

***SOCIAL JUSTICE
EVALUATION
FINAL REPORT 2005***

Submitted to

Community Foundations of Canada

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SOCIAL JUSTICE EVALUATION REPORT

I. EXECUTIVE SUMMARY OF KEY FINDINGS

- ✚ These findings are based on a 36% response rate to a print and online questionnaire distributed to all community foundations in Canada in May 2005. Fifty-four foundations responded in total.
- ✚ 55% of the respondents (29) were Stage I foundations. There were 16 Stage II respondents (30%), and 8 Stage III foundations (15%). The majority of the questionnaires were completed by more than one person.
- ✚ The results clearly point to an appetite for social justice, notwithstanding limited capacity and differing levels of engagement in the various facets of social justice work. The data shows a highly positive attitude toward the *concept* of social justice, with 85% of community foundations indicating that community foundations should be engaged in the development of long term solutions to socio-economic injustice and should support activities that address root cause.
- ✚ 83% believe that community foundations should help build the capacity of organizations working on social justice issues.
- ✚ 72% feel that community foundations have a leadership role to play on social justice issues.
- ✚ At the same time, the principles underlying social justice are still not broadly understood, with only a slight majority of respondents (52%) indicating a moderate or higher level of overall understanding.
- ✚ Foundations were also less enthusiastic about the idea of community foundations being advocates for social change, with only 52% agreeing with this concept.
- ✚ Many foundations are not comfortable with the language of social justice. Almost half the respondents felt they were engaged in social justice but didn't call it that.
- ✚ 78% of foundations have some level of engagement in social justice, with 11% being highly engaged. A number of Stage III foundations appear to be significantly engaged in social justice work.
- ✚ There is evidence of community foundations deepening their commitment to social justice, with 20% of boards working on articulating a vision and commitment to the concept of social justice, and 40% working on integrating concepts of social justice into their strategic plans.

- ✚ Interest in social justice appears to be stronger among staff than board or grant committee members. There is some evidence, albeit limited, of donor engagement in social justice activities.
- ✚ 68% of respondents indicate that their foundations have done at least some social justice grantmaking, with 20% doing more than just a few grants. At the same time, it should be noted that there are apparent inconsistencies in defining and categorizing social justice grants.
- ✚ 28% of foundations are engaged to some degree in community leadership or convening activities on social justice issues.
- ✚ In keeping with the uncertain attitude about the movement being advocates for social change, a high percentage of respondents signaled a lack of interest in their foundation's engagement in advocacy. 38% indicated no intention of getting involved in advocacy and another 56% indicated no engagement to date. Only three foundations had done any advocacy.
- ✚ However, nine foundations (18%) had engaged, to some extent, in activities to influence public policy development related to a social justice issue.
- ✚ Ten foundations had focused their social justice work on a specific issue. Of these, three were directed at poverty and three focused on youth engagement.
- ✚ The majority of respondents expressed a limited capacity to undertake social justice work. 70% do not have the staff resources, and 54% have insufficient funds.
- ✚ The adjective most commonly selected to describe social justice activity was "challenging".
- ✚ Foundations have found support from Community Foundations of Canada to be beneficial. The vast majority rated the national meetings as useful or very useful.
- ✚ The top three priorities for additional resources or support include stories about other foundations' experiences with social justice, information about social justice grantmaking, and funds to research social justice needs.

II. INTRODUCTION

A. Background

In 2001, Community Foundations of Canada (CFC) began to explore what role community foundations could play in tackling long term solutions to community needs, and how to support its members in taking a social justice approach. Since then, with financial support from the Ford Foundation and the Atkinson Charitable Foundation, CFC has furthered its work in this area through an initiative entitled “*Building Foundation Commitment for Social Justice*”. Since 2002 CFC has held a number of consultations and learning opportunities on social justice philanthropy, developed tools to deepen understanding, and established a Social Justice Learning Group composed of seven community foundations and CFC representatives.

In July 2004, CFC engaged Sheila Brown and Margot McLaren Moore to develop an evaluation framework for assessing the progress of the Social Justice initiative over several years. In developing the framework, members of the Social Justice Learning Group and key CFC consultants and representatives provided input and advice. This framework is described in the “*Status Report on CFC’s Social Justice Initiative & Evaluation Framework 2004-06*”, submitted in September 2004. Since then, the first year of the evaluation activities have been carried out. The current document provides a report on these activities and results, and establishes benchmarks against which to measure future progress.

B. Methodology

B.1. Questionnaire

The primary evaluation tool was a questionnaire “*Community Foundation Social Justice Activities*”. It was designed to “take the pulse” of CFC member community foundations about their attitudes and activities related to social justice and to serve as a basis for monitoring progress throughout the initiative.

Developed in the fall/winter of 2004, the questionnaire was tested in February 2005 with a test group composed of Cindy Lindsay (Guelph Community Foundation), François Vidal (Fondation communautaire du Grand Québec), Janice Wing (Red Deer & District Community Foundation), Rick Lussier (The Winnipeg Foundation), Cathy Wright (Atlantic Regional Coordinator), and Elizabeth Orton (CFC). Regional Coordinators provided advice about distribution and timing. Throughout the process, Betsy Martin (CFC Senior Advisor) and Nancy Johnson (CFC consultant) contributed significantly to its development.

The questionnaire consisted of 12 pages of primarily closed-ended questions utilizing a variety of response scales. Response choices were designed to capture information about intention and planning as well as standard Yes/No responses. (E.g. some choices included “Don’t intend to” or “Working on it”). Numerical response scales ranging from 1-to-5 (with 1 signifying “Not at all” and 5 meaning “Very much”) were included to track change over time. The questionnaire also had open-ended comment or detail options.

To facilitate completion for those who preferred an electronic format, an online version of the questionnaire was produced. This online form was developed using Survey Monkey software, and was available through the CFC website.

B.2. Introduction Document

An “*Introduction to Social Justice Questionnaire*” document was produced to accompany the questionnaire. This document was developed to provide context and guide completion of the survey. In it, social justice was explained as follows:

For community foundations, social justice work is directed at social change – seeking solutions to social, economic and political injustice by addressing root causes of those problems not just their symptoms.

In general a social justice approach:

- *Is directed at long term solutions*
- *Addresses systemic, institutional or legislative change*
- *Addresses underlying causes rather than treating symptoms*
- *Focuses on structural, attitudinal or policy barriers to social and economic participation*
- *Involves change that is long lasting, future focused and affects many*
- *Addresses issues of fairness, justice and equity*

Engagement in social justice may involve:

- *Tackling issues not only through grantmaking but also providing leadership, advocating for change or leveraging financial and volunteer resources*
- *Partnerships with other funders, policy makers, community organizations and others in a multi-sectoral approach to a problem*
- *Support to strengthen the capacity of other social justice organizations and leaders*
- *Examining internal policies and practices through a social justice lens.*

The questionnaire and introduction document were distributed in May 2005, with print versions introduced at the Regional Meetings in BC, Atlantic Canada and Ontario, and mailed to foundations in the rest of the country. The electronic version also went online in early May. An initial response deadline of June 30 was extended to August 15, 2005.

