



Making a Difference:

Tools and Strategies for Canadian Philanthropy
in the 21st Century

PFC Conference Program

14-15 November 2005

Toronto Board of Trade
1 First Canadian Place
Adelaide Street Entrance
Toronto, Ontario

**A unique networking and learning event for
foundations and other grantmakers.**

Meet, learn, share ideas and strategies, hear from leaders
in the field and be inspired by the opportunity and potential
of Canadian philanthropy in the 21st century.



Making a Difference: Tools and Strategies for Canadian Philanthropy in the 21st Century

Independent grantmakers play a major role in funding and supporting the 81,000 registered charities of Canada.

What are our key challenges?

How do we choose our priorities?

And how can we be more effective in acting on our choices?



These are just some of the questions that are addressed during this conference. Over 1½ days, in a collegial setting, you will have the opportunity to reflect on good practice, learn from each other and be inspired to pursue your philanthropic goals.

Keynote speakers will challenge participants on topics such as foundation leadership in making social change, and the role of philanthropy in addressing Canada's public policy challenges in the 21st century.

The 14 concurrent conference sessions are designed on two tracks: Leadership and Operations. Participants will be able to customize their conference experience by choosing sessions in each of the two tracks. Topics include: foundation effectiveness,

governance, public policy leadership, family succession, the impact of small foundations, capacity building, tax and regulatory issues, asset management, evaluation, and more.

Informal lunch discussion roundtables on Monday provide you with a chance to engage on such topics as: rural philanthropy, international grantmaking, youth in philanthropy, environmental grantmaking, and grantmaking in Aboriginal communities.

Throughout the conference, Canadian grantmakers will have a rare opportunity to talk to each other, to reflect and share ideas, concerns and solutions that may inform your own practice of philanthropy.

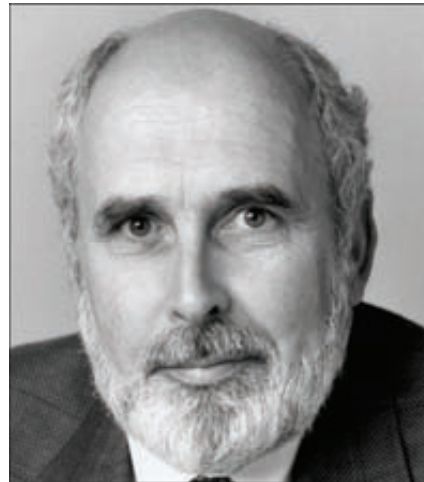
Welcome

We are proud to welcome you to our first conference on Canadian philanthropy.

This program provides you with details on the very exciting sessions that we have put together for conference participants.

Based on feedback from our members, the conference planning committee has identified a stimulating set of topics. These will be addressed by a diverse group of panelists, including PFC members, other funders with whom we collaborate on many fronts, and some of the charities that we support. We also welcome colleagues from the philanthropic community in the United States who have agreed to share their expertise and wisdom with us.

The twin themes of the conference are leadership and effectiveness. Under this heading, we are seeking to provide you with a conference experience that is both motivating and practical, combining inspirational ideas with practical advice and tools. I look forward to your participation in this conference.



A handwritten signature in black ink that reads "Peter Warrian". The signature is written in a cursive, slightly slanted style.

Peter Warrian
The Lupina Foundation
Chair, PFC Board of Directors



Conference @ a Glance

- Three plenary sessions on the subject of innovative philanthropic leadership, social entrepreneurship, and the policy challenges of the 21st century, with stimulating keynote speakers from Canada and the U.S.
- Fourteen concurrent workshops offering detailed examination of a wide range of themes, with panelists from foundations, charities and leading thinkers on philanthropy.
- Eight roundtable sessions on specific grantmaking topics and areas.
- Informal networking opportunities over breaks and meals.

Our featured plenary speakers:



Mark Kramer, Co-Founder and Managing Director of the Foundation Strategy Group, an international consulting firm focused exclusively on advancing the practice of philanthropy, with offices in Boston, San Francisco and Geneva. Mr. Kramer is also a Founder of the Center for Effective Philanthropy.



Alan Broadbent, Chair of the Maytree Foundation and of the Caledon Institute of Social Policy. The Maytree Foundation's primary concern is poverty in Canada, with a special focus on support programs for refugees and immigrants in Canada.



