

LOOKING DOWN THE ROAD:

# *Leadership for Canada's Changing Communities*

*Report of a Dialogue Hosted by  
Community Foundations of Canada  
and The Calgary Foundation*

**OCTOBER 16 - 17, 2006 - CALGARY**



Community Foundations  
of Canada

Fondations  
communautaires  
du Canada



THE CALGARY  
FOUNDATION

## FOREWORD

Our communities are changing so rapidly - due to economic shifts, the changing role of government, increased immigration and shifting patterns of settlement - that it is imperative to deepen our understanding of the forces shaping our communities and the kinds of leadership that will guide us into the future. This urgency prompted Community Foundations of Canada (CFC) to organize a dialogue focusing on *leadership and communities* and to broaden the conversation beyond the foundation movement.

Community Foundations of Canada, in partnership with The Calgary Foundation organized a dialogue, LOOKING DOWN THE ROAD: Leadership for Canada's Changing Communities, to bring together individuals who have given serious thought to the changing nature of Canada and are actively involved in the issues and challenges facing communities. It was an extraordinary rich and thought-provoking two days.

In preparation for the dialogue a background paper was developed by Judith Maxwell, one of Canada's top thinkers on social and economic issues in Canada. The paper succinctly outlines the challenges facing our communities and argues that our communities' capacity to respond depends on the quality of leadership and the ability of people and institutions to collaborate. The paper can be accessed at <http://www.cfc-fcc.ca>.

With more than \$2.3 billion in community endowment funds and annual granting of more than \$115 million, community foundations are recognized sources of knowledge about local issues, trusted for their ability to expertly manage donors' funds and respected for their governance and accountability practices. They have the responsibility to constantly stay on top of the changing demographics, needs and priorities of their communities - and they do so in many ways.

It is our intention that this dialogue and future conversations on the leadership required in Canadian communities will provide new insights for the 155 community foundations across Canada and for the many other individuals and organizations who care deeply about the future of our communities and our country. We encourage you to join us in continuing the dialogue - please refer to "Next Steps" on page 17.

We extend sincere thanks to the many individuals who contributed to the success of this dialogue - participants from across the country, our facilitators, Peter Faid and Elizabeth Gorla, and CFC staff, Milly Baino, Betsy Martin and Cathy Wright. Thank you to the team in Calgary - Deb Bartlett and The Calgary Foundation staff who also provided invaluable help.

Special thanks to The Ford Foundation for their financial support and encouragement of this most important initiative. We also appreciate the grant from The Co-operators to assist with the production of this report.

**Monica Patten, President and CEO, Community Foundations of Canada and  
Eva Friesen, President and CEO, The Calgary Foundation**

## LOOKING DOWN THE ROAD:

### *Leadership for Canada's Changing Communities*

#### *Introduction*

In Calgary on October 16th and 17th, sixty-two individuals came together from across the country bringing a wealth of experience, talents, and passion for the topic of communities and leadership. They participated in a dialogue hosted by Community Foundations of Canada and The Calgary Foundation to explore the changing needs of Canada's communities, the kind of future leadership that is needed, and the role community foundations might play in offering and supporting that leadership. Another twenty individuals, members and guests of The Calgary Foundation joined the dialogue on Monday evening.

Leaders in their own right, participants were board or staff members of community foundations, private foundations and other local and national non-profit organizations, as well as members of the business community and government. In the spirit of inclusiveness, a number of participants also brought youth, multicultural, and aboriginal experiences.

Skilled facilitators, Peter Faid and Elizabeth Gorla, led participants through a unique dialogue process full of conversations and metaphors with balloons, drawings, a world café, and visualizations. The dialogue was designed to encourage questions and multiple points of view, rather than seeking a consensus around solutions. There was a freedom to reflect and to consider underlying assumptions, all of which contributed to a meaningful and energizing dialogue. The process was designed to inspire the commitment of individuals to continue the dialogue beyond these two days.



#### **PRINCIPLES FOR ENGAGING IN FRUITFUL DIALOGUE**

(partial list)

- Remember that conversation is the natural way humans think together.
- Recognize that we need each other's help to become better listeners.
- Expect it to be messy at times.
- Ask what's possible? not what's wrong? Keep asking.
- Treasure curiosity more than certainty.

**Margaret J. Wheatley**

## LAYING THE GROUNDWORK: *How are Our Communities Doing?*

The conversation began Monday evening at round tables, each with a series of colourful balloons hovering above. Seating was prearranged to stimulate conversation between individuals from different backgrounds. The scene was set with a presentation of Judith Maxwell's background paper followed by responses from three panelists.

### **Judith Maxwell:** *Successes, Challenges and Trends*

Community Foundations of Canada commissioned Judith Maxwell to produce a background paper for the dialogue. Judith is founder, former CEO and now a Research Fellow at Canadian Policy Research Networks.