B.3. Data Handling

By early September the print data were entered in the Survey Monkey data base, and all data were analyzed and interpreted. Open-ended, qualitative responses were content-analyzed for general themes. Closed questions were checked for accuracy. Please note that the response percent for each closed question was calculated based on the frequency against the total responses for that question. Since some respondents did not complete each question, response totals therefore vary. Where respondents indicated “not applicable” as a response choice, these have been counted in the total and noted as such in the report.

B.4. Limitations

As with any survey, conclusions are drawn from the responses received. Although the response rate was very good (36%) and provides a valid sample, it would have been interesting to probe why 99 foundations chose not to participate. Possible factors may have been the length of the survey or the timing. It may also be the case that some of the non-respondents are not interested or engaged in social justice.

With the wording of a few questions, some respondents may have been uncertain about how to respond (especially unstaffed foundations responding to questions referring to both volunteers and staff). These issues will be addressed in next year’s survey.

Notwithstanding the above-mentioned qualifiers, the results of the survey provide a general baseline of the attitude, interest and behaviour of 54 Canadian community foundations with respect to social justice. The patterns and themes of the responses provide a starting point for documenting the movement’s change over time.

C. Participation

C.1. Respondents

The questionnaire was distributed to all community foundations in Canada. Of nearly 150 foundations, 54 questionnaires were returned, 29 in print and 25 electronically (See Appendix 1 for list of respondents). This represents a 36% participation rate. The geographic breakdown of the participants is as follows:

Table 1: Participation

Province/Region	Frequency	Percent of Total (54)
British Columbia	17	31%
Alberta	2	4%
Saskatchewan	0	0%
Manitoba	13	24%
Ontario	15	28%
Quebec	1	2%
Atlantic	5	9%
Unidentified	1	2%
Total	54	100%

C.2. Foundation Stage

- 55% (29) were Stage I community foundations (assets under \$2 million)
- 30% (16) were Stage II foundations (\$2 – 20 million)
- 15% (8) were Stage III foundations (over \$20 million)

Note 1: One respondent did not provide this information.

Note 2: Six of seven Learning Group members responded.

D. Process

Foundations chose different ways to complete the evaluation questionnaire (see Table 2). While most used a delegated group process, about 10% of the responding foundations completed the questionnaire with the participation of the majority of their board members. When completed by only one or two people, there had generally been prior discussion with a board member(s).

Table 2: Process

Process	Frequency
Committees or small groups: <ul style="list-style-type: none"> ○ Board Committee + staff: 8 foundations ○ Board Committee: 3 ○ Executive Committee: 2 ○ Board + Advisory Committee member(s): 3 ○ Board + Advisory Committee members + staff: 1 	17
Two people: <ul style="list-style-type: none"> ○ Chair + Executive Director: 5 foundations ○ 1 Board + 1 senior staff member: 5 ○ Chair + 1 board member: 2 ○ Chair + other staff member: 1 ○ Executive Director + 1 staff: 1 	14
One person: <ul style="list-style-type: none"> ○ Staff person (usually the Executive Director): 10 ○ Board member: 4 	14
Full board or majority of board	4
Board, Advisory Committee members and staff	1
Did not complete question	4
Total	54

III. KEY FINDINGS

A. Attitude towards Social Justice

Note that Section A focuses on attitudes toward the community foundation movement as a whole. The rest of the report reflects responses with respect to individual community foundations.

Community foundations indicated a highly positive attitude towards the concept of engagement in social justice. Eighty-five percent of respondents indicated that community foundations should be engaged in the development of long term solutions to socio-economic injustice and should support activities that address root causes. Seventy-two percent indicated that community foundations have a leadership role to play on social justice issues (see Table 3).

Approximately half of respondents (52%) indicated that community foundations should be advocates for social change. Responses to this question reflected some uncertainty, with 35% being unsure whether foundations should be advocates for social change. When considered in the context of developmental stage, Stage III foundations were most supportive of community foundations playing an advocacy role on social justice issues; Stage II foundations were divided, with 8 of 16 respondents indicating they were unsure; and a small majority of Stage I respondents was supportive of community foundations playing an advocacy role.

Several foundations offered comments about the advocacy issue. Their remarks are summarized as follows:

- General discomfort with advocacy
- Lack of unanimity within the board on whether to be involved in advocacy
- Concern about working within the foundation's mandate and not jeopardizing charitable status
- Caution over the controversial nature of advocacy
- A lack of skill and expertise in the area of advocacy
- Lack of potential due to the foundation's stage of development

A fairly common concern amongst foundations is discomfort with the "social justice" terminology. Twenty-six respondents felt that their foundation was engaged in social justice activities but they did not call it that. They prefer to use different language to describe their social justice work, including: *social responsibility, social action, social sustainability* and *building a model community*.

Table 3: Attitude towards Social Justice

(Note: The highest response for each indicator is indicated in bold throughout the document.)

Indicator	Yes	No	Unsure	Response Total
a) Community foundations should be engaged in the development of long-term solutions to socio-economic injustice by supporting activities that address root causes.	85% (46)	0%	15% (8)	54
b) Community foundations should help build the capacity of organizations/individuals working on social justice issues (through core funding, technical assistance, and leadership development).	83% (44)	2% (1)	15% (8)	53
c) Community foundations have a leadership role to play on social justice issues.	72% (39)	4% (2)	24% (13)	54
d) Community foundations should be advocates for social change.	52% (28)	13% (7)	36% (19)	54

B. Understanding and Interest in Social Justice

As shown in Table 4 below, 39% of respondents indicated a moderate overall understanding of the principles that underlie social justice and a further 48% indicated a lower understanding. However seven respondents felt they had an advanced level of understanding of social justice principles.

While 57% of respondents have not experienced significant increase in understanding of social justice since CFC began its social justice initiative in 2001, almost one quarter has had a moderate increase in understanding and 17% have greatly increased their level of understanding of social justice.

Interest in social justice seems fairly strong among staff (in those foundations with staff). Twenty-four foundations have highly interested staff members, while 12 foundations have highly interested board members. As Table 5 indicates (see p. 11), 13 community foundations (24%) have at least one board member taking a lead role in social justice activities and 10 community foundations (19%) have designated a staff member to address social justice activities.

Respondents perceive a stronger interest in social justice among grants committee members than board members, and moderate to low interest among donors in supporting social justice activities.

