



Tamarack’s goal with these guides is to find and highlight examples of community engagement. In this guide, we explore how Community Foundations can be made more effective by using community engagement principles. Those principles include: grassroots citizen action; collaboration between actors; clear visions and goals; and public decision-making.

Our original intent with this research was to educate ourselves about how others were putting these principles to work in the real world, but the examples we found were too good to keep to ourselves. By sharing these resources, how-to guides, and inspiring stories, we hope to encourage others to put these principles to work in their own communities.

Not all the resources we’ve included discuss “community engagement” explicitly, but we feel their work engages community nonetheless. If you know of a helpful resource or a great story we should include, please let us know so we can add it soon—we’re always looking to revise and improve this guide. We hope this guide is a helpful start for anyone interested in engaging their communities around Community Foundations.

Sincerely,
Paul and everyone at Tamarack

Is this your first time using one of our Tamarack Guides? Turn to Page 2 to see *How to Use This Guide*

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Definitions which might be useful:

Community Foundation: a charitable organization which builds a collection of endowments and donors with the mission of funding—and often leading—community engagement activities in its local community. A community foundation is a catalyst for charitable giving, bringing donors and charitable projects together in one place.

Granting Strategies: the criteria that determine which community building activities a foundation will fund. Foundations may give priority to short or long-term projects, projects focused on specific types of development (poverty reduction, education etc.), or projects in a particular geographic location. These strategies are flexible depending on the goals of the foundation and the community it works in.

Community Engagement: involving citizens in inspired action and learning as they work together on behalf of their communities to create and realize bold visions for the future.



Community Foundations of Canada
 Fondations communautaires du Canada

Signature Documents: Two Resources We Couldn’t Do Without

Community Foundations of Canada: What is a Community Foundation?

http://www.community-fdn.ca/who_we_are/about.cfm

Community Foundations of Canada is an umbrella group representing foundations all across the country. Their mission is to support existing foundations and encourage the development of new ones. Their [website](#) is a helpful introduction to the community foundation movement, and they offer expertise for those who want to [start a foundation](#) in their community.

The Mott Foundation Mission

<http://www.mott.org/programs/programs.asp>

A leader in philanthropy for more than 75 years, The Mott Foundation has been involved in the community foundation movement since 1979. Mott’s [mission statement](#) exemplifies community-engagement principles: they invest for the long term in nonprofit projects which engage community, with clear and explicit goals—they aim to attack the root problems which lead to poverty and disenfranchisement, not just their symptoms.



How to Use This Guide

We've divided the guide into 6 sections:

- Great Stories
- Resources
- Effectiveness
- Innovative Ideas
- Different Perspectives
- Connections

We divided the guide into these categories in order to help people like you who want to make positive changes in your community—Stories to inspire, Resources, Effectiveness, and Innovative Ideas to help you get started, and Connections, so there's always more information to find if you need it, and people to call on if you need help.

As you read through the guide, you'll see text that's been highlighted blue. If you're reading this on your computer, (and we'd encourage you to do so) simply click on the link to be taken to the document you've just been reading about. That way, if something catches your eye, or you'd like something clarified, the information is available right away.

You'll also notice some "Must-See" boxes in the margin that point you towards related information. Just click on those links to find even more.

It's that simple. And remember, if you know of something that should be included in here, please send us an email at

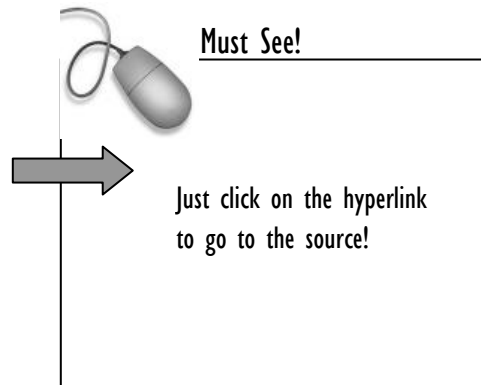
louise@tamarackcommunity.ca

and we can be sure to include it soon. There's new information all the time, and we'd love to have it. So if you hear about a resource or a website, just write us. It'll only take a minute, we promise.

To access many of these online resources, you'll need the Adobe Acrobat Reader installed on your computer. The software is free and available at www.adobe.com

We hope you find this guide informative and easy to use. Happy clicking!

Tamarack



Great Stories about Community Foundations

We think the best way to learn is by example. The resources in this section tell great stories about Community Foundations to inspire you to make positive changes within your foundation. Just click to read about them!