Judith emphasized the lack of preparedness for what lies ahead for our communities and our country. Although we are experiencing the "best of times" economically, we have yet to come to terms with the social, cultural, environmental, economic and political challenges facing us and how these challenges threaten a sustainable quality of life for all citizens.

The paper examines five deep structural changes which have gained momentum over the decades – competition and inequality, new patterns of human settlement, a widening cultural gap, emerging resource constraints, and shifting political structures and policy trends. These changes have resulted in immense pressures for society.

Participants were challenged to think differently about communities and how a whole community needs to come together to solve a problem. The importance of focusing on common goals brings us to the challenge of leadership and no one actor – government, community foundations, business, non-profit organizations – can do the job on its own. Community-wide coalitions are a way forward.

Judith talked about a different kind of leadership – collective leadership – a form of leadership that exists within groups (work teams, communities, neighbourhoods) and involves facilitating participation, understanding divergent perspectives and drawing upon the collective wisdom of the group. Dialogue and deliberation are essential components to collective leadership – to identify a common purpose and to mobilize energy and commitment. Dialogue is an opportunity for public learning and careful listening, building the trust and respect needed to move forward.

*The old answers do not fit the new questions and challenges, so all of us who care about building and renewing community must begin with the premise that this is the biggest job in town and no one sector, no one government, no one industry, can mobilize citizens... to create the new community, the inclusive community that embraces all its people."*

**Frances Hesselbein**

*"look around the room and think about who is missing – how representative are we of our changing world"*

*"communities must have a common table with real resources and organizations behind it that can direct and broker action on community determined priorities"*

*"the value of being connected to people and committees who are keen to make a difference"*

## FURTHER PERSPECTIVES: *Guest Panelists*

**Verlyn Francis**, a lawyer by profession, champions solutions to violence among black youth in Toronto. Verlyn described what 2017 could look like with our rich ethnic diversity – music, food, and human capital – being valued and integrated into communities. We talk about our rich ethnic diversity but in reality we have a widening cultural divide. She challenged participants to “look around the room and think about who is missing – how representative are we of our changing world”. She expressed concern about the ‘colourization’ of work and the impact of the younger generation of immigrants witnessing the underemployment of their educated parents – for example Toronto has the most educated taxi drivers in the world. Communities know who their leaders are and we need to step in and offer help and encouragement. Leadership is often just listening.

**Mike Lewis**, with extensive experience in community economic development (locally rooted, locally owned businesses), reminded participants that we know a lot about what communities need. We also know that “communities must have a common table with real resources and organizations behind it that can direct and broker action on community determined priorities”. There are many successful community initiatives to draw from – no need to reinvent the wheel. He emphasized the importance of thinking about the value of locally rooted and owned businesses, of ways to move more deeply into communities to reach people and that leadership requires resources in order to be sustainable. He reinforced Judith’s point that the capacity of communities to act together is ever more important.

**Ross McNichol**, who manages an accounting and tax practice, is Chair of the Board of Directors for The Calgary Foundation. Ross talked about “the value of being connected to people and committees who are keen to make a difference” and that once people have felt a part of the solution, their commitment is solid. It is important to encourage the development of grassroots solutions; often we live in such silos that we don’t even know our neighbours. Ross also referred to the competitive pressures of our economy which often place employers and employees in the middle of change and conflict.

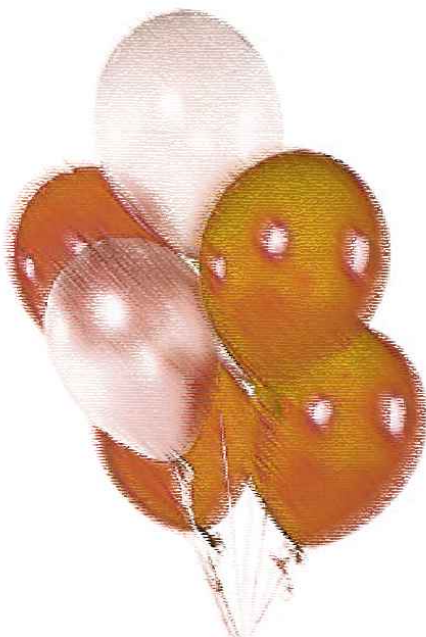


## Theme Areas

Following the presentations, participants were asked to reflect on what they heard and identify emergent themes, issues and questions about the future leadership needs of communities in Canada. Each table was to capture key points from their discussion and “float the ideas” attached to balloons at their table. True to the spirit of communities, a level of chaos was evident with the energy being released by the balloons - some becoming free floating, others dissipating, and still a number rising to the occasion, but within reach of the tables.

Late into the evening the facilitators distilled the impassioned “reflections and questions” into the following nine themes which formed the basis for dialogue the next day.