Table 4: Understanding and Interest in Social Justice

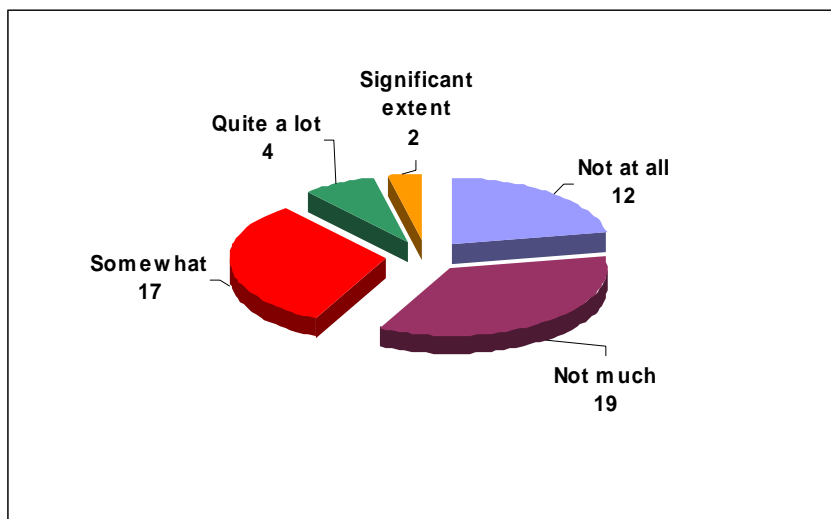
Indicator	Low 1	2	3	4	High 5	N/A	Response Total
a) Overall understanding of the principles that underlie social justice	24% (13)	24% (13)	39% (21)	11% (6)	2% (1)	0%	54
b) Increase in understanding of social justice since CFC began its Social Justice Initiative in 2001	25% (13)	32% (17)	23% (12)	15% (8)	2% (1)	4% (2)	53
c) Interest of board members in supporting social justice activities	19% (10)	17% (9)	43% (23)	19% (10)	4% (2)	0%	54
d) Interest of grants committee members in supporting social justice activities	12% (6)	13% (7)	38% (20)	29% (15)	8% (4)	0%	52
e) Interest of staff members in supporting social justice activities	7% (4)	7% (4)	24% (13)	22% (12)	22% (12)	17% (9)	54
f) Interest of donors in supporting social justice activities.	24% (12)	18% (9)	39% (20)	14% (7)	0% (0)	6% (3)	51

C. Commitment and Engagement

C.1. Level of Engagement

Among those who indicated commitment and engagement in social justice activities, six foundations (11%) declared a high level of engagement.. 17 foundations (32%) were engaged somewhat, 19 (35%) not much, and 12 (22%) were not engaged at all.

Chart 1: Engagement in Social Justice Activities



There may be some movement toward increasing commitment and engagement, with 20% of foundations working on a vision and commitment to the concept of social justice, and 40% of foundations working on integrating concepts of social justice into their strategic plans (see Table 5 below).

While 42% of respondents reported that their foundation’s mandate did not include concepts of social justice, 34% believed it did, and the remaining 25% were working on it.

Thirteen foundations indicated that they had a board member taking a lead role on social justice activities, and 10 had a staff member designated to address social justice issues.

The majority of respondents recognize that a commitment to social justice requires a long term perspective.

Table 5: Commitment and Engagement

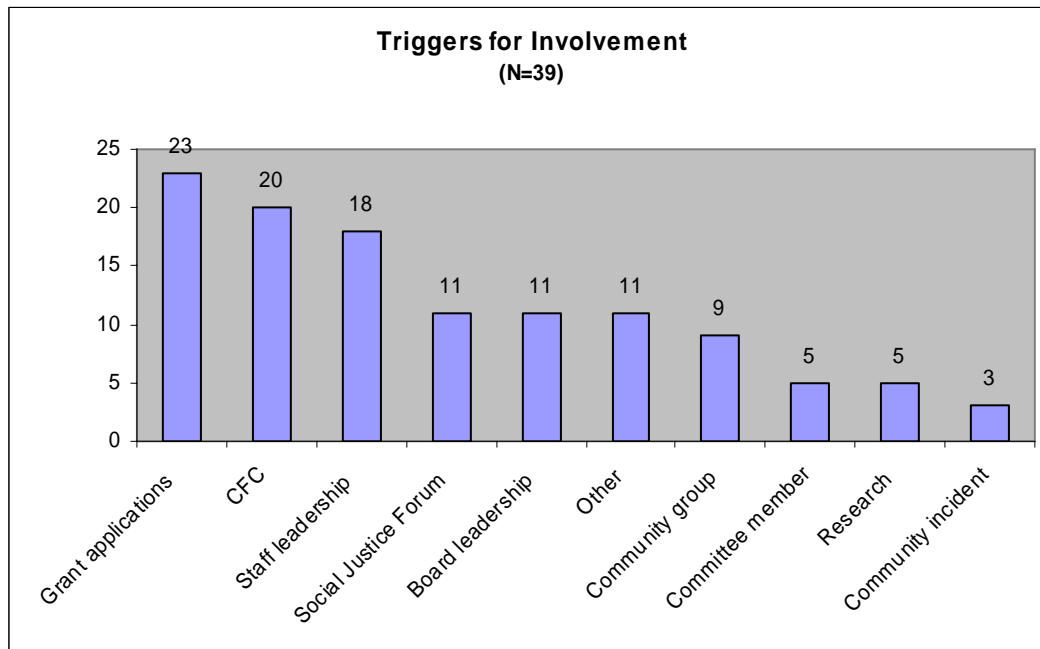
Indicator	Don't intend to	No	Working on it	Yes	N/A	Response Total
a) Our board has articulated a vision and commitment to the concept of social justice.	6% (3)	69% (37)	20% (11)	6% (3)	0%	54
b) Our foundation’s mandate includes concepts of social justice.	0%	42% (22)	25% (13)	34% (18)	0%	53
c) Concepts of social justice are integrated into our strategic plan.	2% (1)	43% (23)	40% (21)	11% (6)	4% (2)	53
d) Our board has at least one member taking a lead role in our social justice activities.	0%	59% (32)	17% (9)	24% (13)	0%	54
e) A staff member has been designated to address social justice activities.	0%	45% (24)	15% (8)	19% (10)	21%* (11)	53
f) Our foundation recognizes that a commitment to social justice requires a long-term perspective.	2% (1)	13% (7)	22% (12)	61% (33)	2% (1)	54

* N.B. It is assumed that the 11 respondents (21%) who indicated “not applicable” are unstaffed foundations. If so, after removal of the unstaffed foundations from the response total, the results out of 42 staffed foundations would be 57% No; 19% Working on it; and 24% Yes.

C.2. Triggers for Involvement

As shown in Table 6, of 39 foundations that responded to this specific question, their involvement in social justice was triggered primarily by grant applications (23), CFC (20), and staff leadership (18).

Table 6: Triggers for Involvement



D. Community Issues

D. 1. Issues

The respondents identified the following social justice issues in their communities:

Table 7: Key Issues

Issue	Frequency
Shelter (affordable, accessible housing; homelessness)	23
Poverty (low income; child poverty)	21
Addictions (alcohol, drugs, substance abuse)	10
Family issues, parenting (incl. single parents)	10
Cultural inclusion (integration of newcomers, equity, racism)	10
Youth	8
Rural issues (incl. farm income crisis, agricultural land issues)	8
Health and wellbeing (including mental health)/access issues	7
Food security, food banks	6
Aboriginal issues	6
Income security, unemployment, economic issues	5
Family violence, abuse	4
Education	4
General social exclusion issues, marginalized population	4
Crime, safety	4
Environment	4
Urban issues	4
Literacy	3
Children's issues (including child care)	3
Seniors	3
Sexism, homophobia	2
Disability	2
Other (incl. Heritage, Support Services, Volunteerism)	3

The majority became aware of the issues through convening, forums, task forces, community meetings or special initiatives (30) and/or through grant enquiries (27). Needs assessments, scans, statistical reports, and community reports (14) also served as sources of information, as did media (6), general observations, community involvement, personal contacts and other non governmental organizations.

