year. To celebrate its 30th Anniversary, the foundation invited applications for a special \$30,000 grant. First Steps Housing Project, Inc. was chosen from scores of excellent proposals.

First Steps provides supportive transitional housing for homeless pregnant and parenting young

women. All are living in poverty, some have problems with drugs and alcohol, and most are fleeing abuse. The program ensures that they will have a healthy pregnancy and a healthy baby. Education on child care and child development is provided and access to prenatal care and proper nutrition is guaranteed – all the babies have had healthy birth weights.

Because First Steps is also dedicated to supporting their transition to independent living, young mothers are encouraged to continue their education. The Greater Saint John Community Foundation grant is funding a new on-site education program, in cooperation with the School District, that allows the teenagers to receive their high school diplomas. Already, one young woman has graduated with an expected seven more to graduate this June.

“This grant is exactly the kind of opportunity the community foundation hopes to find. We’re helping families out of poverty. The family is contributing, we’re contributing, the City is contributing, and the private sector is contributing. That leverage makes a difference.”

CAROLYN MILNE, PRESIDENT & CEO, HAMILTON COMMUNITY FOUNDATION

CFC STRATEGIC FOCUS: THE ENVIRONMENT

With generous support from the J.W. McConnell Family Foundation, CFC has been working since 2002 with its members to strengthen their environmental grantmaking and leadership capacity. Eight community foundations (see box) began the program, with a goal of building environmental endowment funds, increasing their grantmaking for the environment, and building the capacity of local environmental groups. To date (a few months shy of the official end of the program) the eight foundations have raised over \$5 million in permanent new funds for the environment. And participating community foundations made over \$2.6 million in environmental grants as part of the program.

In addition, CFC recently granted \$15,000 each to thirteen more foundations (see box) to “kick-start” their programs, so the impact of the program continues to spread.

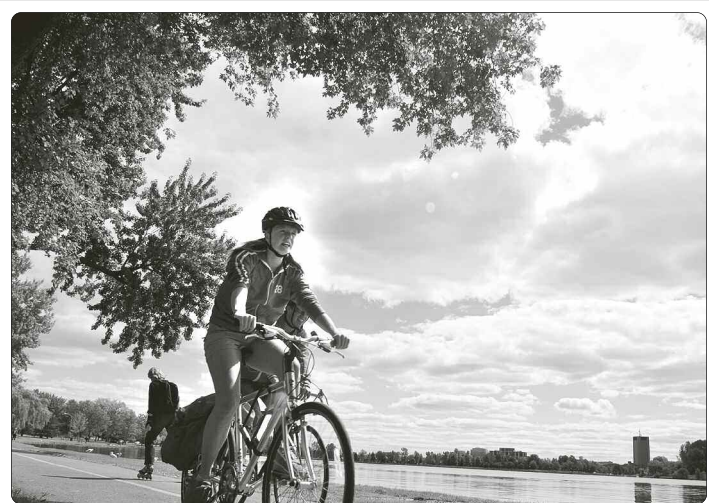


Photo credit: Matthew Claydon, The Community Foundation of Ottawa

Community Foundations and the Environment

Phase 1:

- Niagara Community Foundation
- Hamilton Community Foundation
- Victoria Foundation
- Battle River Community Foundation
- Community Foundation of Whistler
- The Brandon Area Community Foundation Inc.
- The Community Foundation of Greater Kingston
- The Greater Saint John Community Foundation

Phase 2:

- Fondation communautaire de la Péninsule acadienne Inc.
- Cambridge & North Dumfries Community Foundation
- The Community Foundation of Oakville
- Kenora & Lake of the Woods Regional Community Foundation
- Red Deer & District Community Foundation
- The Foundation of Greater Montreal
- Oxford Community Foundation
- The Guelph Community Foundation
- Sunshine Coast Community Foundation
- The Chatham Kent Community Foundation
- Community Foundation of the South Okanagan
- Stratford and Perth County Community Foundation
- London Community Foundation

Community Foundations Band Together for Regional Impact

Lake Winnipeg Watershed: 25 representatives from foundations in Alberta, Saskatchewan and Manitoba met with watershed experts in October to enhance their understanding of the importance of the Lake Winnipeg Watershed and to work jointly for the long term quality of the Watershed. Priorities for action were identified for 2007.

Sea to Sky Corridor: Eight community foundations in BC – Richmond, Vancouver, Sunshine Coast, North Shore, West Vancouver, Bowen Island, Squamish and Whistler – are working together on a regional environmental initiative called Sustainable Communities. The community foundations are hosting workshop sessions in their local communities, on topics like sustainable building, Smart Growth, and air quality. The group's goals include building awareness of environmental issues and local solutions; encouraging collaboration and learning among community foundations, environmental organizations, businesses and government; developing local knowledge; and facilitating community participation in environmental issues.

The community foundation movement's regional environmental work will continue in 2007 and has potential for significant impact.

Kick-Start Grant Launches Environmental Legacy Fund

The Sunshine Coast Community Foundation used its CFC environmental kick-start grant to solidify its role as an environmental convener and to launch a \$5,000 Environmental Legacy Fund. To promote the growth of the Fund, the foundation developed a brochure and display unit that it used at the Sunshine Coast Water Summit, an event the foundation co-hosted. Resulting from the summit was a comprehensive strategy and water management framework for the entire Sunshine Coast; one of the recommendations has already been enacted and the others are being budgeted by government for the future. To engage the public, the foundation co-hosted a 'Water Fair' to help citizens of all ages understand what they can do to address the crucial issue of water in their community.