- **Understanding personal and collective responsibilities**
- **Integrating an inclusive approach to addressing the issues**
- **Fostering the kinds of leadership required by communities**
- **Building successful collaborations, coalitions, and partnerships**
- **Increasing resources and building a bigger pie**
- **Creating a “tipping point” and defining success**
- **Balancing our social and environmental goals with economic goals**
- **Moving to real change**
- **Unleashing the full potential of community foundations**



*"The shared meaning that comes out of true dialogue is what holds people and societies together."*

**Participant,  
Calgary Dialogue**

*The dialogue was described by many as the "best conversation I have had in years."*

**Participants,  
Calgary Dialogue**

## *Building on the Themes*

On the second day participants gathered in a community setting, *La Joie de Vivre*. It is a non-profit organization that provides employment opportunities by establishing a number of community businesses including a theatre company and a catering and meeting venue.

The facilitators guided participants through a "World Café" process. Each person self-selected one of the nine themes, met in small groups around a flip-chart and started a conversation to add their thoughts, reactions, and suggestions, building on the comments from the previous evening. They were encouraged to model the true principles of dialogue: listening to each other and delving deeper for a new understanding and insight to emerge.

Individuals participated in three different theme areas and the high pitched buzz from the conversations reflected the animated level of engagement. The number of flip chart pages grew with the conversations.

The dialogue around each of the nine theme areas is summarized with concrete suggestions, probing questions and advice for community foundations. Conversations will continue - please see Next Steps.



**THEME # 1:**

*Understanding personal and collective responsibilities*

Many of us are fortunate enough to engage in the benefits of our society with a certain level of consumerism and comfort, but what are the responsibilities that accompany this position? How do we engage others in conversations about the critical collective values that are important to society as a whole? Whose responsibility is it to feed hungry children? How can we incorporate the Medicine Wheel, a major symbol of peaceful interaction representing harmony and connections?

It is often difficult to truly understand the issues facing communities, particularly as the only source of information may be the media's 30-second sound bites that frequently arouse fears of other people rather than understanding. Yet, personal stories can be a powerful tool, rooted in reality, full of hope and which can 'touch' people and foster understanding.

**Advice for Community Foundations**

Find ways to use the power of personal stories to help citizens and the public understand their personal and collective responsibilities to community.

*"Visions need to be created at the local community level."*

**Participant,  
Calgary Dialogue**

*"How do we identify what unites us versus what divides us? What will build trust between people?"*

**Participant,  
Calgary Dialogue**

**THEME # 2:**

*An inclusive approach in addressing the issues*

The language of diversity, inclusion and accessibility reflect a new way of being representative of and integrated with your community. What does diversity mean and why is it important? We know that moving from language to action is challenging. How do we engage immigrants, aboriginal people, youth and individuals on low income in meaningful ways?

The dialogue emphasized that organizations must take the time to focus on expanding their networks, searching for and asking people from diverse communities to be involved.

**Advice for Community Foundations**

Through tools and workshops, Community Foundations of Canada supports its members in developing diverse and inclusive organizations. Continue and deepen this work.

*"How do we create opportunities for people to take part in the process?"*

**Participant,  
Calgary Dialogue**



**THEME # 3:***Fostering the kinds of leadership communities need*

*"Leadership is jazz.  
Leaders play their parts  
at different times in  
the music."*

**Participant,  
Calgary Dialogue**

Participants shared very pointed descriptions of leadership. It is about listening, about dialogue which leads to ideas which leads to inspiration which leads to action to strengthen community. Leadership is proactive, building bridges before they are needed. Leadership starts from a deeply held conviction and a motivation for action. It is seeing crisis as an opportunity. Leadership and taking risk are interconnected.

An emerging perspective on leadership is that it is collective, often described by many as collaborative, shared, inclusive, or cooperative. Its emphasis is on participation and shared ownership. It is not I, but we. The challenge is to understand the skills required to inspire a new, shared vision of leadership in communities.

Leadership is getting the right people into the dialogue. But are we "unlocking" the full potential of the "hidden leaders" or non-traditional leaders in our communities. How do we develop and support grassroots leadership?