D. 2. Specific Focus

Ten respondents indicated that their foundations were focused on a specific issue as follows:

- Poverty (3)
- Youth engagement (3)
- Food security (1)
- Capacity building in rural communities (1)
- Community sustainability - social, economic and environmental (1)
- Doctors shortage (1)

D.3. Collaboration

Interest in collaborating with other foundations on a national initiative was split 19% responding yes and 19% no; and the majority (53%) responding maybe. (Four respondents indicated not applicable.)

Interest according to stage of development follows:

Stage III: 3 yes, 4 maybe

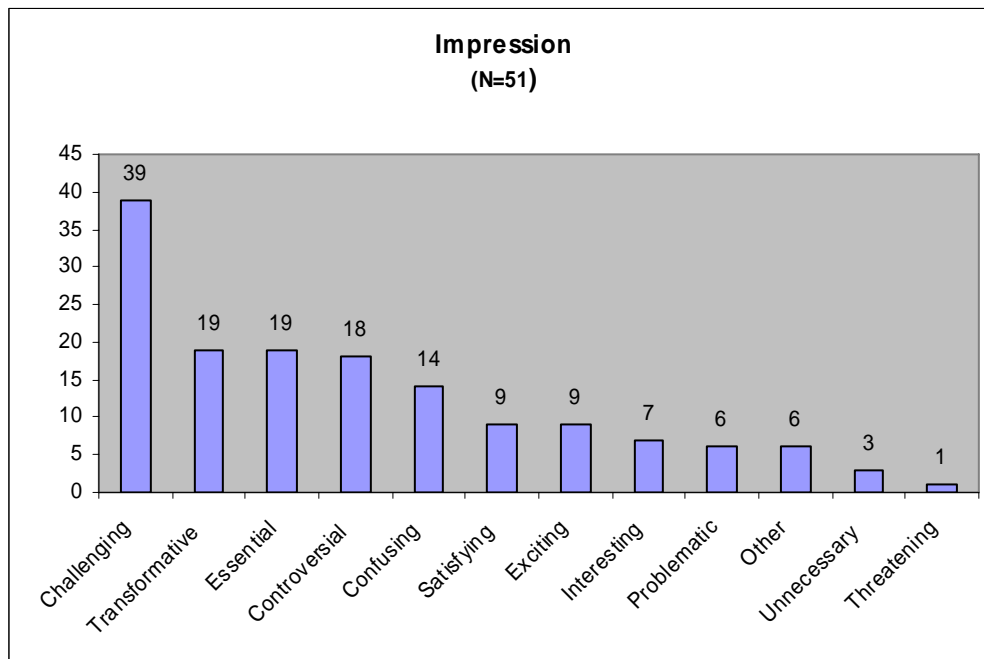
Stage II: 3 yes, 2 no, 7 maybe

Stage I: 3 yes, 7 no, 14 maybe

E. Overall Impression

When asked to describe their impression of social justice activities from a list of adjectives, the majority (77%) selected the word “challenging”. Other most frequently selected adjectives included: transformative, essential and controversial. Twenty-seven percent considered it to be “confusing”.

Table 8: Overall Impression



* Other included “time gobbling”; “desirable”; “not relevant to us at this stage of our development”; “an increasing need”; and “intrinsic”.

F. Capacity to Undertake Social Justice

The majority of respondents indicated that they did not have sufficient human or financial resources to engage in social justice work. Seventy percent indicated that they did not have the staff resources, 54% did not have the volunteer leadership, 54% lacked sufficient funding, and 67% did not have donors who were making funds available for social justice.

Nevertheless, there is some capacity within the movement for social justice work, with 25 foundations indicating at least some sufficiency to fund social justice activities, and 18 foundations reporting some funding available from donors specifically for social justice.

In addition, 25 foundations reported availability of volunteer leadership and 16 foundations reported staff resources available to undertake some level of social justice work. Furthermore 85% of foundations indicated that they have relationships with individuals or organizations that are active in social justice.

About three-quarters of the respondents indicated that their volunteers and staff have at least some of the knowledge and skills to engage in social justice activities. Yet there is a need for more training, since 57% of staff and volunteers do not have opportunities for training and development in this area.

Table 9: Capacity to Undertake Social Justice

Indicator	Yes	No	Somewhat	Response Total
a) Foundation has sufficient funding to engage in social justice grantmaking.	19% (10)	54% (29)	28% (15)	54
b) Have donors who are making funds available specifically for social justice.	13% (7)	67% (36)	20% (11)	54
c) Have the volunteer leadership to undertake social justice activities.	19% (10)	54% (29)	28% (15)	54
d) Have the staff resources to undertake social justice activities.	7% (4)	70% (38)	22% (12)	54
e) Volunteers and staff have the knowledge and skills to engage in social justice activities.	24% (13)	26% (14)	50% (27)	54
f) Volunteers and staff have opportunities for training and development in this area.	13% (7)	57% (30)	(30%) (16)	53
g) Volunteers and staff have relationships with individuals and organizations that are active in social justice.	59% (32)	15% (8)	26% (14)	54

G. Grantmaking

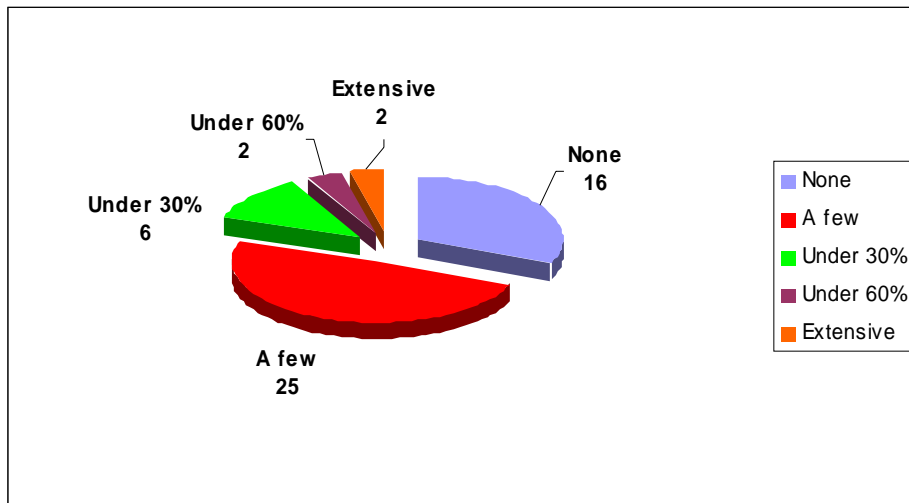
G.1. Grantmaking Activity

As shown in Chart 2 below, 68% of foundations have done some social justice grantmaking. Twenty-five of 51 respondents (49%) have awarded a few social justice grants in the past year, six (12%) have done a fair number, and four foundations (8%) have done a lot of social justice funding. Sixteen foundations (31%) have not done any social justice grantmaking yet.