Allan Gotlieb, Chair of the Donner Canadian Foundation and former Canadian Ambassador to the United States.



David Bornstein, journalist and author of *How To Change The World*, a book about social entrepreneurs and the ways in which these innovative individuals and organizations are making social change around the world.



Janice Stein, Professor of Conflict Management and Negotiation at the University of Toronto, and Director of the Munk Centre for International Studies.

Agenda Overview

Monday, November 14	
7:45	Breakfast and registration
8:45	Opening plenary: Mark Kramer, Alan Broadbent, Allan Gotlieb
10:00	Refreshment and networking break
10:30	Concurrent workshops
12:15	Lunch and roundtable discussions
1:30	Concurrent workshops
3:00	Refreshment and networking break
3:30	Concurrent workshops
5:30	Reception BMO Harris Private Banking
6:30	Dinner, featuring guest speaker David Bornstein, author <i>How to Change the World</i>

Tuesday, November 15	
8:00	Breakfast
9:00	Concurrent workshops
10:30	Refreshment and networking break
11:00	Concurrent workshops
12:30	Lunch and closing speaker Professor Janice Stein
2:10	Close



Detailed Agenda

Monday, November 14, 2005

7:45 AM - 8:45 AM

Breakfast and Check In

Dining room

Check in outside the dining room. Buffet breakfast in the dining room.

8:45 AM - 10:00 AM

Welcome/Opening Plenary

Dining room

Welcome by Peter Warrian, Chair of PFC and Managing Director of The Lupina Foundation

A panel discussion about foundation leadership in catalyzing social change, drawing on the experience of a senior consultant to many Canadian and U.S. foundations, and two Canadian foundation leaders.

Panel moderated by Shira Herzog, The Kahanoff Foundation

Presenters: Mark Kramer, Co-Founder and Managing Director of the Foundation Strategy Group, Boston.

Alan Broadbent, Chair of The Maytree Foundation and of the Caledon Institute of Social Policy.

Allan Gotlieb, Chair of the Donner Canadian Foundation and former Canadian Ambassador to the United States.

10:00 AM - 10:30 AM

Refreshment and Networking Break

Dining room

10:30 AM - 12:00 PM

Concurrent Workshops

All sessions and their room locations are posted near the registration desk.

Room: Ridout

A1. Setting your Direction: Foundation Leadership and Social Change

How do foundations bring about the changes they want to see in their "world", be it local or global? How do they set a direction and maintain their focus? This session will continue the discussion begun by the opening plenary panel and will present some challenging ideas about how foundations can identify opportunities for leadership. Two Canadian foundations will discuss what they are doing as leaders themselves to use their influence in making change in the world.

Moderator: Nathan Gilbert, Laidlaw Foundation

Presenters: Mark Kramer, Foundation Strategy Group; Joy Calkin, The Muttart Foundation; Patrick Johnston, Walter and Duncan Gordon Foundation.

Detailed Agenda

Monday, November 14, 2005

10:30 AM - 12:00 PM

Room: C

A2. The Difference a Good Board Makes

What are the characteristics of “good” foundation boards? Is there a “one size fits all” model? Many foundation boards, particularly in smaller foundations, play both a governance and a management role. How do they separate the two? How to be accountable, and to whom? This session will discuss foundation governance, the life cycle of boards, and whether and how boards manage a transition from an operational management function to a policy setting function.

Moderator: Bob Filuk, The Thomas Sill Foundation

Presenters: Ruth Armstrong, Vision Management; Angie Killoran, Lawson Foundation; Bruce Lourie, Ivey Foundation

Room: Ketchum

B1. What’s Going on in the World of Charities Regulation?

There has been enormous change in the regulatory environment affecting foundations and charities over the last year, as a consequence of the federal tax policy changes announced in 2003. A legal expert on charity law in Canada will give his views on the impact of the changes, new challenges for the sector and likely developments in tax policy for donors and foundations. A representative of CRA will speak on the efforts being made by the CRA to adjust to its new regulatory role and to bring about greater sector education and compliance.