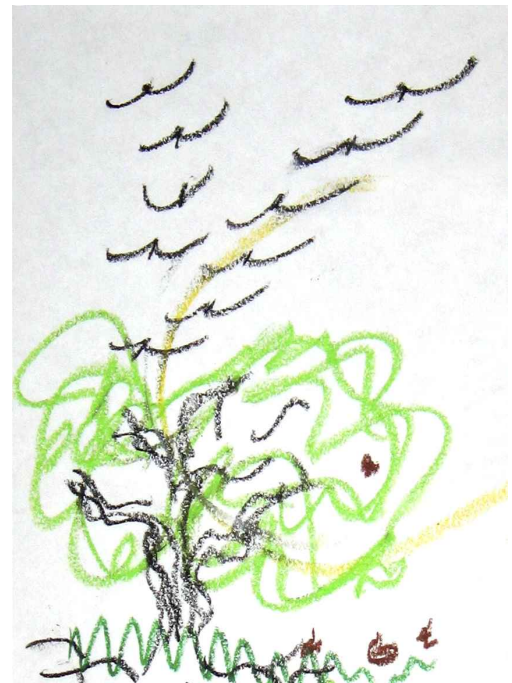
Is the focus creating leaders or creating an environment that creates leaders? Non-profit boards and executive directors would welcome support to foster community leadership. What is the role of funders? Can community leadership be taught?

*"When the lead goose  
tires, it rotates to the rear  
- Sharing leadership  
allows us to take turns  
doing the hard work and  
provides opportunities to  
use each other's skills,  
capabilities and  
resources."*

**Author Unknown**

### **Advice for Community Foundations**

Community foundations themselves must demonstrate the objective, inclusive and trusted leadership required for successful communities. They can foster and support local leaders by bringing people together and working to break down barriers. Investing time and money in fostering and supporting leaders in the community is a key role for community foundations.



**THEME # 4:**

*Building successful collaborations, coalitions, and partnerships*

Collaboration is built on a foundation of personal responsibility and drawing from past and present relationships. A major strength of collaboration is bringing sectors of the community together with their different mindsets and capacities to both the issues and action. Who initiates and supports collaborations? What is the role of the different sectors – government, community, non-profit and business? How do we leverage their resources, networks and people?

Partnerships and collaborations can be short term or long term and they can be expensive because they require time and resources. How do we empower organizations to actively lead or participate in collaborations? How do we ensure Boards of Directors understand the value of collaboration? How can partners cover the costs associated with developing and sustaining collaborations and partnerships? Are we using technology to its full potential with collaboration, networking and relationship building?

Celebrate collaborations. Focus on practices that bring current networks and relationships together. Learn more about the conditions precipitating successful collaborations – the triggers that enable people and communities to come together such as an external threat, a crisis, or an opportunity.

**Advice for Community Foundations**

Community foundations can encourage and fund collaborations and incubate new collaborative initiatives with other funders such as United Ways.

*"One of the biggest challenges in solving community issues is risk-taking, for example, risking a dialogue even if a solution is not yet evident."*

**Participant,  
Calgary Dialogue**

*"We need a better reward system around collaboration. We all come with skills and strengths. Sharing these is not always recognized, rewarded and celebrated."*

**Participant,  
Calgary Dialogue**



**THEME # 5:***Increasing resources and building a bigger pie*

*"Policies and frameworks that are needed at the federal government level are also important for us moving forward with communities."*

**Participant,  
Calgary Dialogue**

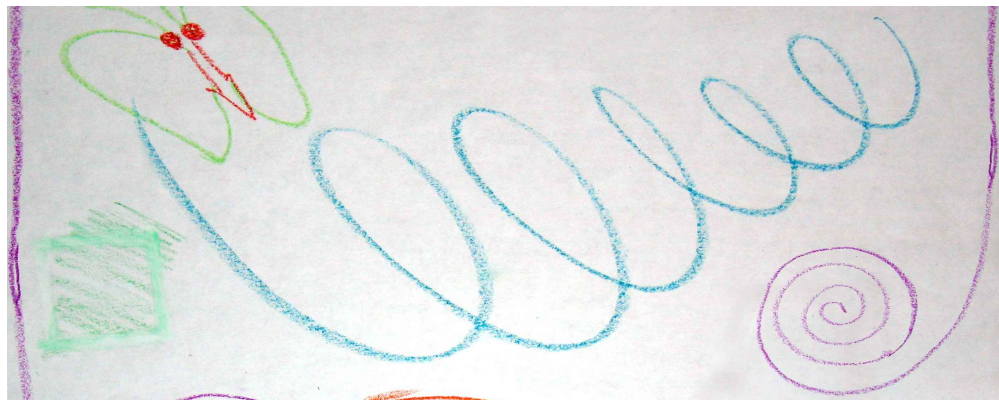
Community efforts need financial and human resources to be effective and sustainable. Financial resources are self-explanatory, but human resources mean the capacity to involve people in developing and promoting creative ideas and initiatives.

Some funders think there are adequate financial resources to support community initiatives but this is not the reality of the non-profit sector. This is particularly evident with small organizations whose capacity to raise funds is not as significant as organizations with large capital campaigns. In addition, the paperwork required by government and non-government funders is a burden for all members of the sector.

The environment is not easy for funders either. Multiple and competing claims for resources require difficult decisions and many funders are reluctant to offer multi-year funding despite the growing recognition from best practices. Can new financial resources be developed through strengthened engagement of the private and public sectors?