All eight Stage III foundations made grants to social justice activities; twelve of 16 Stage II foundations made such grants, and fifteen of 27 responding Stage I foundations granted for social justice activities.

It should be noted that, from the brief descriptions of grants provided, many foundations seem to interpret a social justice grant quite broadly.

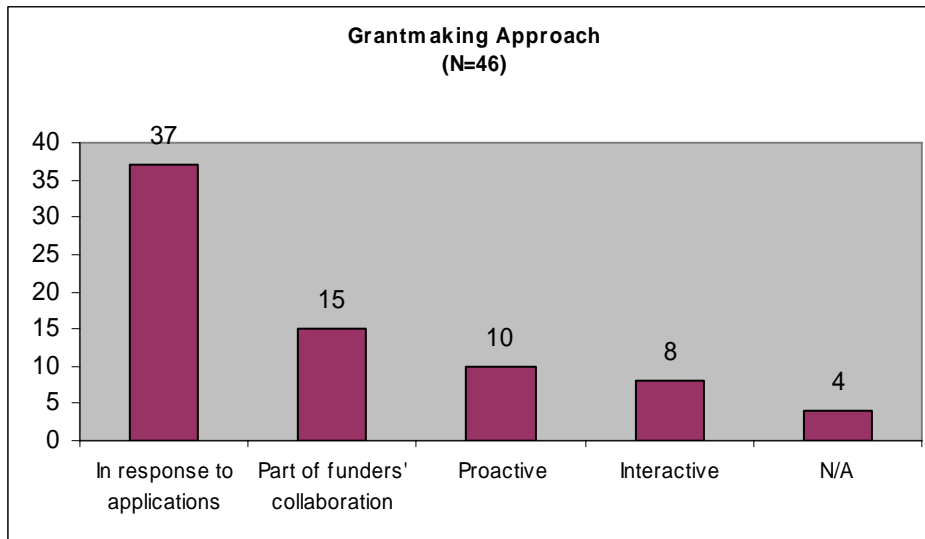
Chart 2: Grantmaking Activity



G.2. Grantmaking Approach

The majority of foundations made social justice grants in response to applications (37), while 15 foundations made grants as part of a funders' collaboration. Ten foundations took a proactive approach and eight engaged in interactive social justice grantmaking. One respondent added a comment noting that their approach included responding to initiatives of some of their donors.

Chart 3: Grantmaking Approach



G.3. Grantmaking Practices

Of 30 respondents to a question about grantmaking practices (see Table 10 below), 19 indicated that they had developed partnerships with other funders on social justice projects and 13 had leveraged other funding. Eight had awarded grants that might be considered risky or controversial. Seven foundations had identified social justice as a grantmaking priority and five had established a fund specifically for social justice purposes.

Table 10: Grantmaking Practices

Indicator	Frequency	Percent of Total (30)
Developed partnerships with other funders on social justice projects	19	63%
Leveraged other funding through foundation support to social justice projects	13	43%
Reviewed and revised grantmaking policies/practices to make them more accessible to organizations doing social justice work	9	30%
Awarded social justice grants that might be considered risky or controversial	8	27%
Reflected the long-term nature of social change in grant/evaluation criteria	8	27%
Identified social justice as a grantmaking priority	7	23%
Established a fund specifically for social justice grants	5	17%

G.4. Examples of Social Justice Grantmaking

Examples of grants offered by respondents can be broadly grouped into the following categories:

- Addressing poverty
- Advocacy: policy development; human rights; immigrant workforce
- Access: transportation; ramps; medical services; library; home ownership; laundry; employment; micro loans
- Knowledge, training and awareness: feasibility study; promotional materials; conferences and forums; leadership training; evaluation
- Skill development: life skills; literacy; nutrition and health; food preparation; access to education; self esteem; outdoor education
- Funding basic needs: day care, food, housing
- Special programs: stay in school; neighbourhood initiatives; aboriginal; anti-violence; anti-bullying; immigrant and newcomers; anti-vandalism; women's shelter; medical research; children's rights; intergenerational and intercultural connections; early language intervention; cultural diversity; arts programming.

H. Community Convening and Leadership

As shown in Table 11, respondents indicated some level of activity related to community leadership and convening, with 11% playing a moderate to significant leadership role on social justice issues, and 17 % engaging somewhat. However, 15% expressed no intention of engaging in leadership on social justice issues, and another 56% had not been involved to date.

Twenty-nine percent had participated moderately to significantly in dialogue or collaborated with others on social justice issues.

Attempts to reach out to organizations that bring diverse perspectives and/or strengthening relations with different sectors working on social justice issues were limited.

A few respondents cited specific leadership initiatives in such areas as:

- Poverty reduction
- Physician recruitment
- Detox housing
- Granters round tables and partnerships
- Forums and Town Hall meetings focused on issues like affordable housing and social issues
- Establishment of a special fund (e.g. Four Pillars Fund -re addictions)
- Workshops on social justice issues

Eleven foundations were conducting at least a moderate degree of research on social justice issues and nine were serving as an information resource on social justice issues. One foundation cited a benchmarking initiative on key community issues.

A high percentage of respondents signaled a clear lack of interest in advocacy, with 38% indicating no intention of getting involved in advocacy and another 56% indicating no engagement to date in advocacy activities on a national, provincial or regional issue. Only three foundations had done any advocacy at all.

Yet there is greater awareness of the options for advocacy now than two years ago. As Table 12 illustrates, 69% of respondents have at least a somewhat better understanding of their foundation's options for advocacy in the current regulatory environment.

