




## Funder Collaboration: Increasing Our Impact

PfC 2012 Annual Report



PFC promotes the growth and development of effective and responsible foundations and organized philanthropy in Canada through provision of membership services, resources and advocacy.

Philanthropic Foundations Canada is a national member association of grant-making foundations and charitable organizations and a registered charity.

Charitable registration number: 89295 2128 RR0001

Since 2009, in an effort to reduce our environmental impact, PFC's annual report is available online only at [www.pfc.ca](http://www.pfc.ca).

# Message from Chair & President



In 2012, we observed a welcome trend in organized philanthropy towards “collaboration for impact”.

It has been said that the issues tackled by philanthropy are becoming more complicated and multi-layered, be they social, environmental or economic. The more complex the issues, the more challenging it is to make a difference. One way to address this is to share resources and increase impact by working with others in the same field. In 2012, we observed a welcome trend in organized philanthropy towards “collaboration for impact.” Philanthropic Foundations Canada made funder collaboration the theme of our 2012 fall symposium, and we continue to explore this theme in 2013.

Another rich strategy for increasing impact is to share learning with peers and colleagues. This can be done in many ways: writing and publishing an evaluation; distributing project materials; writing a foundation newsletter or policy paper; sharing tools such as grant report templates and applications; funding learning opportunities such as webinars and presentations of lessons learned; speaking at conferences; or participating in informal gatherings of funders such as the regional gatherings convened by PFC. An outstanding example of sharing such learning was demonstrated by the many PFC members who contributed their experiences to *Good Grantmaking: A Guide for Canadian Foundations* published by PFC in 2012.

Telling our stories is another way to increase impact. We all learn from stories with data, stories about practice, even stories about failure. We will have an opportunity to share stories at our fall symposium in Calgary on October 1, where the theme will be *Making Social Change*. PFC colleagues and others will be sharing experiences and lessons learned in their efforts to make change. We will continue to share these stories and others on our expanded web platform in 2013.

In addition to increased impact through shared knowledge, we have also kept our focus firmly on advocacy for the foundation sector. We spoke to federal policy makers about the need for changes in public policy to support the efforts of private funders in expanding their mission-related investment activities. And we worked closely with other leading voices in the non-profit field to address the new rules for reporting of political activities and help reduce its potential chilling effect on public policy engagement by charitable funders and their grantees.

On behalf of all members, this work has been led by the highly motivated and experienced members of the 2012-2013 Board of Directors. Our growing network is well-served indeed by their collective leadership and passion for sharing the learning with their peers!

Sandy Houston  
Chair

Hilary Pearson  
President



# PFC in 2012 – Building Collaboration

In 2012, PFC delivered another popular series of learning events on a wide range of topics in foundation management and philanthropy in Canada. We organized 6 webinars (accessible across the country) and 11 face-to-face networking and learning opportunities in Toronto, Calgary, Montreal and Vancouver. The webinars focused on management and operational issues for foundations, including investment strategy, making the transition to the new federal *Not for Profit Corporations Act*, information technology strategies for foundations, funding political activities, and trends in corporate philanthropy. The discussions at member gatherings focused on topics suggested by members themselves and included impact investing, philanthropy data mapping, Ontario's efforts to reform fiscal and social policy, and accelerating social impact.



Participants during the 2012 PFC symposium in Montreal

We worked collaboratively with our colleagues at Community Foundations of Canada, Canadian Environmental Grantmakers Network and Imagine Canada to convene seminars on impact investing and funding public policy and advocacy, as well as topics in environmental philanthropy.

For the first time, PFC organized a full-day workshop on **Essential Skills and Strategies for Grantmakers**, based on a comprehensive curriculum developed initially by our philanthropic colleagues in the United States. This well-attended first workshop in Montreal in October was formulated for a Canadian audience with Canadian models and examples. The source document for the workshop was *Good Grantmaking: A Guide for Canadian Foundations*, a new PFC guide released in mid-October 2012. This guide and the accompanying workshop are the core elements of our education activities for emerging grantmakers and those new to philanthropy. The workshop will be offered every year from now on in different regions of the country.