The Community Foundation Difference

- ▶ Ability to bring key stakeholders together
- ▶ Long-term focus and permanence
- ▶ Capacity to leverage funding and support
- ▶ National focus on environmental challenges and successes
- ▶ Opportunity to work regionally

“There is no question that the program's focus on the environment, the credibility of the McConnell Foundation, and the opportunities to learn and build expertise all contributed significantly to the capacity of community foundations across Canada to address community environmental challenges.” MARK NEALE, CFC BOARD MEMBER

CFC STRATEGIC FOCUS: IMMIGRATION AND SETTLEMENT

As part of its Social Justice initiative, CFC focused on immigration in 2006 and released a major research report, *Unsettled: Legal and Policy Barriers for Newcomers to Canada*. The study was a joint initiative of Community Foundations of Canada and the Law Commission of Canada, in response to the lack of comprehensive research about the impact of legal and policy barriers on the settlement of immigrants. Supported by the Walter and Duncan Gordon Foundation, and researched and written by Sarah V. Wayland, PhD, *Unsettled* identifies seven key barriers and accompanying recommendations for Canada's policy and law-makers. It also includes suggestions for non-governmental organizations and a compendium of programs already working to overcome the barriers identified in the report.

The media and the public responded: feature articles appeared in *The Globe and Mail*, *The Hamilton Spectator*, and other print media. Three television news shows and nine radio shows covered the topic, and the report was viewed 3000 times in the first days it was posted on the web.

The Community Foundation Difference

- ▶ Call attention to key challenges
- ▶ Focus national network's resources on a pressing issue
- ▶ Bring all sectors together to address social issues

Removing Settlement Barriers Locally

Community foundations are supporting innovative settlement efforts across the country, including:

The Kitchener and Waterloo Community Foundation was one of the earliest funders of Waterloo Region Immigrant Employment Network (WRIEN), providing significant pre-launch support for the community-wide effort to attract, support and recognize immigrant talent. The foundation also helped leverage three years of project funding. WRIEN is a region-wide strategy to help ensure that the skills of immigrants are better used to

“This is the first time Canada’s community foundations have commissioned this type of research. We felt it was necessary to have a deep understanding of the issues before we could act. The study is crystal clear – settlement issues cannot be solved by one sector alone. We need to engage government, business and the community if we want our country to be a place where newcomers thrive.” MONICA PATTEN, CEO, COMMUNITY FOUNDATIONS OF CANADA.

benefit immigrants and their families, the local economy and the community as a whole. The WRIEN network includes representatives from six stakeholder segments: funders, businesses, immigrants, education, governments and community-based organizations. It is looking at employment, mentoring and support for immigrants, recognition of foreign qualifications, and other issues that will help newcomers integrate more successfully into the local economy.

The Calgary Foundation's Immigrant Access Fund (IAF) provides loans of up to \$5,000 to fund the accreditation process that allows immigrants to work where they are most needed. The funding supports newcomers who need a period of study and examination fees, or short term upgrading to enter their chosen field in Canada.

Hamilton Community Foundation supports "Facilitating Inclusion for Women," a program that provides leadership training for women of underrepresented ethno-cultural communities. With a focus on recently arrived immigrants, the program offers 12 weeks of part time in-class skills training, followed by community development projects. Graduates of the program assume leadership roles and paid employment in the community.

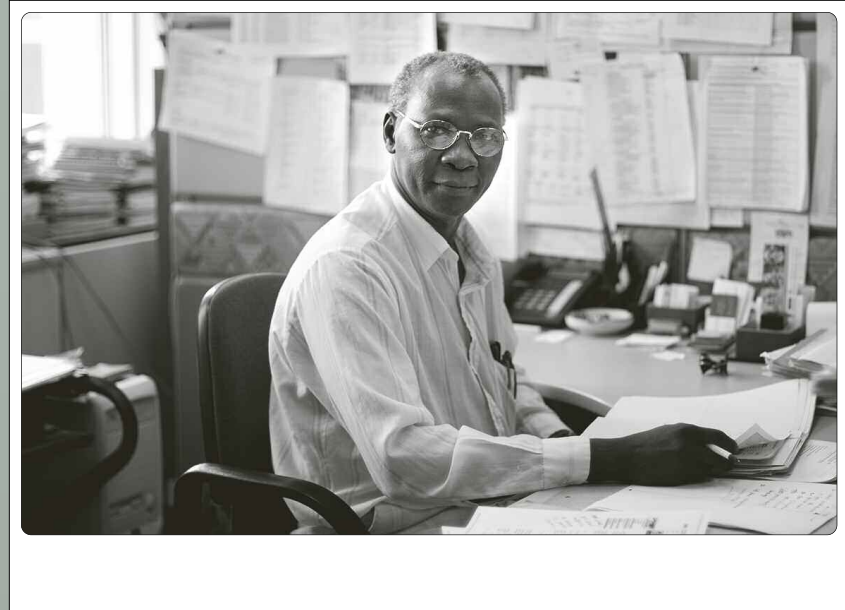


Photo credit: Matthew Claydon, The Community Foundation of Ottawa



Three Community Foundation Core Roles

#2 Donor Service and Endowment Building

The Community Foundation Difference

- ▶ Personalized service tailored to donor needs
- ▶ Endowment and other types of funds
- ▶ Flexible giving options
- ▶ Wealth of knowledge about community needs and opportunities
- ▶ Large pool of charitable assets that can leverage impact

Donors gave more than \$271 million in new gifts to Canada's 152 community foundations in 2006. Giving through a community foundation is flexible, personalized, and satisfying. It is a relationship that helps donors make the most of their giving.