Table 11: Community Convening and Leadership

Indicator	Don't intend to	Low 1	2	3	4	High 5	Response Total
a) Playing a leadership role on social justice issues	15% (8)	56% (29)	17% (9)	8% (4)	2% (1)	2% (1)	52
b) Convening stakeholders for discussion and/or action on social justice issues affecting the community	16% (8)	57% (29)	14% (7)	4% (2)	6% (3)	4% (2)	51
c) Participating in dialogue/collaborating with others on social justice issues	13% (7)	38% (20)	19% (10)	15% (8)	10% (5)	4% (2)	52
d) Being inclusive/reaching out to organizations that bring diverse perspectives to social justice issues	14% (7)	43% (22)	22% (11)	16% (8)	2% (1)	4% (2)	51
e) Strengthening relationships with different sectors working on social justice issues	15% (8)	38% (20)	23% (12)	15% (8)	6% (3)	2% (1)	52
f) Doing research into social justice issues affecting the community	23% (12)	42% (22)	13% (7)	13% (7)	8% (4)	0%	52
g) Serving as an information resource on social justice issues in the community	25% (13)	50% (26)	8% (4)	12% (6)	6% (3)	0%	52
h) Engaging in activities to influence public policy development related to social justice issues	33% (17)	49% (25)	14% (7)	2% (1)	2% (1)	0%	51
i) Engaging in advocacy activities on a national, provincial, or regional issue	38% (20)	56% (29)	4% (2)	2% (1)	0%	0%	52
j) Working to change CRA legislation/regulations re the definition of a registered charity	37% (19)	59% (30)	2% (1)	2% (1)	0%	0%	51

Table 12: Understanding Options for Advocacy

Indicator	Yes	No	Somewhat	Response Total
Better understanding now than 2 years ago of options for advocacy	27% (14)	31% (16)	42% (22)	52

I. Government Relations

Respondents indicated deepened relationships with both elected officials (85%) and public servants (77%). The most frequently cited reasons for doing so included: strengthening networks and connections (39); collaborating on a special initiative (34); sharing information (33); securing or leveraging funding (21) and influencing policy (5). Two foundations hold government funds targeted to specific social justice issues.

Of 47 respondents 55% could not yet tell if government relations had advanced their social justice activities. Thirteen percent felt they had, and 32% felt they had not.

Of 37 respondents to a related question, 95% had worked on social justice activities at the local/municipal level; 38% at the provincial level; 27% at the regional/territorial level; 24% at the federal level; 24% with special authorities; and 8% First Nations governments. One respondent reported work with a military college.

J. Endowment Building and Donor Service

While respondents indicated a generally low level of donor engagement in social justice activities (see Table 13), eight of 53 respondents indicated a moderate to high degree of encouragement to fund holders to support social justice activities. (At the same time, it must be acknowledged that not all foundations are able to actively facilitate connections between fund holders and community issues.)

Eight respondents also indicated that they had helped match donor-advised funds to social justice requests. A slightly higher number (12) are actively responding to donors' requests to address social justice issues. Five foundations have no intention of responding to such donor requests.

Thirteen foundations reported at least some level of activity in adding new funds directed to social justice issues, and there is some indication that foundations are talking to donors about the value of long-term funding and community-wide approaches to social justice issues. While 70% of respondents had been inactive in terms of engaging donors or prospective donors from diverse communities, seven foundations were at least moderately active in this area. However, no foundation reported being highly active in terms of reaching out to donors from diverse communities.

Table 13: Endowment Building and Donor Service

Indicator	Don't intend to	Low 1	2	3	4	High 5	Response Total
a) Encouraging fund holders to support grantmaking directed towards long-term solutions to social injustice (i.e. root causes).	13% (7)	72% (38)	0%	8% (4)	6% (3)	2% (1)	53
b) Responding to donors' requests to address social justice issues.	10% (5)	56% (29)	12% (6)	12% (6)	6% (3)	6% (3)	52
c) Helping match donors with donor-advised funds to social justice requests.	10% (5)	63% (32)	12% (6)	8% (4)	2% (1)	6% (3)	51
d) Adding new funds (flow-through, trust funds, donor-advised, micro-loan, social research, etc.) directed specifically to social justice issues.	12% (6)	63% (32)	10% (5)	4% (2)	6% (3)	6% (3)	51
e) Talking to donors about the value of long-term funding and community-wide approaches to social issues.	8% (4)	57% (29)	16% (8)	12% (6)	6% (3)	2% (1)	51
f) Engaging donors and prospective donors from diverse communities.	8% (4)	62% (31)	16% (8)	10% (5)	4% (2)	0%	50

Six of 53 respondents believed they had attracted new donors to their foundation due to their social justice activities. Six (of 51) also felt that supporting social justice had strengthened relations with donors.

Of those who provided examples of their donor engagement activities, three described donor education activities including site visits, speakers, lunches, and neighbourhood visits; two introduced donors to projects; two described customized granting opportunities; five established donor funds; and one foundation is experimenting with donor circles.

K. Governance and Internal Practices

As shown in Table 14 below, 67% of respondents indicated a moderate to high level of board diversity (40% moderate, 27% quite or very high). Fifty-one percent of foundations with advisory committees reflected a moderate to high level of diversity within these committees (28% moderate, 23% quite or very high).

Of the 30 respondents to whom the question about staff composition was applicable, 18 foundations indicated that community diversity was reflected moderately to highly. Other data related to inclusion and diversity included:

- 5 foundations have a policy on diversity
- 8 foundations have volunteer and staff recruitment policies and practices to help recruit from underrepresented and minority groups
- 33 foundations have offices that are accessible to people with disabilities

A high number of foundations (over 90%) have practices that reflect principles of equality of opportunity, fairness and ethical behaviour. Twenty-seven foundations reported having investment policies and practices that encourage socially responsible investing.

Table 14: Governance and Internal Practices

Indicator	Low 1	2	3	4	High 5	N/A	Response Total
a) Board composition is inclusive, reflecting the diversity of the community.	11% (6)	23% (12)	40% (21)	19% (10)	8% (4)	0%	53
b) Advisory committee composition is inclusive, reflecting the diversity of the community.	13% (7)	17% (9)	28% (15)	19% (10)	4% (2)	19% (10)	53
c) Staff composition is inclusive, reflecting the diversity of the community.	8% (4)	15% (8)	21% (11)	8% (4)	6% (3)	42% (22)	52
d) Opportunities for board, committee and staff members to learn about social justice issues.	29% (15)	33% (17)	15% (8)	13% (7)	4% (2)	6% (3)	52
e) Business practices reflect principles of equality of opportunity, fairness and ethical behaviour.	4% (2)	2% (1)	6% (3)	43% (23)	42% (22)	4% (2)	53
f) Investment policy and practices encourage socially responsible investing.	22% (11)	14% (7)	22% (11)	20% (10)	12% (6)	12% (6)	51

L. CFC Meetings

Foundations were invited to comment on their participation in national learning opportunities related to social justice. Those who attended one or more CFC session on social justice rated the sessions “useful” to “very useful”, with only four reporting sessions at national conferences “not useful”.

Table 15: CFC Meetings

Session	Not useful	Useful	Very useful	Response total
Consultation on Foundations and Social Justice (Toronto, January 2002)	0	4	3	7
National Conference Social Justice Grantmaking Panel (Kelowna, May 2002)	3	13	2	18
Social Justice Forum (Winnipeg, November 2003)	0	3	7	10
National Conference Sessions on Social Justice (Quebec City, May 2004)	1	8	3	12

Note: One respondent also commented about the useful resource material and Tom Simms’ talk from the Social Justice Forum.

M. CFC Resources

M.1. Current Resources

Twenty-six respondents provided feedback on the Social Justice resources produced by CFC (see Table 16). Of these respondents, 61% found the *Social Justice Spectrum* particularly useful and a further 31% found *Social Justice Grantmaking: Finding Common Language* particularly useful.