*"As more of us in the funder community increasingly look at collaborative models to generate broader and deeper impact, the symposium was a very timely and thought provoking day with an interesting array of speakers."*

Bruce Lawson, Executive Director, The Counselling Foundation of Canada



*"The information we receive from PFC helps us stay up-to-date on the latest developments in philanthropy and connected to important work across the country. We count on PFC for thoughtful, well-informed analysis of the issues which affect our sector."*

Michelle Clarke, Executive Director,  
The Burns Memorial Fund

In another first, PFC convened a two-day learning retreat in May 2012 with the leaders of the larger foundations in the PFC membership. This peer gathering was very successful and will also become a regular part of our annual program.

Another important event in 2012 was our fall symposium in October in Montreal on the theme of funder collaboration. About 125 participants attended this event and the presentations, video clips and a summary of the discussions were made available to all through the PFC web site.

PFC advocates and represents its members in public policy debates. In October 2012, PFC appeared before the House of Commons Standing Committee on Finance, to encourage the federal government to review its rules regarding investments for private foundations and to help build opportunities for social finance.

Also in 2012, PFC distributed three member advisories with updates on regulatory and tax changes of interest to registered charitable foundations. Topics included the *Canada Not-For-Profit Corporations Act* (CNPCA, 2009) and *The Ontario Not-for-Profit Corporations Act*, (2010); and federal rule changes on reporting of political activities by foundations.



PFC members at PFC's 2012 Annual General Meeting in Toronto

# 2012 at a Glance

## MEMBER EVENTS

- 1 **symposium**, *Funder Collaboration: Making it Work*
- 2 **workshops** on Mission-Related Investing and Essential Skills and Strategies for Grantmakers
- 6 **webinars** on making the transition to the CNPCA, corporate philanthropy, political activities and charities, and more
- 11 **peer-to-peer events** in Toronto, Montreal, Calgary and Vancouver on impact investing, accelerating social impact, regulatory changes, and more



Tim Brodhead, Hilary Pearson, and the Right Honourable Paul Martin during the opening dialogue of the PFC 2012 symposium





## PUBLICATIONS



PFC commissioned and produced a first Canadian guide to grantmaking practice for Canadian foundations, written by an experienced grantmaker, and full of stories and practical examples from Canadian foundations of all sizes.

## WEBSITE

PFC collaborated with members to produce several new Great Grant Stories, available to the public on our website and we launched a new series of profiles on generational succession in family foundations that will appear regularly in the member area of our website.

## MEMBER COMMUNICATIONS

- 10 issues of our e-newsletter
- 3 legal & regulatory advisories



Plenary speakers during 2012 PFC symposium, from left to right: Hon. Margaret McCain, The Margaret and Wallace McCain Family Foundation; Stephen Huddart, The J.W. McConnell Family Foundation; Johanne Beauvilliers, Fondation Dufresne et Gauthier; James Hughes, Graham Boeckh Foundation.



# Our Members

The **ALVA** Foundation, Toronto  
The **ASPER** Foundation, Winnipeg  
The **ATKINSON** Charitable Foundation, Toronto  
The Ralph M. **BARFORD** Foundation, Toronto  
**BEALIGHT** Foundation, Toronto  
de Gaspé **BEAUBIEN** Foundation, Montreal  
Max **BELL** Foundation, Calgary  
Fondation Famille **BENOÎT**, Montreal  
J. P. **BICKELL** Foundation, Toronto  
S.M. **BLAIR** Family Foundation, Toronto  
Fondation J. Armand **BOMBARDIER**, Montreal  
The **BOREALIS** Foundation, Stittsville, ON  
The **BRANSCOMBE** Family Foundation, Niagara Falls  
Brian **BRONFMAN** Family Foundation, Montreal  
Claudine and Stephen **BRONFMAN** Family Foundation,  
Montreal  
The **BURNS** Memorial Fund, Calgary  
**BUTLER** Family Foundation, Edmonton  
The **CARRERA** Foundation, Calgary  
**CARTHY** Foundation, Calgary  
**CGOV** Foundation, Toronto  
Fondation Lucie et André **CHAGNON**, Montreal  
The Arthur J.E. **CHILD** Foundation, Calgary  
The **CLOVERLEAF** Foundation, Waterloo  
Harry and Martha **COHEN** Foundation, Calgary  
The **COLE** Foundation, Montreal  
The **COUNSELLING** Foundation of Canada, Toronto  
The **CRB** Foundation, Montreal  
**DELOITTE** & Touche Foundation Canada, Toronto  
The Catherine **DONNELLY** Foundation, Toronto  
**DONNER** Canadian Foundation, Toronto