By endowing their gift, donors can meet community needs in perpetuity. The capital remains intact, while the income from the capital serves the community every year.

As time goes on, the gift can respond to changing community needs and priorities. And the community foundation has its finger on the pulse of those changes – the evolving issues and opportunities for local philanthropy. The community foundation's experience in every field, from the arts, to poverty reduction, to recreation, to the

environment, to aging and other community priorities, is a gold mine for donors. They can depend on the foundation to help them match their charitable interests to community needs.

Donor Gives \$24 million to Community Foundation

A donor who chooses to remain anonymous made a landmark gift to The Foundation of Greater Montreal this year. He created a \$24 million endowment fund to support a wide variety of charitable causes in perpetuity and also placed \$3 million of his gift into the unrestricted Community Fund. He was attracted by the permanence, the flexibility, the broad knowledge, and the opportunity for impact the foundation offered. He did not want to have to set up and

manage a private family foundation, and was relieved and delighted to discover he could entrust those administrative responsibilities to the community foundation instead.

Law Firm Endows Community Fund

The Ontario firm of Hacker Gignac Rice (HGR Lawyers) donated \$25,000 this year to establish a permanent fund at the Huronia Communities Foundation. "We have long histories in the Midland and Penetanguishene area. This is a great way to give back to the communities where we have raised our families and made our living," said HGR partner John Gignac. "We wanted to do it in a way that would be flexible and responsive to community needs. The Huronia Communities Foundation suited our purpose ideally."

"For years I wondered how to best support Montreal. As soon as I discovered our community foundation my problems were solved." ANONYMOUS DONOR TO THE FOUNDATION OF GREATER MONTREAL

CFC STRATEGIC FOCUS: VITAL SIGNS

COMMUNITY FOUNDATIONS TAKING THE PULSE OF CANADIAN COMMUNITIES

Community foundations are issuing report cards that measure quality of life in key areas – the economy, health, housing, learning, the environment and others – to help their communities respond to changing needs and opportunities. In 2006, the pilot year of CFC’s national *Vital Signs*[®] initiative, Victoria, Vancouver, Ottawa and Montreal joined Toronto, which created the *Vital Signs* model in 2001. That group will double in 2007.

All *Vital Signs* reports use a core set of indicators organized into at least ten common issue areas (see box). Then each city adds its own indicators to reflect their particular community. The measures are chosen with broad community input. CFC’s national component will track trends and produce a national report that examines one theme in depth each year.

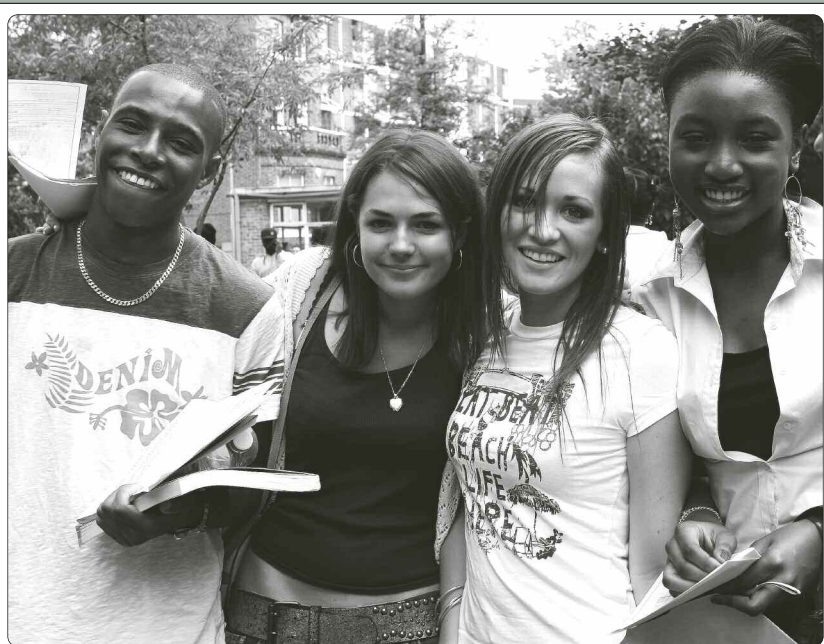
Vital Signs is already sparking change: for example, Toronto’s report helped “connect the dots” between the growth in youth violence, the ten-year high in youth unemployment, and the dramatic drop in youth involvement in all forms of recreation after the age of 12. Armed with this data, Toronto Community Foundation brought together the City, Toronto’s school boards, United Way and sports and recreation organizations to create the Toronto Sport Leadership Program. In its first year, it recruited and trained more than 100 youth from 21 high schools in Toronto’s most vulnerable areas. Youth were able to train for leadership certification in aquatics, basketball and soccer. They were introduced to recreation employers and many got jobs as lifeguards, coaches and camp leaders – not only enhancing their own futures, but also providing positive role models in their communities.