Table 16: CFC Resources

	Frequency	Percent of Total (26)
The Social Justice Spectrum	16	61%
Social Justice Grantmaking: Finding Common Language	8	31%
Potential and Limitations of Social Justice Grantmaking	5	19%
Innovation and Problem Solving	5	19%
Tools of Social Justice Grantmaking	4	15%
Other (incl. <i>Diversity, Inclusion & Opportunity</i> ; <i>Board Discussion Guide</i>)	11	42%

M.2. Other Needs for Resources/Support

When asked what resources and support would be most useful to further foundations' work in social justice, the top three priorities included:

- Stories about other foundations' experiences with social justice
- Information about social justice grantmaking
- Funds to research social justices needs*

Other needs ranked in descending order of priority were:

- More opportunities to exchange information and network with colleagues re social justice
- More information about community convening and leadership in the area of social justice
- More information about social justice and endowment building/donor service
- A session on social justice at the next CFC conference
- Information to help donors recognize the benefits of social justice investment
- More information about strengthening internal practices with respect to social justice (Note: One respondent added "*and policy development*")
- Guidance with identifying, evaluating and prioritizing social justice project proposals
- Participation in a peer learning network
- A CF-LINKS course on social justice*
- Proposal writing workshops for social justice organizations
- Tools to help grant recipients evaluate and document the results of their social justice projects*
- A mentorship opportunity
- Diversity training
- Other ("Board education: simple and slow")

* = same ranking as one on line above

Note: There were no responses to the item about web discussions. However, one respondent commented: "Particular interest in telelearning and web-based list-serve".

IV. SUMMARY/EVALUATORS' COMMENTS

CFC has spent three years on the Social Justice Initiative, and this first evaluation provides an opportunity to not only look at the results to date, but to establish benchmarks against which to measure future progress. In examining the current situation, it is important to reinforce that change is a long term process, and that inspiring both attitudinal and behavioural change on a complex matter such as social justice requires time.

The evidence suggests that the time and investment are gradually yielding results. It is clear that CFC's efforts to encourage social justice are taking root. The results to date suggest that community foundations show a highly positive attitude toward the idea of the movement being engaged in social justice. This attitude may not extend to strong commitment or activity on the part of all individual foundations – nor would this be possible. However, it does show that the vast majority of foundations support social justice in principle. Furthermore, it is evident that there is a small but committed group of foundations that are engaged in social justice work in a very significant way.

Through its tools, resources, and learning opportunities, CFC has facilitated an increase in awareness, understanding, and activity. Community foundations participating in the evaluation process have shown their interest in furthering learning and growth in this area. They will continue to look to CFC to provide leadership on social justice.

This mandate to support its membership to move forward in social justice activity must be balanced by the capacity needs of individual foundations, many of whom expressed concern about their ability to take on social justice work.

In light of these observations, we raise a series of questions for CFC to consider in discussing the future of the initiative and its leadership role in this area.

1. To what extent is the level of social justice activity a reflection of the time it takes for foundations to both understand and then incorporate new concepts and ideas into their planning, policies and practices?
2. Social justice work within the movement is at a pioneer stage. To what extent is it necessary to see progress, measure impact, and understand benefits before greater numbers of foundations, particularly smaller foundations, feel comfortable or capable of making a more significant commitment to this work?
3. A cross-section of foundations has continued to express discomfort with the “social justice” language. Even some foundations that are actively engaged consider it to represent a barrier. Is it worthwhile for CFC to revisit the matter of terminology?
4. Is it possible to develop a clear and unified vision with respect to support for social justice amongst the diverse range of CFC members? If so, will a national initiative help clarify vision and solidify commitment among members (for example, a national poverty initiative)?

5. How can CFC best use its resources associated with this initiative? To what extent should resources be broadly dispersed within the movement, or more narrowly focused among those foundations with the greatest interest and capacity to undertake this work?
6. Is there a particular service CFC can offer Stage III foundations in this regard? If so, CFC may wish to discuss the potential for such a direction with CEOs at the Stage III Peer Group meeting in Alberta in November.
7. Given the perceived lack of interest in social justice among some board members, is there a way that CFC can further help local foundations engage their board members in dialogue around their foundation's potential for social justice work?
8. Considering the interest in storytelling within the movement, could story telling extend learning, particularly among smaller foundations? If so, could a core group of smaller foundations form the basis for such case studies?
9. Since many foundations are uncomfortable with advocacy and unsure about their potential role, would it be of value for CFC to facilitate further dialogue on advocacy at the national conference in 2006?

APPENDIX 1: LIST OF PARTICIPANTS

1. Abbotsford Community Foundation
2. Beautiful Plains Community Foundation Inc.
3. Boissevain & Morton Foundation Inc.
4. Brandon Area Community Foundation
5. Brantford Community Foundation
6. Brokenhead River Community Foundation
7. Campbellford/Seymour Community Foundation
8. Carman Area Foundation
9. Central Okanagan Foundation
10. Chatham Kent Community Foundation
11. Community Foundation Grey Bruce
12. Community Foundation of Greater Kingston
13. Community Foundation of Mississauga
14. Community Foundation of Ottawa
15. Community Foundation of Portage and District Inc.
16. Community Foundation of Prince Edward Island
17. Community Foundation of Southeast New Brunswick
18. Community Foundation of Whistler
19. Cranbrook & District Community Foundation
20. Dauphin & District Community Foundation
21. Edmonton Community Foundation
22. Fondation communautaire de la Péninsule acadienne
23. Fondation communautaire du grand Québec
24. Fredericton Community Foundation
25. The Glenboro Area Foundation Inc
26. Grand Bend Community Foundation
27. Greater Saint John Community Foundation
28. Guelph Community Foundation
29. Hamilton Community Foundation
30. Huronia Communities Foundation
31. Kamloops Foundation
32. The Kitchener and Waterloo Community Foundation
33. London Community Foundation
34. Niagara Community Foundation
35. North Thompson Communities Foundation
36. Osprey Community Foundation
37. Phoenix Foundation of the Boundary Communities
38. Prince George Community Foundation
39. Red Deer & District Community Foundation
40. Richmond Community Foundation
41. Salt Spring Island Foundation
42. Selkirk & District Community Foundation
43. Shuswap Community Foundation
44. Souris Glenwood Foundation
45. Stratford and Perth County Community Foundation
46. Sunshine Coast Community Foundation

47. Surrey Foundation
48. Thompson Community Foundation
49. Vancouver Foundation
50. The Victoria Foundation
51. West Vancouver Community Foundation
52. Winkler Community Foundation Inc
53. The Winnipeg Foundation
54. Unidentified foundation

APPENDIX 2: COMMENTS

The following provides excerpts from some of the additional comments that respondents provided.

Re Attitude and Language

“We have no problem with the definition but we have a big problem with the baggage carried by the language of ‘social justice’. This is not the only, or even the main, focus of our work but a very important element. We find that the questions are phrased in such a way that it would be impossible to answer anything other than yes.”

“A bias to the term ‘social justice’ exists.”