The **DRUMMOND** Foundation, Montreal  
Fondation **DUFRESNE** et Gauthier, Québec  
**ECHO** Foundation, Montreal  
**GALIN** Foundation, Toronto  
**GELMONT** Foundation, Montreal  
Colin B. **GLASSCO** Charitable Foundation  
for Children, Calgary  
**GOOD** Foundation Inc., London  
The R K **GRANT** Family Foundation, Victoria  
**GREEN SHIELD** Canada Foundation, Toronto  
Lyle S. **HALLMAN** Foundation, Kitchener, ON  
**HAYNES-CONNELL** Foundation, Toronto  
Lotte and John **HECHT** Memorial Foundation,  
Vancouver  
The **HELDERLEIGH** Foundation, Winona, ON  
Fondation Sibylla **HESSE**, Longueuil, QC  
The **HUNTER** Family Foundation, Calgary  
**HYLCAN** Foundation, Montreal  
Charles H. **IVEY** Foundation, Toronto  
The **JOYCE** Foundation, Burlington, ON  
The **KAHANOFF** Foundation, Calgary  
The Henry and Berenice **KAUFMANN** Foundation,  
Montreal  
**LAIDLAW** Foundation, Toronto  
The **LAWSON** Foundation, London, ON  
The Eva **LEFLAR** Foundation, Burlington, ON  
The **LUPINA** Foundation, Toronto  
**MACKENZIE** Financial Charitable Foundation,  
Toronto  
The Charles and Mary **MACLENNAN** Foundation,  
Truro, NS







MACQUARIE Group Foundation, Toronto  
Fondation René MALO, Montreal  
MARIGOLD Foundation Ltd., Calgary  
MARTIN Aboriginal Education Initiative, Montreal  
The MASTERCARD Foundation, Toronto  
The MAYTREE Foundation, Toronto  
The Margaret and Wallace McCAIN Family Foundation, Toronto  
The J.W. McCONNELL Family Foundation, Montreal  
The McLEAN Foundation, Toronto  
T.R. MEIGHEN Family Foundation, Toronto  
George Cedric METCALF Charitable Foundation, Toronto  
The MOLSON Foundation, Montreal  
Pierre L. MORRISSETTE Family Foundation, Oakville, ON  
MUSAGETES Foundation, Guelph, ON  
The MUTTART Foundation, Edmonton, AB  
The NEPTIS Foundation, Toronto  
NEWTON Foundation, Montreal  
NICKLE Family Foundation, Calgary  
NORLIEN Foundation, Calgary  
The OMEGA Foundation, Toronto  
Fondation ONE DROP, Montreal  
The PALOMA Foundation, Toronto  
The PATERSON Foundation, Thunder Bay, ON  
Fondation PATHONIC, Kirkland, QC  
The PLURALISM Fund, Toronto  
Jimmy PRATT Foundation Inc., St. John's  
Fondation PRÉFONTAINE-HUSHION, Montreal

PRIVATE Giving Foundation, Toronto  
RBC Foundation, Toronto  
ROASTERS Foundation, Montreal  
The Larry and Cookie ROSSY Family Foundation, Montreal  
ROZSA Foundation, Calgary  
The SALAMANDER Foundation, Toronto  
Jeanne SAUVÉ Foundation, Montreal  
The SCOTLYN Foundation, Canmore, AB  
The SOBEY Foundation, Stellarton, NS  
The Belinda STRONACH Foundation, Toronto  
TD Friends of the Environment, Toronto  
Judith TELLER Foundation, Toronto  
TIDES Canada Foundation, Vancouver  
The TOSKAN CASALE Foundation, Toronto  
TRICO Charitable Foundation, Calgary  
TRINITY Development Foundation, Ottawa  
The Pierre Elliott TRUDEAU Foundation, Montreal  
VIEWPOINT Charitable Foundation, Calgary  
Eric T. WEBSTER Foundation, Kirkland, QC  
R. Howard WEBSTER Foundation, Montreal  
The Mike WEIR Foundation, Oakville, ON  
George WESTON Limited, Toronto  
The WINDSOR Foundation, Halifax  
The Michael YOUNG Family Foundation, Toronto

### New members in 2012

Graham BOECKH Foundation, Montreal  
The FLANAGAN Foundation, Calgary  
Michaëlle JEAN Foundation, Ottawa  
SUNCOR Energy Foundation, Calgary