**Advice for Community Foundations**

Community foundations are encouraged to think about how to use existing financial assets more strategically and for greater impact. Community foundations are well positioned to leverage other human and financial resources.



**THEME # 6:**

*Creating a "tipping point" and defining success*

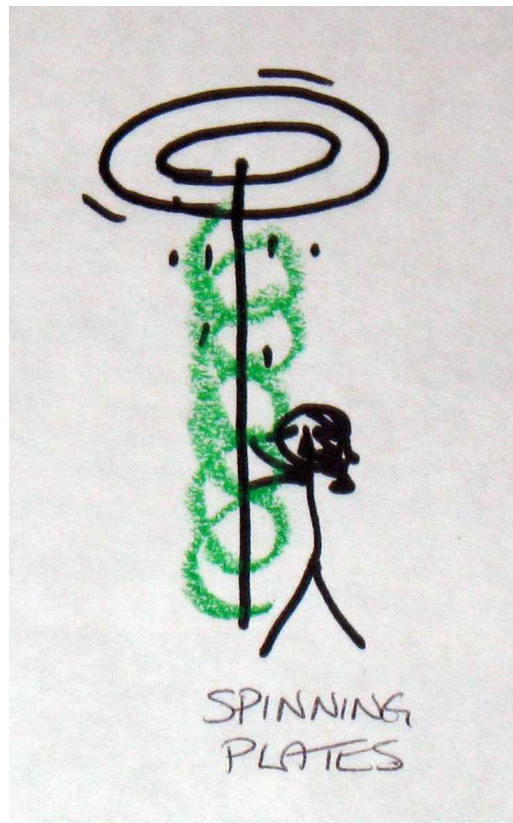
A "tipping point" for community action is the catalyst for action, whether it is a crisis such as environmental disaster or an opportunity to understand more about your community such as with CFC's Vital Signs.

What will mobilize a community? How will success be defined and by whom? How will it be communicated to the public in a way that is understood? Coalitions involving all sectors and creating their own solutions is one clear measure of success. What are other measures of success?

Learning from the success of others was emphasized throughout the dialogue. Many communities both within Canada and internationally have successfully struggled with similar issues through new models of thinking, acting and engaging their community.

**Advice for Community Foundations**

CFC's continuing work with its members on areas such as diversity, Vital Signs, social justice, and the environment are opportunities to foster dialogue within the broader community.



*"It takes no great insight to realize that we have no choice but to think together, ponder together, in groups and communities. The question is how to do this. How to come together and think and hear each other in order to touch and be touched by the intelligence we need?"*

**Jacob Needleman**

*"The community of Hamilton defines success as no child still living in poverty."*

**Participant,  
Calgary Dialogue**



*"Levers we can use - the triple bottom line - social, economic, and environmental."*

**Participant,  
Calgary Dialogue**

*"Influence is like capital, you have to spend it wisely."*

**Participant,  
Calgary Dialogue**

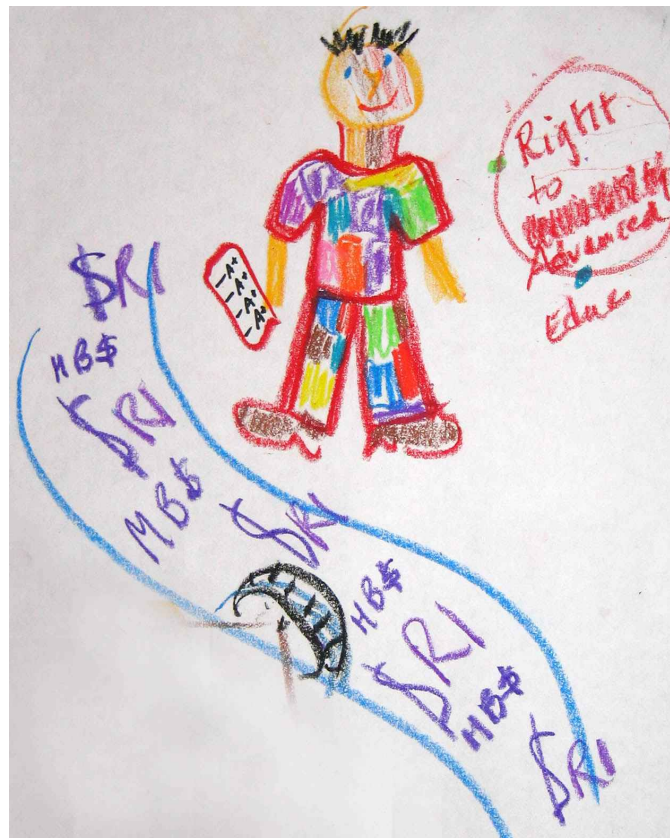
## THEME # 7:

### *Balancing our social and environmental goals with economic goals*

What would convince General Motors and Ford to advocate for better land use, less smog and less commuting? Can we maintain our standard of living without sacrificing social and environmental objectives? How can communities find the balance in their economic, social, cultural and environmental goals? These are difficult questions to answer but a conversation that would be beneficial to communities. Dialogue promotes collaborations, rather than silos. Education, awareness, and common language will help with the dialogue process as would an inclusive approach including the involvement of youth.