Moderator: Michael Kray, The Mike Weir Foundation

Presenters: Arthur Drache, Drache LLP; Terry de March, CRA Charities Directorate

12:15 PM - 1:15 PM

Dining room

Lunch and Roundtable Discussions

Lunch will be served buffet-style. If you wish, you may choose to sit at a specific table to discuss one of the following topics. See the end of the program for a description of the roundtable topics and facilitators.

- RT 1 Rural Philanthropy
- RT 2 International Grantmaking
- RT 3 Youth in Philanthropy
- RT 4 Grantmaking and Aboriginal communities
- RT 5 Grantmaking for Children and Youth
- RT 6 Funders for Race and Poverty
- RT 7 Environmental Grantmaking
- RT 8 Funders for the Arts

The roundtables are facilitated by a discussion leader with particular expertise in the topic. Pick up your buffet lunch and join colleagues at identified tables.



Detailed Agenda

Monday, November 14, 2005

1:30 PM - 3:00 PM

Concurrent Workshops

All sessions and their room locations are posted near the registration desk.

Room: Ridout

A6. Looking out for the Future of Philanthropy

How will global trends and events impact Canadian philanthropy in the decades to come? How can foundations foster and support effective and innovative leadership in addressing the challenges of the decades ahead? How do philanthropists think creatively about what may be coming? What are the major "what ifs" in organized philanthropy as a whole over the next decade, in the US and in Canada? This session will look at major trends that are shaping philanthropy in the first years of the 21st century and how they may affect Canadian grantmaking.

Moderator: Tim Brodhead, The J. W. McConnell Family Foundation

Presenters: Joe Breitenicher, The Philanthropic Initiative; Peter Warrian, The Lupina Foundation; David Pecaut, Boston Consulting Group and the Boreal Institute

Room: Ketchum

A8. Collaborating for Impact: Grantmaking and Action

Many grantmakers find that one of the best ways to leverage their impact is to collaborate with others. This collaboration can be as simple as sharing information about projects and grantees and exchanging tips on successful approaches or as complex as entering into a co-funding arrangement with several partners. The opportunities and the potential pitfalls of collaboration will be explored in this session through stories of collaboration among grantmakers in Toronto and in Calgary.

Moderator: Monica Patten, Community Foundations of Canada

Presenters: Bev Wybrow, Canadian Womens' Foundation; Shelley Uytterhagen, Carthy Foundation

Room: C

B2. Thinking Strategically about your Assets: Linking Money to Mission?

This session will feature a discussion of the various approaches to applying and investing foundation assets for greatest impact. Foundations have many strategic choices to make with respect to their assets: investment strategies, annual disbursement and spending targets, and direct application of assets to charitable purposes through mission-based investing or program-related investments. Different combinations of these choices have a direct effect on capital growth or erosion. The panel will discuss how to use assets creatively to achieve philanthropic goals, either by growing asset value to maintain the capital in perpetuity, or by pursuing charitable goals in the short term that spend down the capital.

Moderator: Paul J. Dyer, The Windsor Foundation

Presenters: Bill Young, Bealight Foundation; David Elton, The Max Bell Foundation; Tim Draimin, Tides Canada Foundation

Detailed Agenda

Monday, November 14, 2005

1:30 PM - 3:00 PM

Room: A

B5. Communications: Afterthought or Essential?

How many times are you asked: what do foundations do anyway, and what do you do specifically in your community? Should individual foundations be proactive in telling their stories and that of their grantees or is the “best” gift truly anonymous? Many argue that communication is becoming more important as a tool for foundations to demonstrate community benefit and to disseminate knowledge to the broader community. But others are reluctant to showcase themselves and to take the spotlight that should be instead on the community. This session will debate the pros and cons of communications; about what, to whom and for what purpose?

Moderator: Julie Toskan Casale, Toskan Foundation

Presenters: Charles Pascal, The Atkinson Charitable Foundation; Bronwyn Drainie, Literary Review of Canada

3:00 PM - 3:30 PM

Refreshment and Networking Break

Dining room

3:30 PM - 5:00 PM

Concurrent Workshops

All sessions and their room locations are posted near the registration desk

Room: Ridout

A4. Building Nonprofit Capacity – Fad or First Principle in Grantmaking?