* The *Vital Signs* trademark is used with permission from Toronto Community Foundation.

***Vital Signs* Core Issue Areas**

1. Gap Between Rich and Poor
2. Safety
3. Health & Wellness
4. Learning
5. Housing
6. Getting Started in Our Community
7. Arts & Culture
8. Environment
9. Work
10. Belonging & Leadership

“The *Vital Signs* report is contributing to deeper understanding of the big picture issues and opportunities we have in Vancouver, on the part of both citizens and decision-makers.” JUDY ROGERS, CITY MANAGER, THE CITY OF VANCOUVER



The Community Foundation Difference

- ▶ Collate a broad range of data about community vitality
- ▶ Publish accessible, reader-friendly snapshots of local quality of life
- ▶ Engage the community
- ▶ Report national trends and explore one national issue in depth

***Vital Signs* Informs Critical Issues**

Vancouver Foundation's first *Vital Signs* report is already deepening discussion on community issues such as homelessness, the environment and immigration. The report was launched with front page coverage in the Vancouver Sun. Then, with the help of VanCity's sponsorship, 25,000 copies of a four-page highlights summary were distributed to health centres, libraries, community centres, and schools across Vancouver. Vancouver Foundation's CEO and its Vice-President, Community Leadership took on a full schedule of speaking engagements at policy boards, conferences and not-for-profit organizations. The result has been immediate. *Vital Signs* data is on the table in discussions at the Board of Trade, the City of Vancouver, and the Greater Vancouver Regional District.

***Vital Signs* Engages Youth**

The Youth in Philanthropy students at Oak Bay High School used the Victoria Foundation's first *Vital Signs* report to guide their grantmaking. They were struck by data on homelessness, and in particular the need for basic hygiene supplies. They decided to collect soap, shampoo and body wash for downtown shelters. The group approached the Greater Victoria Hotel Association and toiletries started to roll in. Soon the students had over 30 boxes of donations that they assembled into individual kits. Encouraged by their success, the students issued a challenge to all local hotels to match the initial donations. Good media coverage produced an overwhelming response from local businesses and the group plans to expand the project next year. Two local charities, Our Place and Cool Aid, will use the donations in their street outreach programs.

CFC STRATEGIC FOCUS: YIP! YOUTH IN PHILANTHROPY

CFC has had its eyes on the future – our young people – for several years, promoting the development of Youth Advisory Councils (YACs) in community foundations across the country since 1998. The investment in youth has enriched our movement. There are now YACs in more than 50 of Canada’s 152 community foundations across Canada. YACs have a triple benefit: to the young people who learn about philanthropy and their communities, to the recipients of local YAC grants, and to the community foundations that host them. Lately, a new beneficiary is arising: the environment.

More and more, YACs are “going green” – focusing on environmental learning and grantmaking. CFC’s YIP website helps them find environmental resources, and share their learning and enthusiasm in a discussion forum.

In 2006, CFC partnered with Canadian Heritage to pilot a program to promote youth engagement in the community. Twelve YACs participated in awarding \$130,000 in almost 100 small grants – projects proposed by youth, selected by youth and implemented by youth. Local YAC members from across Canada served on the National Selection Committee overseeing the program.

The new generation of philanthropists and conservationists is alive and well!

The Community Foundation Difference

- ▶ Youth connect locally through their YAC, nationally through CFC, and globally through the international community foundation network
- ▶ Youth learn about their communities and how philanthropy can make a difference
- ▶ They serve their communities
- ▶ They develop skills like leadership, planning, public speaking through researching and making grants in their communities



Youth Going Green

YACs in BC and in Ontario each hosted youth conferences on environmental issues this year.

In Hamilton, students from 26 secondary schools met to learn about the environment and plan their own projects. Two exceptional young student leaders inspired and informed: Alysia Garmulewicz, Carleton University student and founder of Changing Climates Environmental Society, and Lynda Lukasik, Policy Analyst in the office of the Environmental Commissioner of Ontario. Workshops were offered with local environmental experts.

In BC, community foundation YACs welcomed youth from Canada, Russia and Africa. They learned about environmental issues, gained skills for action from organizations such as Check Your Head, Smartgrowth, the Evergreen Foundation, 20/20 Vision, and from a short documentary on water conservation titled "Stop the Drip" produced by students at Princess Margaret Secondary School in Penticton, BC.

Both conferences galvanized the young people and prepared them for environmental action at home and around the world. There has already been significant follow-up in local communities.

Neighbourhood Granting in London

Since London Community Foundation (LCF) was already focusing on granting to neighbourhoods in need, its YAC decided to concentrate on youth in those neighbourhoods. The young volunteers conducted site visits and recommended a number of small grants through LCF's Acorn Fund for Youth. Examples include:

- ▶ art supplies for "a group of amazing 10 to 12-year-olds" to run activity days for their school on teacher professional development days
- ▶ a program created by five youth to collect and publish poems about the experience of immigration, multiculturalism and racism
- ▶ a community kitchen for teenage single moms

In one neighbourhood, young Muslim women have organized a program but need role models to encourage the young men to participate. They have invited male YIP members to talk to their young men about community service and volunteerism in Canada – a great example of how Youth in Philanthropy is about more than money!!