“The vision of (our foundation) refers to building a model community which is informed by our community’s VISION 2020. VISION 2020 has embedded within it the principles and concepts of social justice.”

“We are beginning to call it that, and have recently begun to refer to ‘social justice’ as a mandated area of interest in our publications.”

“We call it social sustainability ... one of the elements of social sustainability is the existence of a just, fair and safe society.”

Re Understanding/Interest

“As a result of your Intro to this questionnaire, the board is of the opinion that social justice issues are not an issue here. Perhaps it is because of our diverse immigrant background.”

“We are only just beginning to move into the area of social justice. While our grantmaking has become much more focused and strategic, we have not become advocates for social change. (But) we have become advocates for environmental change in our community.”

Re Interest in Collaborating

“After our recent Regional Meeting we would be more likely to collaborate on a regional initiative. However, we would lend our support to an initiative that impacted policy at the national level.” (Respondent who had checked “maybe”)

Re Capacity

“We do not currently have the capacity to work on social justice issues – although in time I’m confident we will.”

“Our foundation is interested in social justice, but with a volunteer board and one part-time staff, time to work on this issue is scarce.”

“We are aware of and open to activities in the social justice area. However, we do not have the capacity/resources to move into this area in any significant way.”

“Plans are being made to meet with other community groups to evaluate areas of most need, steps needed to help and how the foundation can encourage applications for grants that will help alleviate the root causes of some existing problems.”

“We do need to have strategic dialogue within the board re engaging in this work. Our capacity to take on new tasks/directions is limited ... and left up to staff at this point. But staff have differing perspectives and also lack capacity to take on more work.”

“As a large foundation with staff we have resources to undertake some activities, but there is a limiting factor in that our staffing levels are extremely low when compared to foundations of a similar size in the US... It is increasingly difficult to find the time to undertake proactive activities.”

Re Donor Service

“It should be noted that this works both ways - our donors teach us a great deal about social justice.”

Re CFC Resources

“All have been very useful and instructive. They have assisted me in increasing my knowledge, awareness and ability to articulate values and principles associated with social justice grantmaking.”

“The board is maxed out and staff even more so, and thus accessing these resources is seen as less of a priority than keeping up the day-to-day workload. Lack of capacity means less time/energy is spent in accessing, implementing these resources.”

“All have helped move our thinking. We are still a work in progress.”

“I have only now become aware of the others and will review them.”

“This survey has prompted the board to read and reflect on the topics considered.”

“The Board Chair and Executive Director attended the diversity sessions in Kingston and found them very informative.”

Re Other Needs

“More stories, especially ones of our small size and rural nature.”

“Stories from other community foundations as to how they handle social issues stays with you longer, and empower you to look at your own community and find innovative ways of dealing with situations.”

Re Other Comments

“Our foundation is really not ready to discuss this issue, although it will form a useful discussion tool for our first strategic planning session ... Our foundation is truly still in a formative stage ... Perhaps in a year we could complete this more effectively.”

“Social justice has not been high on our priority list.”

“We are fairly new at this, but hope to incorporate and review this on an annual basis.”

“To begin the session, we did a round table on initial reactions to the questionnaire and any general comments people had. The following is a synopsis of those comments:

- The whole concept seems to come from a needs deficit vs. capacity building.*
- I don't like the words 'social justice'*
- I'm confused by what social justice means*
- It delves into some areas that I don't see as a role of community foundations e.g. political lobbying*
- I like the balance between root cause and maintaining community needs*
- Does social justice fit into all sectors e.g. arts?*
- Where we may struggle with the term social justice here, it fits internationally*
- I struggle with the definition. Root cause doesn't seem to fit with what's described in the Spectrum document.”*

“As our community foundation is young and has very limited granting ability, we must focus our efforts on internal priorities over the next year or two. As growth occurs in granting ability, governance and internal capacity, we will work towards building understanding of the CFC's initiatives around Social Justice and how they apply to the community we serve.”

“I would like to complete the questionnaire 6 - 8 months from now to see if my responses/perceptions have changed as (our foundation) defines a new vision for the future.”

“We hope to tackle more social justice issues once our endowment fund is larger”

“There are a number of agencies in our community that are engaged in social justice. Our foundation needs to approach the topic cautiously to see if there is a good fit. We are a relatively small community and cannot afford, at this time, to delve into controversial issues. Our first priority will be to educate the Board.”

“Our foundation is extremely small (less than \$400,000 in assets). Our mandate is to fund capital projects to non-profit groups. At this point, social justice is a low priority, as our grant requests far outweigh available monies.”

“Thank you for this helpful process. It did stimulate some good discussion.”

“At least one of our members wonders if CFC is overstepping its role as a membership organization by assuming a position on social justice. Here are a few other comments some of our people wanted to record: In an environment in which oversight of foundations is growing, should CFC be encouraging such high levels of advocacy? CFC seems to be making assumptions about the capacity of all community foundations to debate such complex issues. Overall comments from everyone: We see it as our responsibility as a learning organization to keep getting smarter and better at what we do in all areas, not just social justice. Whether or not CFC had undertaken social justice work we would have expected to see improvements at our foundation. We make lots of grants that outsiders, especially Americans, describe as

courageous or risky but we don't see them that way. Re. 8(iii): We want to note that our approach includes responding to initiatives of some of our donors. Re 9(c) and (d): Because this is the way we have thought about our responsibilities from inception, we've structured our grants program and committee to address this. Re 9(e): We don't necessarily 'strengthen' but if there's an important issue in the community, we're invited to the table. Part of our responsibility is to support these organizations. It's not about us. We're very respectful of the leadership of others. Re 12: There appears to be a built-in assumption that if you're not reflecting your community you can't do social justice work. Re12 (f): We specifically do not offer this option. It has been thoroughly debated by our Investment Committee and board. Our position is that it's not realistic, impossible to monitor and gives donors and others a false sense of what is possible. Thank you for the opportunity to add all these comments which we feel are important.”

“At our stage, we do not feel ready to prioritize any specific orientation for our support in our community. For our granting, we go along the wishes of our donors: arts, sports, health, welfare, etc. We do not yet have a general fund that would allow us to choose a specific purpose like social justice. We believe that there is a lot of work to do for social justice. We recognize the importance of it. We are proud to be part of the CFC that will make a difference through the years for improving social justice, but, at this moment, we cannot commit ourselves to such an endeavour. No money, no resources. Unfortunately, at this moment, social justice cannot be part of our top five priorities. Maybe in a few years.”

“There is no mention that . . . arts and culture is an essential dimension of communities and community building processes. . . There is also no mention of medical research. (We have) a stated priority for projects that will have a direct impact on rural and remote health and health care. This priority recognizes that access to health care is different outside the urban area. . . One key issue is First Nations access to charitable funding. We have explored the possibility of establishing a First Nations Foundation to act as an umbrella for funding in the short-term. . . In BC, with over 200 First Nations and less than 20 eligible for funding under the Indian Act, many communities (are denied) access to charitable resources, limiting their ability to work toward positive community- driven change.”