# Board Members 2012–2013



*From left to right, front row:*  
J. Alexander Houston, Shira Herzog, Hilary Pearson;  
*Second row:* Margret Hovanec, Susan Killam, Michelle Clarke;  
*Third row:* Graham F. Hallward, Mary Rozsa de Coquet, Stephen Huddart, Bruce Lawson, James M. Good, Nicole Beaudoin, Lucie Santoro, Liza Goulet;  
*Back row:* Claude Chagnon, Peter Webster, Leila Fenc, Helen McLean  
*Not present:* Pierre-Gerlier Forest, Moses Levy, Bradley Offman, David Peever, Shelley Uytterhagen

## Chair

**J. ALEXANDER HOUSTON**

President and CEO, George Cedric Metcalf Charitable Foundation  
Toronto

## Vice-Chair

**JAMES M. GOOD**

President, Good Foundation Inc.  
London

## Vice-Chair

**BRUCE LAWSON**

Executive Director, The Counselling Foundation of Canada  
Toronto

## Treasurer

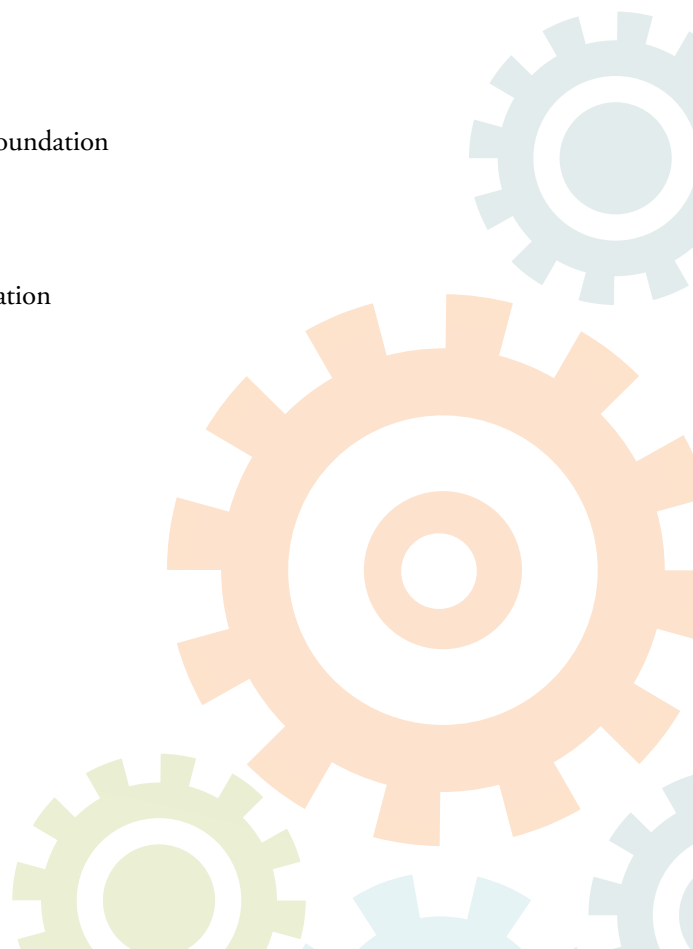
**SUSAN KILLAM**

President, The Windsor Foundation  
Halifax

## Secretary

**MARGRET HOVANEK**

Chair, The Lupina Foundation  
Toronto



#### CLAUDE CHAGNON

President, Fondation Lucie et André Chagnon  
Montreal

#### MICHELLE CLARKE

Executive Director,  
The Burns Memorial Fund  
Calgary

#### LEILA FENC

Director, Deloitte & Touche  
Foundation Canada  
Toronto

#### PIERRE-GERLIER FOREST

President, The Pierre Elliott  
Trudeau Foundation  
Montreal

#### STEPHEN HUDDART

President and CEO, The J.W.  
McConnell Family Foundation  
Montreal

#### MOSES LEVY

Executive Director, Asper Foundation  
Winnipeg

#### HELEN MCLEAN

Executive Director,  
Donner Canadian Foundation  
Toronto

#### BRADLEY OFFMAN

President, Mackenzie Financial  
Charitable Foundation  
Toronto

#### LUCIE SANTORO

Administration Director, Martin  
Aboriginal Education Initiative  
Montreal