### Advice for Community Foundations

Community foundations can leverage resources and influence to promote the triple bottom line in addressing community issues, whether it is bringing business to the table, recruiting donors to fund more sustainable approaches or engaging youth. The watershed work with Lake Winnipeg illustrates ways community foundations can be proactive in their actions.



## THEME # 8: *Moving to real change*

How do we think and act differently to bring about lasting change in our communities? There are many barriers to overcome including lack of information and knowledge, lack of time to reflect, fear and hesitancy of the unknown or of making mistakes, and loss of control. Additionally, change takes time and money.

Change requires champions, an active cultivation of new leadership. It also means knowing the community - spending time with different people and parts of the community. Validating and valuing the knowledge that communities have of their own issues is of paramount importance, rather than having policies and programs developed in isolation.

Issues in communities are interconnected but they are also national in scope, shared by many communities across the country. Dialogue, sharing and drawing more people into the circle will move ideas and solutions across the country and across silos.

### Advice for Community Foundations

Community foundations are well positioned to demonstrate change. They can reflect commitment to change through their governance structure, their organizational operation and through their relationship with communities. For example, taking risks in their grantmaking and convening roles acknowledges that one of the biggest challenges in solving community issues is risk-taking where a solution or clear results are not easily predicted.

*"Every so often I feel as birds must before their first migration - a gut instinct that something is wrong where they are, a strong sense that they must now go where they have never gone before."*

**Andy Goldsworthy**



**THEME # 9:***Unleashing the full potential of community foundations*

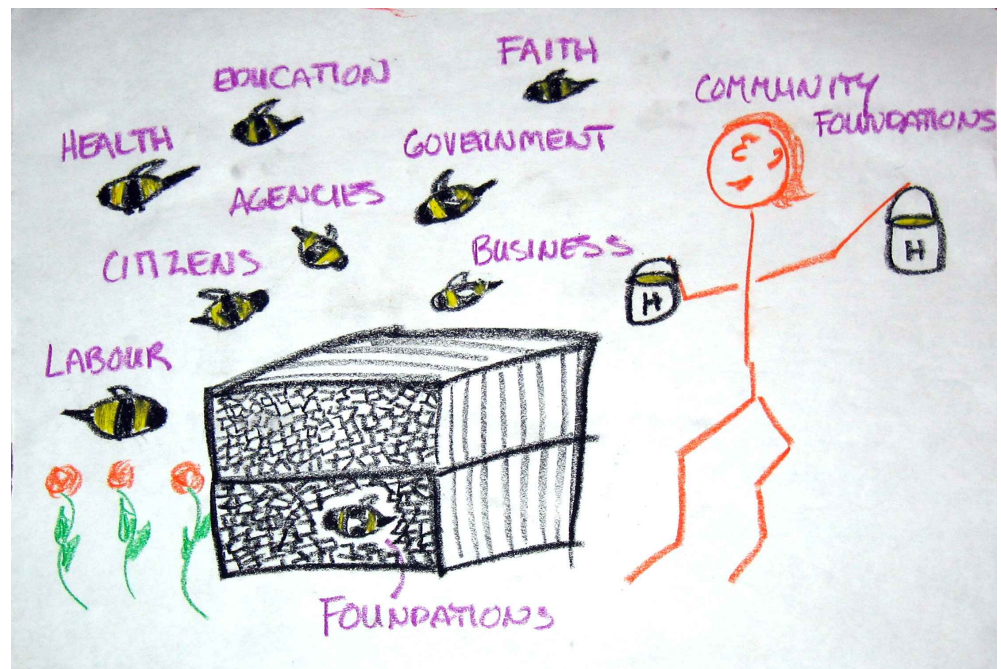
It is estimated that in a few years the community foundation movement will have over \$5 billion in capital. Are the assets being used efficiently, sustainably, and effectively? Community foundations mostly give small grants and often for “new” initiatives, which have trouble finding sustainable sources of funding. Can community foundations use their financial assets more strategically and for greater impact?

*“It is not about building our assets but building assets to build communities.”*

**Participant,  
Calgary Dialogue**

**Advice for Community Foundations**

Community foundations have more than financial assets to offer their communities. Community foundations can be vital links in leading the renewal of communities to meet the urgency of issues. They have access to both powerful and grassroots parts of the community because of their relationships; the shift beyond grant-making to using these influencers can be pro-active. Community foundations can play an important role in “surfacing issues”, in bringing people together, between sectors and even within a sector. There are many excellent examples of community foundations participating in collaborative leadership efforts but more can be done. Fostering “dialogue” is essential.