"This environmental work, like other YAC activities, shows how committed young people are taking action, developing leadership skills and participating in making their community a better place. It's inspiring!"

LINDA HUGHES, ADULT ADVISOR TO HAMILTON COMMUNITY FOUNDATION'S YAC



Three Community Foundation Core Roles

#3 Community Leadership

The Community Foundation Difference

- ▶ Knowledge of the community
- ▶ Long-term perspective
- ▶ Inclusive leadership and vision
- ▶ Ability to leverage resources and leadership

As knowledgeable partners in community life, Canada's 152 community foundations offer leadership to their communities in myriad ways. They use their broad perspective and their networking opportunities to help build strong, caring, engaged communities. They work to empower others, connect diverse parts of the community, foster dialogue, develop partnerships and mobilize the community to improve quality of life.

Community Foundation Commits to Local School

The Winnipeg Foundation is in year four of a five-year, \$2.5 million-dollar effort to build the capacity of a local low-income school, its students and teachers, its families, and its neighbourhood. The unprecedented attention on turning the mostly Aboriginal school into a neighbourhood hub of activity – not only for students, but also for their parents and siblings and local community groups – has already translated into higher academic performance, attendance and student participation. The school, which once attracted almost no outside

involvement, is now a beehive of activity. It has become a place where students, parents and community leaders feel welcome and supported. Hiring local Aboriginal teaching assistants and bringing an Elder into the school has made a big difference. The Winnipeg Foundation brought all potential partners to the table, including residents, all levels of government, agencies, funders, the school division, United Way, private sector and other foundations. The Winnipeg model is being evaluated as part of CFC's 2007 national place-based poverty initiative.

“The community foundation is playing a unique leadership role in the Centennial Neighbourhood project. We’ve been able to bring together all the sectors who have a stake in the success of this school and this community, including the City, the school board, Aboriginal leaders, funders. This hasn’t happened before – and it’s absolutely crucial to improving the chances for these kids.” RICHARD FROST, CEO THE WINNIPEG FOUNDATION

CFC STRATEGIC FOCUS: DONOR ENGAGEMENT

Supporting Your Community (SYC) is a unique alliance, now in its fourth year, between Bank of Montreal Financial Group and 39 community foundations across the country. The alliance was created to help BMO clients achieve their charitable goals by linking them with philanthropic expertise in their community. This year, Nesbitt Burns enhanced the SYC program by launching the BMO Nesbitt Burns Charitable Giving Program, geared specifically to Nesbitt Burns advisors and their clientele. Both programs give clients the benefit of community foundations' grantmaking, administration and donor services, while BMO continues to manage the investment.

The Community Foundation Difference

- ▶ Access to the community foundation's in-depth knowledge of needs and opportunities
- ▶ Personal relationship
- ▶ Flexibility, responsiveness
- ▶ Maximum tax benefit, cost effectiveness

Ottawa BMO Clients Take Advantage of SYC Benefits

The Community Foundation of Ottawa has developed a close relationship with local BMO Harris executives and Nesbitt Burns advisors – and BMO clients are reaping the benefits. The Supporting Your Community alliance tailors charitable funds to suit particular clients. Some examples:

- ▶ One client is using SYC to manage unrealized capital gains
- ▶ Another fund was started by a client whose grandmother gave her a piano when she was six years old. She planned to leave a bequest to her favourite charity, but by giving now through SYC she is able to enjoy her gift now: helping a disadvantaged piano student at the University of Toronto's conservatory
- ▶ The executor of a large estate chose SYC to meet his late uncle's charitable goals

“The community foundation can make giving come alive for your client.”

IAN NIVEN, SENIOR VICE PRESIDENT AND MANAGING DIRECTOR, BMO HARRIS PRIVATE BANKING

CFC STRATEGIC FOCUS: PHILANTHROPIC LEADERSHIP

In addition to our initiatives in social justice, the environment, youth, and donor engagement just described, CFC plays a central role in Canada's voluntary sector. We also contribute in significant ways around the world.

This year, we launched a national conversation about leadership. In partnership with The Calgary Foundation, CFC organized a dialogue, *Looking Down the Road: Leadership for Canada's Changing Communities*, to bring together individuals who have given serious thought to the changing nature of Canada and who are actively involved in the issues facing communities. It was an extraordinarily rich and thought-provoking two days. In preparation for the dialogue, we asked Judith Maxwell, one of Canada's top thinkers on social and economic issues in Canada, to develop a background paper. She outlines the challenges facing our communities and argues that our communities' capacity to respond depends on the quality of leadership and the ability of people and institutions to collaborate.

Our communities are changing so rapidly – due to economic shifts, the changing role of government, increased immigration and shifting patterns of settlement – that it is imperative to deepen our understanding of the forces shaping our communities and the kinds of leadership that will guide us into the future. This urgency prompted us to organize the face-to-face meeting, to broaden the conversation beyond the foundation movement, and to follow up with a continuing web-based conversation about leadership.

“The Calgary Dialogue was an outstanding opportunity for a diverse group of leaders from across the country to explore the kinds of leadership our communities will need to respond to the challenges and opportunities they face and the role community foundations might play in offering and supporting that leadership.”