#### SHELLEY UYTTERHAGEN

President, Carthy Foundation  
Calgary

#### PETER WEBSTER

Chair, R. Howard Webster  
Foundation  
Montreal

#### RETIRED FROM THE BOARD IN 2012:

#### NICOLE BEAUDOIN

Executive president and treasurer,  
Fondation J. Armand Bombardier  
Montreal

#### GRAHAM F. HALLWARD

President, The Alva Foundation  
Toronto

#### SHIRA HERZOG

President and CEO,  
The Kahanoff Foundation  
Calgary

#### DAVID PEEVER

Executive Director,  
Nickle Family Foundation  
Calgary

#### MARY ROZSA DE COQUET

President, Rozsa Foundation  
Calgary



## Staff

*From left to right:*  
*Front row:* Micheline Parent,  
Administrator; Hilary Pearson,  
President and CEO  
*Back row:* Liza Goulet, Director,  
Research and Member Services;  
Sarah Pinchevsky, Program  
Officer

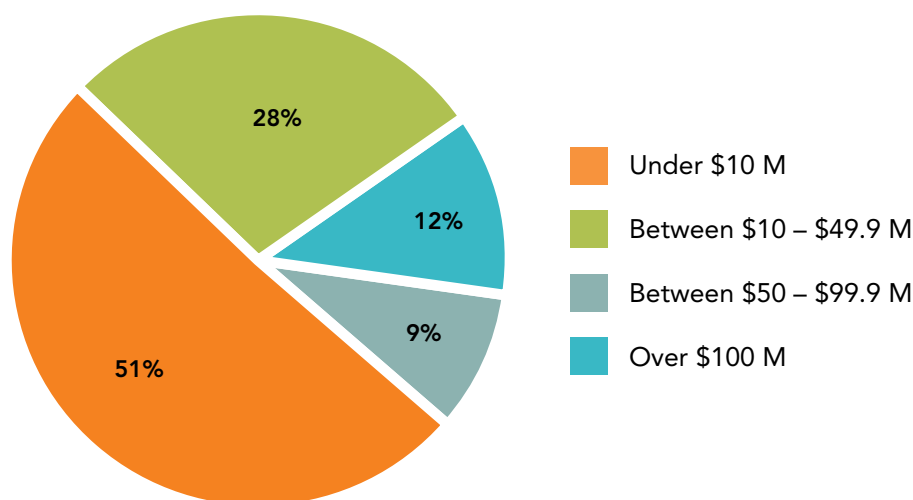
# About Our Members

In 2012 we welcomed four new members for a total of 112 members. Our membership includes family foundations of varying sizes and interests, public foundations, corporate foundations and giving programs, charitable organizations that are primarily grantmakers, and donor-advised funds.

## Distribution of Members by Asset Size (2012)

Our members collectively manage close to **\$8.8 billion in assets** – close to half the total assets of all private foundations in Canada.

- 51% of PFC members have assets under \$10 million;
- 21% have assets over \$50 million;
- 28% are mid-sized foundations with assets between \$10 and \$49.9 million.



## Staff & Governance (2012)

- 47% percent of PFC member foundations employ full-time staff;
- 11% of foundations have part-time paid staff only;
- 42% of foundations have no paid staff and are run by volunteers.

PFC member foundations have 6 Board members on average.