## VISIONS OF THE FUTURE

Moving from the focus on themes to creating a common understanding for future actions, participants were guided through a “future stories” process to personally visualize communities ten years forward. Led by the facilitator’s calming narrative, participants were to imagine that all collective and diverse hopes and dreams for communities had been realized. They were instructed to look back and consider what happened to create these successes – the partners, first steps, milestones, turning points, and their own contribution. Following this, each small group was asked to co-create a picture that expressed the quality and essence of their visions and the essential ingredients.

In a wonderfully creative and often humorous way many images – some literal and others using metaphors - portrayed the complexity of enhancing leadership in communities: involving more people, keeping the momentum going, facilitating actions, balancing needs and being aware of what is around you. The images included:

- **Infusion** – getting into the water supply and seeing what steams out of the tea kettle.
- **Flock of Geese** where the leaders continually change
- **The “bank” of today linked to the “bank” of tomorrow** through the bridge of capacity with pillars of collaboration, leadership, resources, and tipping points.
- **Concentric circles** where the goal is to keep moving out as we involve more people, resulting in the cornucopia (horn of plenty) getting bigger and bigger.
- **Spinning plates** where “our” role is to keep infusing energy into the system which keeps the plates spinning.
- **Community foundations as beekeepers** facilitating the honey making process with worker bees representing all sectors – citizens, agencies, faith, government, labour, and business.
- **Quilted clothes on an individual** reflecting the handiwork involved in “knitting” things together. The river running alongside is a reminder of our need to work in harmony with nature.
- **Circle of life** where you walk the same path but see something new each time.
- **Canoeing on the river** where you need to pay attention to who is in the canoe, agree with how and where you are going and recognize what you can’t control like weather and water.

*“We start life as dependant human beings. We become independent. We evolve to interdependence.”*

**Participant,  
Calgary Dialogue**

*“How can we take this wonderful sense of collaboration and insight back to work, amidst the barriers.”*

**Participant,  
Calgary Dialogue**



*The history of most community organizing and great social change movements can be traced back to... conversations among friends and strangers who discovered a shared sense of what was important to them.*

**Margaret Wheatley and Myron Kellner-Rogers**

*"Great ideas were shared today. Different collaborations were started - every lead should be followed up and we need a place to share results."*

**Participants, Calgary Dialogue**

## NEXT STEPS FROM CALGARY DIALOGUE

### *Continue the dialogue, broaden the links and share the learnings*

The Dialogue reflected the concern for the future of communities in Canada and the urgency for building the leadership capacity of communities to respond to their challenges. Participants stressed that opportunities for dialogue continue, that collaborative leadership work is essential for building stronger communities and that there is much to learn from the experiences of others. Bridges can be built among organizations and networks on a national and local level including Community Foundations, United Ways, Chambers of Commerce, Vibrant Communities and Community Leadership Networks.

All participants recognized their role in continuing the dialogue and the commitment was encouraging. Many agreed to continue the conversations they started with each other and there was an overall willingness to be involved in future efforts with Community Foundations of Canada.

Community Foundations of Canada recognizes that many critical questions still need to be answered including: How to take this insight back to communities? How to tap the human resources in communities? And how to incorporate the triple bottom line— social, economic and environmental? Community Foundations of Canada has already moved to consider next steps to continue the momentum of Leadership for Canada's Changing Communities and has committed to:

1. Broadly circulating this report on the Dialogue and the background paper by Judith Maxwell and actively involving their board of directors and member community foundations in continuing this most important work.
2. Launching an on-line discussion to continue the conversation on Leadership for Canada's Changing Communities. The questions on the next page will start the dialogue.
3. Bringing together, in the fall of 2007, Board members and CEO's of the largest Canadian community foundations to focus on leadership.
4. Developing joint efforts with networks like United Way and the Human Resources Council for the Voluntary and Non-Profit Sector.
5. Exploring socially responsible investing (SRI), program-related investing (PRI) and other strategies to maximize the impact of the financial resources of community foundations and better align investment strategies with mission.
6. Developing resources to assist community foundations in strengthening community leadership.
7. Launching a review of CFC's governance structure to ensure it meets the highest standard of values-based governance and leadership.

## CONTRIBUTING TO THE DIALOGUE

CFC wants to know how your thoughts have evolved since Calgary, if you were there and your reaction to the ideas in this paper and the background paper if you were not a participant. We invite you to contribute to the conversation in an online discussion – go to <http://www.cfc-fcc.ca> and click on to **Leadership for Canada's Changing Communities**. We welcome your response to the following questions - that in turn will challenge and inspire others to contribute to the conversation:



1. The background paper by Judith Maxwell and this report on the Calgary Dialogue reflect the concern for the future of communities in Canada and the urgency for building the leadership capacity of communities to respond to their challenges.