JUDITH MAXWELL, CANADIAN POLICY RESEARCH NETWORKS

The Community Foundation Difference

- ▶ A national and international perspective
- ▶ Strong, respected voice in the voluntary sector
- ▶ Canada-wide knowledge of community issues

As the national profile of philanthropy continued to grow and the options for donors multiplied exponentially in 2006, CFC launched an incredible array of tools designed to help members communicate and illustrate The CF Difference. Thanks to the co-operation of the Council on Foundations and our large member foundations, CFC launched three comprehensive National Marketing Toolkits. These professional materials include dozens of ads, fact sheets, presentations, and detailed strategic guides – all emphasizing the added value that community foundations bring to donors and their communities. More than 60% of CFC members received orientation and training in 2006; others will join the circle in 2007.

For our international colleagues, CFC facilitated a three day, intensive learning session in Slovakia on Strategic Community Investments and delivered three sessions at the WINGS (Worldwide Initiative for Grantmaker Support) Forum and WINGS-CF Symposium in Bangkok.

CFC STRATEGIC FOCUS: SHARING KNOWLEDGE AND BUILDING CAPACITY

Serving its members is at the heart of CFC's mission. Through CF-LINKS, our comprehensive professional development program, CFC provides on-site consultation, tele-learning, conferences, workshops and resource materials for volunteers and staff across the country. We help both emerging and established community foundations benefit from the rich learning of a national network. Some highlights of 2006:

- ▶ Our biennial conference in Saskatoon: 43 concurrent sessions, 8 half-day CF-LINKS skill training workshops, 2 site visits to Saskatoon organizations, 447 attendees (including 40 international delegates) and a special forum for more than 70 youth participants
- ▶ The launch of *Building Bridges: A Tool for Engaging Diverse Communities*, an excellent companion piece to CFC's *Diversity Scanning Tool for Community Foundations*, and our second workshop on diversity and inclusion. The CFC Board used the *Diversity Scanning Tool* to ground its discussion of diversity in leadership, and Executive Directors of mid-sized community foundations explored diversity in their peer gathering
- ▶ Development of two new workshops: Community Foundations as Conveners, Catalysts & Connectors and Communications and Marketing for Community Foundations

- ▶ Revision of CFC's six Core Resource manuals, in both English and French
- ▶ Piloting of a new Peer Visiting Program in London, Saskatoon, and Niagara
- ▶ Expansion and clarification of the crucial role of Regional Coordinators who provide expertise to members across the country

The Community Foundation Difference

- ▶ National learning network
- ▶ Resources for developing and established community foundations
- ▶ Personal, tailored advice for volunteers and staff
- ▶ International perspective, experience, and exchange

"It was incredibly helpful to have their experienced eyes and sage advice at this moment in our development.

CFC's learning opportunities are second to none." LIZ PALMIERI, EXECUTIVE DIRECTOR, NIAGARA COMMUNITY FOUNDATION

CFC Peer Visitors Enrich Planning

Niagara Community Foundation, just six years old, is on the cusp of a new stage. With \$5 million in assets and a strong regional network, it was ready to step back and look at where it had been and where it could go. It called on CFC's Peer Visiting Program to help. Peer visitors are Board members or senior staff of community foundations across the country who volunteer their time to share their particular expertise with their colleagues. Two experienced leaders – from Ottawa and Kitchener/Waterloo – visited Niagara, along with CFC's Director of Organization and Professional Development. The foundation convened four meetings: three with community stakeholders to seek input on the foundation's success and potential in the core roles of grantmaking, asset development and community leadership, and the fourth with the foundation's Board of Directors. The peer visitors attended all three community meetings – but as listeners, not experts. For the foundation's Board, they presented a picture of the usual community foundation stages of development, helping to put the local situation in context. Two weeks after the visit, the foundation received a report summarizing the reflections of the visitors on what they had heard and observed. Their thoughts will inform the foundation's strategic planning process as it goes forward.



Photo credit: Tiffany Brown, the Victoria Foundation

Donors to Community Foundations of Canada in 2006

Community Foundations of Canada sincerely thanks the many organizations and individuals who made our work possible in 2006.

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Two Anonymous Donors

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– BC Network

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– Manitoba

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• Benjamin Moore Community Restoration Program

Canadian Heritage
• Youth Led Community Action Programs
• Youth Forums – Exchanges Canada Program

Social Development Partnerships Program
• Place-based Poverty Reduction Initiative

CFC's audited financial statements for 2006 are available on request: info@cfc-fcc.ca or 613-236-2664.

Board of Directors 2006

Richard Frost

Board Chair (Prairies)

Vincenza Travale

*Vice Chair as of October 2006
(Ontario)*

J. Bruce Dunlop

*Chair, Finance & Audit Committee –
deceased September 2006 (Prairies)*

Jill McAlpine

Secretary (Ontario)

Suzanne Feurt

*Council on Foundations
Representative until May 2006 (USA)*

Martin Garber-Conrad

Director at-large (Prairies)

Gary Gilmour

Director (Prairies)

Gilbert Lacasse

Director until May 2006 (Québec)

Gerald S. McMackin

Director (Atlantic)

Maureen Molot

Director (Ontario)

Mark Neale

Director (British Columbia)

Jim Nininger

*Director at-large until May 2006
(Ontario)*

R. Phillip M. North

Director at-large (Prairies)

Amrik Randhawa

Director (British Columbia)

J. C. Grant Regalbuto

Director (Québec)

Don Ravis

Director at-large (Prairies)