The Calgary Foundation: Lessons from the Front—Our Millennium and the Mobilization of Canadian Communities (Canada)

http://www.community-fdn.ca/doc/Lessons_from_Front_English.pdf

This [report](#) tells the story of Our Millennium, a national community building project, from the perspective of the city of Hamilton, which used a citywide volunteer network to engage their community. The report describes Hamilton's difficult—but ultimately positive—experience with [Our Millennium](#). With a large “Lessons Learned” section, this document is not just a good story, it's also a great resource for other organizations.

The Mott Foundation: Sowing the Seeds of Local Philanthropy—Two Decades in the Field of Community Foundations (USA)

<http://www.mott.org/publications/websites/cfp/>

The Mott Foundation has decades of experience in grantmaking. More than 75 years old, the Mott Foundation reinvented itself as a true community foundation in 1979; this [report](#) reflects on their experience since then. The Mott Foundation is one of our favourite examples of a community foundation, one that listens closely to the needs of its constituents and implements long-term, focused solutions. Their story is inspiring and educational.



Community Foundations of Canada: Case Studies—How Canadian Grantmakers Can Help Leave a Legacy of Increased Volunteerism

http://www.community-fdn.ca/doc/IYV_Case_Studies.pdf

These [case studies](#), compiled for the UN's International [Year of Volunteers](#) (in 2001), profile three community foundations working to engage their community by encouraging volunteers. Each profile explains the problems the foundations were facing, their solutions, and the results of each. People who were involved in each initiative are interviewed, so their voices speak directly to the issues.



Community
Foundations of
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Community Foundations of Canada: Community Foundation Stories

<http://www.community-fdn.ca/stories/index.cfm>

Community Foundations of Canada has been collecting their own [stories](#) of innovative and inspiring foundations. They tell stories from four perspectives: Community leadership and partnership stories; Donors, funds, and their stories; Stories of grants and local organizations; and Stories of history and beginnings. There are interesting tales of projects large and small, from across the country. The Fundy Community Foundation “Community Dialogue” story and the Edmonton Community Foundation’s “Classroom On Wheels” stories are both intriguing examples.



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Resources about Community Foundations

We think these resources will be helpful tools for community foundations. They lay out the whole process for you, step-by-step. But don't feel trapped by them! They make suggestions and point the way, but please, adapt them to the needs of *your* community.

Community Foundations of Canada: Explorations—Principles for Community Foundations (Canada)

http://www.community-fdn.ca/members/doc/explorations_eng.pdf

This [guide](#) clearly articulates the need for community foundations and lays out ten principles which will allow foundations to best meet the needs of their communities. By using community engagement principles such as collaboration, diversity, capacity-building, and community dialogue, this guide stresses the urgent need for effective and imaginative grant-making by community foundations. Concise and clear, this is a valuable document for established foundations or for community members interested in starting one.

The Calgary Foundation: Our Strength is Community Report (Canada)

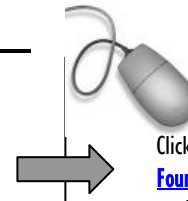
[http://www.thecalgaryfoundation.org/we_make_a_difference/our_current_initiatives/our_strengths.html#"Our Strength](http://www.thecalgaryfoundation.org/we_make_a_difference/our_current_initiatives/our_strengths.html#)

This [report](#) describes the project The Calgary Foundation started as part of the national [Our Millennium](#) initiative. Called "Our Strength is Community," the Foundation ran an extensive consultation process in Calgary to identify potential community-building projects. As a result of this consultation, they created ten strategic "pathways" to follow, all aimed at building the city's capacity, engaging citizens in the process, and forging links between organizations. The Calgary Foundation's [website](#) also describes their rigorous process for funding community-engagement projects.

Council of Michigan Foundations: Community Foundation Primer—An Outline for Discussion and Start-Up Kit

<http://www.cmif.org/Documents/primer98-2Whole.pdf>

This [primer](#) is a complete guide to starting a community foundation, from setting out basic principles of community foundations to organizing, raising funds, and starting to make grants. It includes helpful glossaries for each chapter, questions to help you focus your thoughts, sample budgets and and specific tips for making a community foundation a reality where you live. Very helpful, and at over 200 pages, a comprehensive resource.



Must See!

Click on "[Starting a Community Foundation](#)" in the left margin to read the CFC's definition of a Community Foundation and find other helpful information.



Effectiveness of Community Foundations

How successful have Community Foundations been? How did they measure their success? These resources explain how other people have evaluated themselves, and how you can use these tools yourself. Just click to read!

Must See!



You can read the expanded research document on each individual indicator by clicking on “[research](#)” in the top margin of the Toronto Vital Signs page.