Capacity building has become a widely used but little understood term in foundation work. It is interpreted to be anything from unconditional grants for charity operating costs to hands-on “business” partnership between funder and charity. Is it indeed just the latest fad in grantmaking? Or does it represent a fundamental change in the role that a foundation can play in the community? Can or should foundations play a more active role in building knowledge and supporting efforts to build capacity? What are the limitations of a capacity-building focus and are there any emerging new directions? This session will explore the issue and feature stories about the relationships that foundations and charities can develop under the heading of capacity building.

Moderator: Robin Cardozo, Ontario Trillium Foundation

Presenters: Sandy Houston, George Cedric Metcalf Charitable Foundation; Christopher Smith, The Muttart Foundation; Susan Pigott, St. Christopher House



Detailed Agenda

Monday, November 14, 2005

3:30 PM - 5:00 PM

Room: C

B3. From Evaluation Inaction to Evaluation In Action

Evaluation is on the "to do" list of most grantmakers. But it seems there are as many definitions and approaches to evaluation as there are initiatives to be evaluated. How do we ensure that evaluation is meaningful for both the grantees and the funders? How do we encourage evaluation to be perceived as a key component of good funding practice, rather than an externally driven exercise? In this session, various approaches to evaluation in philanthropy will be discussed; both the internal evaluation of foundation programs as well as the evaluation of grants made to grant-seekers. Canadian and U.S. panelists will engage participants in a discussion of practical evaluation tools, contemporary case studies, and the lessons learned in the field.

Moderator: Graham Hallward, The Alva Foundation

Presenters: Craig McGarvey, GrantCraft; Sheherazade Hirji, consultant; Catherine Smalley, George Cedric Metcalf Charitable Foundation

Room: A

B4. The Next Generation: Dialogue and Engagement in Family Foundations

As families grow, change and possibly disperse over distances, the challenges of engaging and promoting the next generation of philanthropists in the work of a family foundation grow larger. This session will focus on the different experiences, values and interests of each generation and will help participants understand and implement some strategies for communicating across generations and about involving younger family members in philanthropy.

Moderator: Kevin Munro, The W. Garfield Weston Foundation

Presenters: Nancy Rosenfeld, Stephen R. Bronfman Foundation, Margaret-Jean Mannix, Carthy Foundation

5:30 PM - 6:30 PM

Reception

68th Floor, BMO Tower

All participants are invited to a reception hosted by BMO Harris Private Banking. Invitations and directions in conference kit.

6:30 PM - 9:00 PM

Dinner

Dining room

Featuring David Bornstein, author of *How to Change The World*, on social entrepreneurs and the ways in which these innovative individuals and organizations are making social change around the world.

Detailed Agenda

Tuesday, November 15, 2005

8:00 AM - 9:00 AM

Breakfast

Dining room

Continental breakfast served in the dining room.

9:00 AM - 10:30 AM

Concurrent Workshops

All sessions and their room locations are posted near the registration desk.

Room: A

A3. Bigger Than You Think – The Power of Small Foundations

Small foundations can have an impact far beyond the sum of the grants that they make – whether by choosing a single area of focus, by providing seed funds to get an organization going, by making a quick decision on a matching request, or by many other strategies. This session will feature stories from smaller foundations that have been creative in using strategies that don't depend on asset size to make a difference.

Moderator: Françoise Vien, Fondation Pathonic

Presenters: Martha Shuttleworth, The Neptis Foundation; Mary Rozsa de Coquet, Rozsa Foundation; Helen and Aviva Zukerman, Zukerman Family Foundation

Room: Ridout

A7. Where do Social Innovators go Next? Sustaining Social Innovation in Communities

Social innovators bring fresh new ideas and approaches to social issues. Some foundations are willing to fund these innovators through a pilot phase. But what happens then? How can social innovation be sustained long term? What does it mean for a funder to be involved in institutionalizing change? This session will address these issues and more through the stories of Canadian funders involved in sustaining social innovation.

Moderator: Bill Young, Bealight Foundation

Presenters: Katharine Pearson, The J.W. McConnell Family Foundation; Andres Dussan, Ashoka and Harbinger Foundations; Frances Westley, University of Wisconsin-Madison

10:30 AM - 11:00 AM

Refreshment and Networking Break

Dining room

11:00 AM - 12:30 PM

Concurrent Workshops

All sessions and their room locations are posted near the registration desk.