Sandra Richardson

Director at-large (British Columbia)

Ken Strmiska

*Council on Foundations
Representative (USA)*

David Uffelmann

Past Chair (Ontario)

Faye Wightman

Director (British Columbia)

Monica Patten

President and CEO – Ex Officio

Legal Counsel

Paul C. LaBarge, Ottawa, Ontario



Standing (l-r): Amrik Randhawa, Martin Garber-Conrad, Faye Wightman, Gerald McMackin, Ken Strmiska, J. C. Grant Regalbuto, Gary Gilmour, Phillip North

Seated (l-r): Mark Neale, Maureen Molot, Vincenza Travale, Richard Frost, Monica Patten, Sandra Richardson, David Uffelmann

Absent from photo: Jill McAlpine, Don Ravis

CFC Staff Team

Staff

Monica Patten

President and CEO

Milly Baino

Executive Assistant to the President and CEO

Edward Bilodeau (from March 2007)

IT Manager/ Webmaster

Megan Campbell

Director of Philanthropic Partnerships

Annie Chen (from Jan 2007)

Finance Coordinator

Deborah Foran (from May 2006)

Director of Knowledge Management and Information

Inez Hoey

Manager of Finance

Jane Humphries

Director of Organization and Professional Development

Ruth Jones (until June 2006)

Manager of Operations

Jasmin Kay (from Aug 2006)

Coordinator, Administration and Communications

Jordan Lowry (until Jan 2007)

Website Coordinator

Sara Lyons (from March 2007)

Manager, Special Initiatives

Betsy Martin

Senior Advisor and Program Consultant

Anne-Marie McElrone

Director of Communications and Marketing

Barbara Oates McMillan

National Consultant on Youth in Philanthropy

Elizabeth Orton

Director of Member Programs and Services

Amy Thompson

Project Coordinator

Linda Zhang (maternity leave Jan 2007)

Finance Coordinator

Regional Coordinators

Barbara Oates McMillan (BC)

Deborah Bartlett (AB/SK/NWT) (until Dec 2006)

Kim Bater (AB/SK/NWT) (from Jan 2007)

Cathy Auld (MB)

Cindy Lindsay (ON)

Lucie Saint-Gelais (QC)

Cathy Wright (Atl)

Consultants

Gerry Couture

Constance Exley

Peter Faid

Dagne Forrest

Michel Frjomovic

Suzanne Gibson

Elizabeth Gorla

Jacques Granger (until Oct 2006)

Nancy F. Johnson

Monique Joly (from June 2006)

Margot McLaren Moore

Derek Meehan

Andrea Olson

Frank Pyka (until Sept 2006)

Helen Robert

Josée Roy (from Oct 2006)

Lynn Sewell



Back row (l-r): Betsy Martin, Jasmin Kay, Cindy Lindsay, Elizabeth Orton, Milly Baino, Margot McLaren Moore.

Middle row (l-r): Barbara Oates McMillan, Inez Hoey, Annie Chen, Cathy Auld, Anne-Marie McElrone, Nancy Johnson.

Front row (l-r): Lucie Saint-Gelais, Kim Bater, Amy Thompson, Monica Patten, Jane Humphries, Cathy Wright, Deborah Foran, Megan Campbell.

CFC Members at December 2006

The Territories

The Yellowknife Community Foundation

British Columbia

Abbotsford Community Foundation
Bowen Island Community Foundation
Bulkley Valley Community Foundation
The Campbell River Community Foundation
Central Okanagan Foundation
Columbia Valley Community Foundation
The Comox Valley Community Foundation
The Coquitlam Foundation
Cranbrook and District Community Foundation
Creston-Kootenay Foundation
Delta Foundation
Golden and District Community Foundation
Kamloops Foundation
Kent Harrison Foundation
Kimberley & District Community Foundation
The Maple Ridge Community Foundation
Mission Foundation
Nakusp and Area Community Foundation
Nanaimo Community Foundation
Community Foundation of the North Okanagan
North Shore Community Foundation
North Thompson Communities Foundation
Osprey Community Foundation
Parksville-Qualicum Community Foundation
Phoenix Foundation of the Boundary Communities
Port Moody Foundation
The Prince George Community Foundation
Prince Rupert Regional Community Foundation
The Quesnel Community Foundation

Revelstoke Community Foundation
Richmond Community Foundation
Salt Spring Island Foundation
Shuswap Community Foundation
Community Foundation of the South Okanagan
Squamish Community Foundation
Sunshine Coast Community Foundation
Surrey Foundation
Vancouver Foundation
Victoria Foundation
West Vancouver Community Foundation
Community Foundation of Whistler

Alberta

The Banff Community Foundation
Battle River Community Foundation
Bow Valley Community Foundation*
The Calgary Foundation
Drayton Valley Community Foundation
The Edmonton Community Foundation
Community Foundation of Greater Grande Prairie
Lethbridge Community Foundation
Mayerthorpe Area Community Foundation
Community Foundation of Medicine Hat and Southeastern Alberta
Red Deer & District Community Foundation
St. Albert Community Foundation

Saskatchewan

Battlefords and District Community Foundation Inc.*
Family & Friends Community Foundation Inc.
Prince Albert and Area Community Foundation Inc.

Saskatoon Community Foundation
The South Saskatchewan Community Foundation Inc.