Toronto Community Foundation: Toronto Vital Signs (Canada)

<http://www.torontovitalsigns.com/>

The Toronto Community Foundation developed [Vital Signs](#), a set of 27 indicators, to help to determine how well the [Toronto community](#) is working. This is one of the few evaluation tools we’ve found that uses hard, quantifiable data to determine the strength of a community. These 27 indicators are valuable models for designing your own evaluation system, either in full or in part. This is a great, living example of an ongoing evaluation process

The Boston Foundation: Social Capital in Boston—Findings from the Social Capital Community Benchmark Survey (USA)

<http://www.tbf.org/publications/publications-L2.asp?id=897>

Dr. Robert Putnam, the Harvard professor who coined the term “social capital,” prepared this [survey](#) for The Boston Foundation and 39 other cities. The goal of the survey was to establish a “baseline measure of community involvement that can be used to track changes over time.” It measured indicators such as citizens’ level of political activism, involvement in arts or faith institutions, and volunteerism. This is an excellent example of social research by a community foundation.

Hamilton Community Foundation Youth Advisory Committee: Youth Needs Survey Report (Canada)

<http://www.hcf.on.ca/pages/special/Yac/yacsurvey/yacsurveyreport.PDF>

This [survey report](#) was written by the [Hamilton Youth Advisory Committee](#), who used a system of questionnaires and drop-off boxes around Hamilton to determine what young people in the city needed. The result: they achieved what many community foundations find difficult—effective communication with their community, simply by asking them what they wanted. A complete explanation of the study’s methodology is included in the report.



Caledon Institute: Social Capital and the “Our Millennium” National Project (Canada)

<http://www.caledoninst.org/PDF/894598776.pdf>

The Caledon Institute developed this [report](#) for the Community Foundations of Canada. It describes the “Our Millennium” initiative and then provides “Lessons From the Ground,” a helpful explanation of the strengths and weaknesses of the project.

Ring a Bell? Write Us!



Do you know about a resource we should have here? Let us know! [Click here to send us an email](#). It’ll only take a minute.

Innovative Ideas for Community Foundations

The materials in this section are ones that we thought took a fresh approach to community foundations. They don't all approach the topic in the same way, but their solutions are original and inspiring.

Council on Foundations: Cultures of Caring—Philanthropy in Diverse American Communities (USA)

<http://www.cof.org/Content/General/Display.cfm?contentID=235&>

This is an important [report](#) on an important issue: The [Council on Foundations](#) (the American counterpart to the Community Foundations of Canada) found that African Americans, Asian Americans, Latinos and Native Americans were not being invited to give to charities—despite the improved economic circumstances of these racial minorities, foundations have continued to focus on white, affluent donors, despite the fact that this focus no longer reflects reality. This report from the Council on Foundations explores ways of allowing all people—regardless of origin—to be charitable donors.

The Boston Foundation: The New Economy Initiative—Using Technology to Empower Community (USA)

http://www.tbf.org/uploadedFiles/Position_Paper.pdf

This [program](#) is designed to improve “Digital Equity”: to ensure that everyone, regardless of circumstance, can access digital technology. The [Boston Foundation's](#) New Economy Initiative is bringing the “Network Economy” within the grasp of nonprofit organizations and people in poverty in an effort to empower the community. This [position paper](#) explains the rationale behind the New Economy Initiative and how it works.

The Boston Foundation: The Arts Fund

<http://www.tbf.org/current/current-L2.asp?id=71>

The Boston Foundation decided to make arts funding a special priority, as they explain in this [profile](#). recognizing that arts and culture can be powerful tools to engage community. The Arts Fund's permanent endowment doesn't fund individual artistic projects, but focuses on initiatives which lead to greater community involvement in the arts, or stronger advocacy for community culture issues.

The Council of Michigan Foundations: Women and Philanthropy—Understanding and Engaging a High Potential Audience

<http://www.cmif.org/Documents/5168womenpaper.pdf>

This [paper](#) outlines the importance of reaching out to women when encouraging philanthropy. Women, as an economic demographic, are getting considerably stronger—Community Foundations need to understand the differences between working with male and female donors. It makes suggestions for engaging women in philanthropy, and provides a basic toolkit as well.

Different Perspectives on Community Foundations

The links that appear in this section are meant to challenge our conventional thinking about Foundations. That means the resource could offer a different perspective on foundations, or it could say that the concept is flat-out wrong. We want to know about all the thinking in this field, not just from people who agree with our view.