Detailed Agenda

Tuesday, November 15, 2005

11:00 AM - 12:30 PM

Room: A

A5. Foundations and Research: Why Do It, and What Defines Success?

Many foundations make grants to research every year. Why do they choose to do so? Is intellectual exploration and knowledge creation through research a valid end in itself? Should foundations engage in partnerships in funding research and if so, what are the conditions for successful partnership? How do foundations know they are making a difference to the community? Should community needs be explicitly voiced and taken into account in deciding what to research to fund? This session will launch a provocative debate on the motives, experiences and practical lessons learned by funders who choose to fund research.

Moderator: Robert Alain, EJLB Foundation

Presenters: Stephen Toope, Trudeau Foundation, Allan Northcott, The Max Bell Foundation; Rick Blickstead, Wellesley Central Health Corporation

Room: Ridout

A9. Behind the Scenes or on the Stage? Foundations and the Making of Public Policy

For many foundations, making a difference in the long run involves having an impact on the public policy process shaping their chosen area of intervention. But this is not easy to do. Are foundations more effective by funding the development of policy from behind the scenes or should foundations seek partnerships with public players? Is partnership even possible given the very different roles and resources involved? How proactive can foundations be and stay within the limits of Canadian charities law? This session will explore some of the big questions in the debate around private funders and public policy.

Moderator: Norman Webster, R. Howard Webster Foundation

Presenters: Ratna Omidvar, The Maytree Foundation; Dr. Roch Bernier, Fondation Lucie et André Chagnon

12:30 PM - 2:00 PM

Lunch and Closing Speaker Professor Janice Stein

Dining room

Janice Stein, Professor of Conflict Management and Negotiation at the University of Toronto, and Director of the Munk Centre for International Studies will speak on the theme of foundation leadership and the role of private funders in addressing the key public policy issues facing Canada in the 21st century.

2:00 PM - 2:10 PM

Closing Remarks, Peter Warran, Chair of PFC

Description of November 14 Roundtables

RT 1 Rural Philanthropy

Discussion leader: Hugh Arklie, Director, *The Thomas Sill Foundation*
Michelle Quintyn, Executive Director, *Foundation for Rural Living*

- Does rural Canada have a viable nonprofit sector that complements the public and private sector? If so, does it differ from the nonprofit sector in urban Canada?
- Does rural Canada deserve the attention of private funders? If not, why not?

Join colleagues for a lively discussion of the risks and rewards of funding rural Canada.

RT 2 International Grantmaking

Discussion leader: Gwyn Wansbrough, Executive Director, *Harbinger Foundation*

International issues directly and indirectly affect Canada and Canadians in many different ways.

- Why then do so few Canadian foundations fund internationally?
- Should we be encouraging more?
- What are the legal dimensions of global giving?
- What are the risks and rewards of international granting?

Share your experiences and learn from others who have been granting internationally.

RT 3 Youth in Philanthropy

Discussion leader: Julie Toskan-Casale, Director, *Toskan Foundation*
Diane Elliot, Executive Director, *Toskan Foundation*

The Youth & Philanthropy Initiative (YPI) is a unique program that helps young people in communities harness their creative and philanthropic energies, become active agents of positive change, and prepare for community leadership through education and practical experience.

Come and hear about the lessons learned in the YPI program and share your experiences in encouraging youth to become active agents of positive change.

RT 4 Grantmaking and Aboriginal Communities

Discussion leader: James Stauch, Program Officer, *Walter and Duncan Gordon Foundation*

The challenges that indigenous communities experience are well-known: inadequate housing, poor water quality, substance abuse, reduced access to health care and to capital, survival of language, and building effective governance are examples. Though many foundations are eager to support innovative, groundbreaking ways of dealing with such issues, the conventional operating norms and change models of NGOs in all sectors are often inappropriate or ineffective.

Come and join colleagues to discuss how foundations can effectively support social change in Aboriginal communities.