Manitoba

Altona Community Foundation Inc.
Beautiful Plains Community Foundation Inc.
Big Grass Community Foundation Inc.
The Boissevain and Morton Foundation Incorporated
The Brandon Area Community Foundation Inc.
Brokenhead River Community Foundation Inc.
Carberry and Area Community Foundation Inc.
Carman Area Foundation Inc.
The Cartwright and Area Foundation Inc.
Dauphin & District Community Foundation Inc.

Elkhorn & Area Foundation Inc.
The Glenboro Area Foundation Inc.
Grandview & District Community Foundation Inc.
The Interlake Community Foundation
The Killarney Foundation Inc.
Living Legacy Community Foundation Inc.*
Minnedosa Foundation
Morden Area Foundation Inc.
North Norfolk-MacGregor Foundation Inc.
Northern Neighbours Foundation, Inc.
Oak Lake & Area Foundation Inc.
Pembina-Manitou Area Foundation Inc.
Pilot Mound & District Foundation Inc.
Plum Coulee Community Foundation Inc.
Community Foundation of Portage & District Inc.
The Reston and Area Foundation Inc.

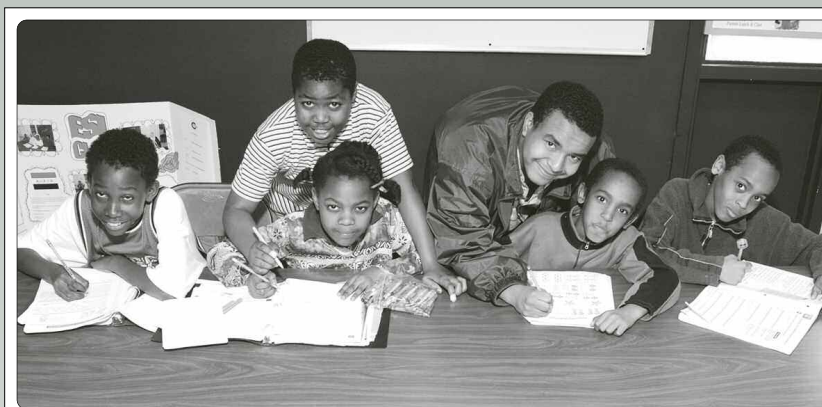


Photo credit: Matthew Claydon, The Community Foundation of Ottawa

CFC Members at December 2006 CONTINUED

Roblin District Community Foundation Inc.
Selkirk & District Community
Foundation Inc.
Souris Glenwood Foundation Inc.
The Southwest Manitoba Regional
Foundation
The Steinbach Community Foundation Inc.
Sturgeon Community Foundation Inc.
Community Foundation of
Swan Valley Inc.
The Thompson Community Foundation
Tiger Hills Community Foundation Inc.
The Virden Area Foundation Inc.
Westshore Community Foundation Inc.
The Winkler Community Foundation Inc.
The Winnipeg Foundation

Ontario

Aylmer Area Community Foundation
Barrie Community Foundation
Brampton and Area Community
Foundation
The Brantford Community Foundation
The Brockville Community Foundation
Burlington Community Foundation
Cambridge & North Dumfries Community
Foundation
Campbellford/Seymour Community
Foundation
The Chatham Kent Community Foundation
The Community Foundation of Durham
Region
Elgin-St. Thomas Community Foundation
Forest Community Foundation
Grand Bend Community Foundation
Community Foundation Grey Bruce
The Guelph Community Foundation
Hamilton Community Foundation
Huron Communities Foundation/
La Fondation communautaire
de la Huronie

Kenora & Lake of the Woods Regional
Community Foundation
The Community Foundation of
Greater Kingston
The Kitchener and Waterloo Community
Foundation
London Community Foundation
The Community Foundation of
Mississauga
Napanee District Community Foundation
Niagara Community Foundation/Fondation
communautaire de Niagara
The Norfolk Community Foundation
The Community Foundation of Oakville
The Community Foundation of Orillia
and Area
The Community Foundation of Ottawa/
La Fondation communautaire d'Ottawa
Oxford Community Foundation
The Perth and District Community
Foundation
Sarnia Community Foundation
Stratford and Perth County Community
Foundation
Sudbury Community Foundation/Fondation
communautaire de Sudbury
The Temagami Community Foundation
Thunder Bay Community Foundation
Toronto Community Foundation
Tri-Town Foundation
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Foundation
York Region Community Foundation

Québec

La Fondation communautaire de l'Estrie
Fondation communautaire Gaspésie
-Les Îles
The Foundation of Greater Montréal/
La Fondation du Grand Montréal

Fondation communautaire du
Grand Québec
Fondation communautaire du
Saint-Maurice

New Brunswick

Fredericton Community Foundation Inc.
Fundy Community Foundation
Fondation communautaire de
la Péninsule acadienne Inc.
The Greater Saint John Community
Foundation/La fondation communautaire
du Grand Saint John
The Community Foundation of Southeast
New Brunswick Inc.
Sussex Area Community Foundation
Incorporated

Nova Scotia

Rural Communities Foundation of
Nova Scotia
The Community Foundation of
Nova Scotia Society

PEI

The Community Foundation of
Prince Edward Island Inc.

Newfoundland and Labrador

The Community Foundation of
Newfoundland and Labrador

**indicates joined in 2006*