The Transatlantic Community Foundation Network: Working Group I—Community Foundations as Actors of Civil Society (International)

http://www.tcfn.efc.be/01_actors/02_working_papers/actors_02_papers.html

This [series](#) of short position papers, written by members of the [TCFN](#), asks whether community foundations—even the most progressive ones—are doing all they can to engage civil society. Their working definition of “Civil Society” is “activities that engage individuals in recognizing their rights and responsibilities as citizens within a democracy.” The eight authors of the working papers discuss the following topics:

[George Hepburn](#) discusses how community foundations must juggle their responsibilities of grant administration and community leadership.

[Carolyn Milne](#) discusses risk-taking by community foundations on social-justice issues.

[Emmett D. Carson](#) asks whether community foundations are being as inclusive as possible in their roles as actors in civil society.

[Ruth Shack](#) draws connections between the rise of democracy, globalization, and community foundations, and how these forces interact.

[Lew Feldstein](#) discusses the various ways community foundations can have non-financial influence over their communities—through research, leadership, and informal links.

[Olga Alexeeva](#) examines the various ways that community foundations can build bridges between different classes, races, and cultures in society.

[Jolana Novotná](#) compares community foundations which are high-visibility and risk-taking with those which work more in the background, behind the scenes.

[Vera Billen](#) explores how community foundations can foster links between separate, narrowly-defined social groups, such as she encountered in Belgium.

The Center for Effective Philanthropy: Philanthropy’s New Agenda—Creating Value

http://www.effectivephilanthropy.com/publications/articles/99_12_00_hbs_pna_summary.htm

This short summary of Michael E. Porter and Mark R. Kramer’s important [article](#), *Philanthropy’s New Agenda: Creating Value*, strongly influenced our view of what community foundations are. The full article can be ordered for a small fee from the [Harvard Business Review](#). The [Center for Effective Philanthropy](#), co-founded by management strategists Michael E. Porter and Mark R. Kramer, researches how corporate governance and effectiveness can be applied to philanthropic and social organizations.

The Center for Effective Philanthropy: Lessons Learned from a Gathering of Foundation Leaders (USA)

<http://www.effectivephilanthropy.com/seminars/CEPSeminar02.pdf>

This [report](#) on a conference co-sponsored by the Center for Effective Philanthropy and The Boston Foundation concluded that most community foundations are not examining and critiquing their own effectiveness enough.

Ring a Bell? Write Us!



Do you know about a resource we should have here? Let us know! [Click here to send us an email](#). It’ll only take a minute.

Connections for Community Foundations

If you're still looking for information, and we hope you are, these resources will tell you where to find it, or who you can talk to. The things we've tried to draw your attention to are a start—these resources will help you along the way.

Community Foundations of Canada

<http://www.community-fdn.ca>

[Community Foundations of Canada](#) is the national association of foundations, with a complete [directory](#) of their members and an extensive [links](#) page. They also host conferences and workshops for communities just starting new foundations.



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Council on Foundations

<http://www.cof.org/>

The American equivalent of Community Foundations of Canada, [COF](#) contains useful information and links to U.S. resources and foundations. Some areas of their website are restricted to their members, but there is more than enough elsewhere to read about.

The Center for Effective Philanthropy

<http://www.effectivephilanthropy.com>

Co-founded by Michael Porter and Mark R. Kramer of the [Harvard Business School](#), The Center for Effective Philanthropy educates foundations about management and strategy, so they can increase their effectiveness. Some of their [research and resources](#) can be purchased through this site.

The Peter F. Drucker Foundation for Nonprofit Management

<http://www.drucker.org/index.html>

An excellent resource for information on the management of nonprofit organizations such as community foundations. Drucker.org provides [books, brochures, videos, and other materials](#) to strengthen and focus nonprofit organizations. [Some](#) are free, others can be [ordered](#) through the website.

Canadian Centre for Philanthropy

<http://www.ccp.ca>

The [Canadian Centre for Philanthropy](#) is a national organization advocating for all philanthropic groups in Canada. With many online resources and a complete directory of their members, Community Foundations and people interested in them will find this site helpful. Membership also has benefits for Community Foundations, which is explained here as well.



Canadian Centre for Philanthropy™
Le Centre canadien de philanthropie^{MC}

WINGS-CF: Compendium of Resource Materials for Community Foundations

<http://www.wings-cf.org/projects/compendium.cfm>

This [compendium](#) lists hundreds of resources written by and for community foundations. The database is large and not always easy to navigate, but you can search it for specific words and topics, or browse the whole collection. Be specific—every resource is about community foundations, so search for terms such as “minorities,” “governance,” or “grantmaking” for the best results.



Click here to visit the Tamarack website for more engaging content! www.tamarackcommunity.ca