## Grants and Charitable Activities

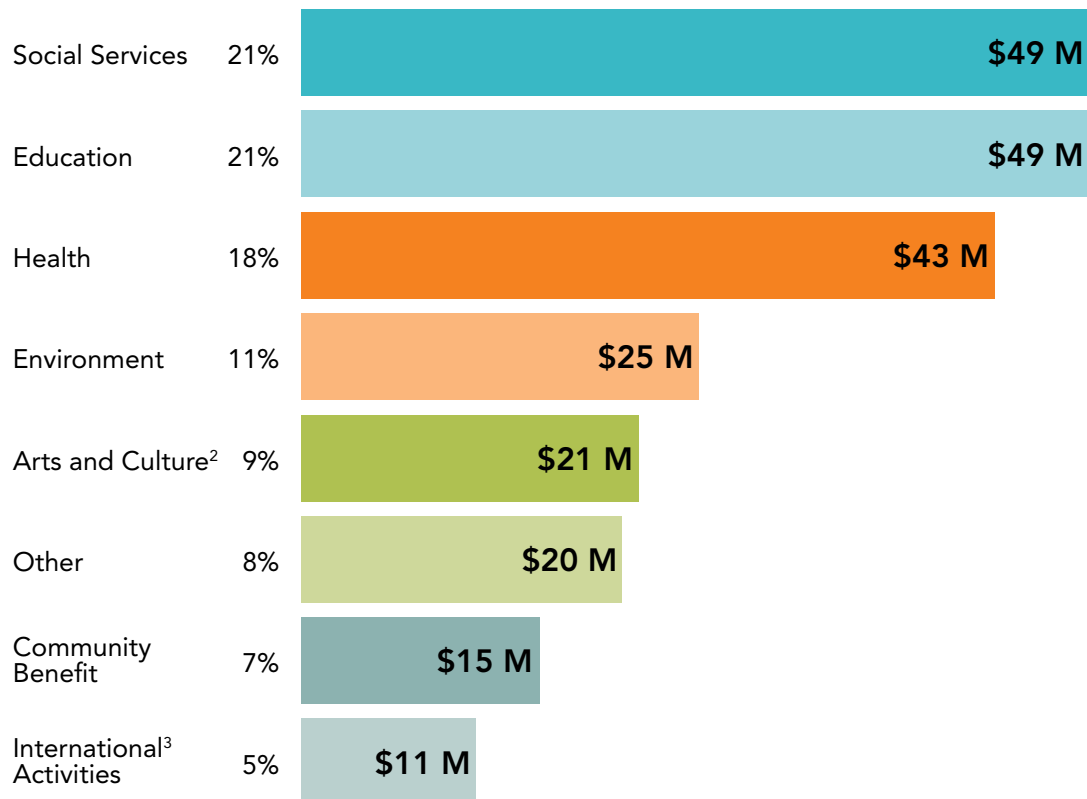
PFC members granted close to **\$288 million** in 2011. 60% of all grants were directed to social services, education and health. Grants to the environment and community represented another 18%. This granting pattern is consistent with previous years.

Members disbursed over **\$138 million** directly on foundation-managed charitable programs and activities.

36% of members target their grants to a particular geographic region and 36% focus on a specific target population (mostly children and youth).

### Distribution of member grants by sector<sup>1</sup>

(in millions of dollars, based on 2011 data from 112 PFC members):



<sup>1</sup> Total does not add up to \$288 million. Data from year to year can be distorted by a significant change in giving in a particular sector, or by the granting activity of a very large foundation. Thus in 2011 we excluded data from arts and culture and international activities.

<sup>2</sup> Does not include a large one-time grant.

<sup>3</sup> Does not include grants by a very large foundation that is exclusively committed to international giving. If included, the total amount that was granted to international activities rises to \$48 million.



# Summary Financial Statements

The accompanying summary financial statements, which comprise the summary statement of financial position as at December 31, 2012, the summary statement of revenue and expenditures, summary statement of changes in net assets and summary cash flow statement for the year then ended, are derived from the audited financial statements of Philanthropic Foundations Canada / Fondations Philanthropiques Canada for the year ended December 31, 2012. We expressed an unmodified audit opinion on those financial statements in our report dated March 7, 2013. Those financial statements, and the summary financial statements, do not reflect the effects of events that occurred subsequent to the date of our report on those financial statements.

The summary financial statements do not contain all the disclosures required by Canadian accounting standards for not-for-profit organizations. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial statements of Philanthropic Foundations Canada / Fondations Philanthropiques Canada.

## Management's Responsibility for the Summary Financial Statements

Management is responsible for the preparation of a summary of the audited financial statements in accordance with the guidelines set by the audit committee.

## Auditor's Responsibility

Our responsibility is to express an opinion on the summary financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standards (CAS) 810, "Engagements to Report on Summary Financial Statements."

## Opinion

In our opinion, the summary financial statements derived from the audited financial statements of Philanthropic Foundations Canada / Fondations Philanthropiques Canada for the year ended December 31, 2012 are a fair summary of those financial statements, in accordance with the guidelines set by the audit committee.