Description of November 14 Roundtables

RT 5 Grantmaking for Children, Youth and Families

Discussion leader: Violetta Ilkiw, Coordinator, Youth Engagement Program Laidlaw Foundation
The Funders Alliance for Children, Youth and Families

This roundtable will discuss how are we meeting needs of children and youth across the developmental continuum

- Do we distinguish between reactive, problem-based programs and programs that go deeper, build resiliency and opportunities for participation, engagement and inclusion?
- What place do such values as children's rights, diversity, engagement and inclusion have in our work?

Come and discuss with colleagues how funders can most effectively help address the needs of children, youth and their families.

RT 6 Funders for Race and Poverty

Discussion leader: Anita K. Srinivasan, Coordinator, *The Funders' Network on Racism and Poverty*

- How does a funder network remain relevant to its membership in terms of harnessing and increasing the potential for sustained philanthropy?
- How does one sustain the energy of a network?
- What are some of the sustainability models of funder networks ?

Come, learn about one funder network, and share your experiences with colleagues in addressing funding issues related to racism and poverty.

RT 7 Environmental Grantmaking

Discussion leader: Kathryn Townshend, Coordinator, *Canadian Environmental Grantmakers' Network*

The environment sector receives a very small percentage of the total charitable dollars – certainly not enough to address the major environmental issues affecting global ecosystems, human health and community well-being.

- Are there specific concerns, perceptions or barriers to environmental grantmaking for funders -- or is it simply a low priority compared to other issues? ... And just what is an environmental grantmaker anyway?

Join your colleagues for a lively roundtable discussion of some of the most fundamental issues facing environmental funders in Canada today.

RT 8 Funders for the Arts

Discussion leader: Billie Bridgman, CEO, *The Council for Business and the Arts in Canada*

This discussion will focus on where art and culture sit within our society.

- If funders are sponsoring or supporting something, what are the metrics we use? There are the hard statistics – the economic impact arguments – but, while they are true, they are not why we make art, why we need art, why we attend/enjoy/consume art.
- How do funders evaluate in order to support, and how do we measure success, in arts sponsorship/granting?

Come and join other funders interested in the unique challenges faced by artists and arts organizations.

Conference Evaluation

Philanthropic Foundations Canada's 2005 Conference November 14 - 15, 2005 Toronto

We welcome your thoughts and feedback on the conference. Answering this short survey helps us provide quality programming. Please take a few moments to complete the questions below. You can return it to the conference registration desk before you leave or see the contact information at the end of the form. THANK YOU!

Part I - Conference Objectives. Please check the appropriate box for your response

	Strongly agree	Agree	Partially agree	Do not agree
1. The conference provided effective, practical learning opportunities				
2. The conference provided formal and informal networking and information exchange opportunities with peers and experts in the field				
3. The event motivated and celebrated a commitment to private philanthropy				
4. For PFC members, the conference created a sense of belonging and partnership within the national network of independent foundations and with others in the philanthropic sector. (If you are not a PFC member, please indicate N/A)				

Part II – Core Elements of the Conference. Please check the appropriate box for your response

	Very good	Good	Fair	Poor
1. Pre-Conference information and registration (web site)				
2. On-site conference information and registration				
3. Conference facility, meals and refreshment breaks				
4. Program opportunities for staff members				
5. Program opportunities for board members				
6. General Comments:				



Conference Evaluation

Part III - What would you keep or change about the format and program?

1. Did the conference meet your expectations? If not, why not?

2. Which topics or speakers were of most interest and/or relevance to you?

3. What topics or speakers would you suggest for future conferences?

4. What elements would you suggest we definitely keep for future conferences?

Part IV - Conference Materials

1. Were the materials in the conference kit useful? What was not included that you would have liked?

Conference Evaluation

Part V - Overall rating for the PFC 2005 conference

Please rate the overall conference (circle the number that corresponds to your answer):

1	2	3	4	5
Excellent	Very good	Good	Fair	Poor

Part VI - Optional information

1. Name: _____
2. Title: _____
3. Foundation/organization: _____
4. Address: _____

5. Email: _____

If you would like to receive more information on PFC and how to become a member tick this box

Thank you for taking the time to complete this brief survey. You can return it to the conference registration desk, or mail/fax it to:

Philanthropic Foundations Canada
555 René-Lévesque Blvd West, suite 900
Montreal, QC H2Z 1B1

Fax 514-866-5846



Notes

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www.solutionswithimpact.com



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