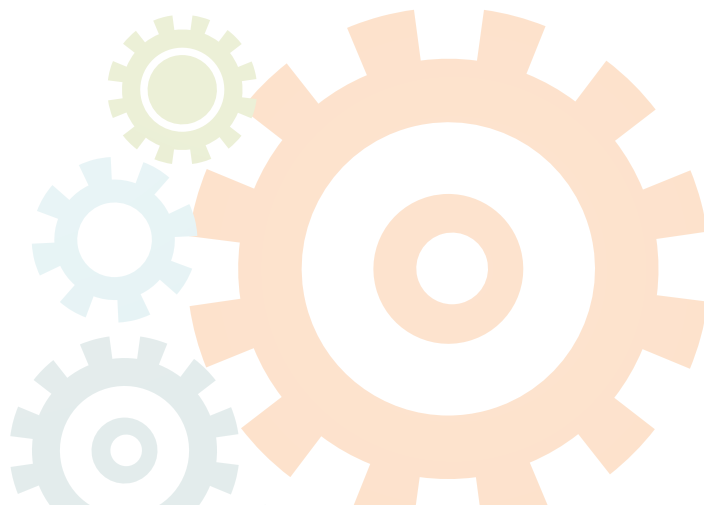
MONGIAT•BERNUCCI <sup>1</sup>

Montréal, March 7, 2013

<sup>1</sup> By Michel Bernucci, CA auditor

## Summary Statement of Financial Position

AS AT DECEMBER 31	2012	2011
<b>CURRENT ASSETS</b>		
Cash	\$ 508,947	\$ 217,071
Term deposits and accrued interest	513,603	520,137
Accounts receivable	2,333	6,094
Goods and services tax recoverable	10,485	9,125
Prepaid expenses	5,030	6,845
	<b>1,040,398</b>	759,272
<b>CAPITAL ASSETS</b>	<b>3,729</b>	3,247
	<b>\$ 1,044,127</b>	\$ 762,519
<b>CURRENT LIABILITIES</b>		
Accounts payable and accrued liabilities	\$ 13,124	\$ 24,997
Deferred contributions	193,654	44,860
Deferred grants	120,000	—
	<b>326,778</b>	69,857
<b>NET ASSETS</b>		
Internally restricted	400,000	400,000
Invested in capital assets	5,205	3,247
Unrestricted	312,144	289,415
	<b>717,349</b>	692,662
	<b>\$ 1,044,127</b>	\$ 762,519





## Summary Statement of Revenue and Expenditures

FOR THE YEAR ENDED DECEMBER 31

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### REVENUE

Membership dues	\$ 521,718	\$ 491,644
Donations for programming and other	61,379	50,729
Sponsorships	40,000	132,500
Conference and symposium	29,345	93,230
Interest	15,954	16,403
Program fees	3,060	6,415
	<b>671,456</b>	<b>790,921</b>

### EXPENDITURES

Salaries and benefits	337,213	375,753
Meetings and workshops	102,664	233,204
Professional fees	72,064	19,163
Office operations	68,590	67,556
Travel and conferences	34,453	39,628
Communications and Website	22,162	14,157
Publications	8,147	3,582
Amortization of capital assets	1,476	1,064
	<b>646,769</b>	<b>754,107</b>
<b>Excess of revenue over expenditures</b>	<b>\$ 24,687</b>	<b>\$ 36,814</b>

For a copy of our  
complete 2012  
financial statements,  
please contact PFC.

## Summary Statement of Changes in Net Assets

FOR THE YEAR ENDED DECEMBER 31

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	INTERNALLY RESTRICTED	INVESTED IN CAPITAL ASSETS	UNRESTRICTED	TOTAL	TOTAL
<b>BALANCE, beginning of year</b>	\$ 400,000	\$ 3,247	\$ 289,415	<b>\$ 692,662</b>	\$ 655,848
Excess of revenue over expenditures	—	—	24,687	<b>24,687</b>	36,814
Investment in capital assets	—	1,958	(1,958)	—	—
<b>BALANCE, end of year</b>	<b>\$ 400,000</b>	<b>\$ 5,205</b>	<b>\$ 312,144</b>	<b>\$ 717,349</b>	<b>\$ 692,662</b>

## Summary Statement of Cash Flows

FOR THE YEAR ENDED DECEMBER 31

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Operating Activities	\$ 287,300	\$ (7,770)
Investing Activities	4,576	(4,167)
	<b>291,876</b>	<b>(11,937)</b>
Increase (decrease) in cash	<b>217,071</b>	<b>229,008</b>
Cash, beginning of year		
Cash, end of year	<b>\$ 508,947</b>	<b>\$ 217,071</b>





Please visit [www.pfc.ca](http://www.pfc.ca) for information about philanthropy and grant-making.  
You will also find our newsletters, research reports, publications and upcoming events.



**Philanthropic Foundations Canada**

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Montréal, Québec, H2Z 1B1

We're moving | Nous déménageons  
July 15 juillet 2013

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Montréal (Québec) H3B 1P5

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