***What do you envision as the leadership requirements for Canada's changing communities?***

2. Judith Maxwell argues that the ability of communities to respond to their challenges in meaningful ways for all citizens is influenced by the quality of collective leadership – the capacity of people to work together and to collaborate with institutions.

***What does collective leadership look like in your community? What is your role and how could you contribute differently?***

3. Change is about what steps each of us will take. We participate in conversations about changes needed in our communities, some of which hold promise for new initiatives, both individually and in partnership with others. This was certainly evident at the Calgary Dialogue.

***How do we follow through on these inspirations for change? What has changed for you or your organization as a result of the Calgary dialogue?***

4. There are many strong organizations (including community foundations) supporting change in our communities by working in partnership with others, convening around community priorities, and conducting research. There is an element of risk-taking in driving change, as the process is often chaotic and the results unpredictable. Risk-taking requires courage and a willingness to make mistakes.

***How can community foundations (or other organizations and institutions) take the risks that our communities require?***

## *List of Participants*

Rusty Baillie, Chief Executive Officer, Community Foundation of Oakville  
Roger J. Beauchemin, Executive Vice President, Managing Director & Chief Operating Officer, McLean Budden  
Alex Brown, Vice President, The Kitchener and Waterloo Community Foundation  
Arthur Bull, Executive Director, Saltwater Network  
Vickie Cammack, Executive Director, PLAN Institute for Caring Citizenship  
Rita Chahal, Executive Director, Women in Media Foundation  
Mark Chamberlain, Chair, Hamilton Community Foundation  
Dennis Chubb, Co-chair, Canadian Community Leadership Network  
Dennis Deters, Senior Vice President, Member and Corporate Relations and Planning, The Co-operators  
Peter Faid, Community Services Consulting Limited  
Libby Fowler, Chief Executive Officer, London Community Foundation  
Verlyn Francis, Law Office of Verlyn F. Francis  
Eva Friesen, President and Chief Executive Officer, The Calgary Foundation  
Rick Frost, Chief Executive Officer, The Winnipeg Foundation and Chair of Community Foundations of Canada  
Martin Garber-Conrad, President and Chief Executive Officer, Edmonton Community Foundation  
Vicki Grant, Board Member, Temagami Community Foundation  
Barbara Grantham, Senior Advisor, Community Leadership, Vancouver Foundation  
Jim Gray, Chair, Canada West Foundation  
Elizabeth Gorla, Elizabeth Gorla (Consulting)  
Marilyn Hamilton, Chair, Abbotsford Community Foundation  
Paul Harris, Board Member, Red Deer and District Community Foundation  
Al Hatton, President and Chief Executive Officer, United Way of Canada/Centraide Canada  
Kelly Hawke Baxter, Executive Director, The Natural Step Canada  
Anita Hayes, Executive Director, Foundation for Rural Living  
Wayne Helgason, Executive Director, Winnipeg Social Planning Council, and Chair of Canadian Council on Social Development  
Stephen Huddart, Vice President, J.W. McConnell Family Foundation  
Martin Itzkow, Managing Director, Leadership Winnipeg  
Ramona Johnston, Manager, Vibrant Communities Calgary  
Sol Kasimer, National Advisor, The Learning Partnership  
Mike Lewis, Executive Director, Centre for Community Enterprise  
Kerry Longpré, Director, Marketing and Communications, The Calgary Foundation  
Ian Mass, Executive Director, Vancity Community Foundation

Judith Maxwell, Research Fellow, Canadian Policy Research Networks  
Hugh Maynard, Past Chair, Québec Community Groups Network  
Barbara McInnes, President and Chief Executive Officer, Community Foundation of Ottawa  
Carolyn Milne, President and Chief Executive Officer, Hamilton Community Foundation  
Sara Mudge, Board Member, Greater Saint John Community Foundation and Fusion Saint John  
Liz Palmieri, Executive Director, Niagara Region Community Foundation  
Ruth Ramsden-Wood, President, United Way of Calgary and Area  
Grant Rasmussen, President and Chief Executive Officer, UBS Bank (Canada)  
Sandra Richardson, President and Chief Executive Officer, The Victoria Foundation  
David Sadler, Founding Member, Vancouver Foundation's Youth Council  
Susan Scotti, Assistant Deputy Minister, Social Development Canada  
Harvey Secter, Dean of Law, University of Manitoba  
Keith Seel, Director, Mount Royal College Institute for Nonprofit Studies  
Anne Smith, President and Chief Executive Officer, United Way of Alberta Capital Region  
Christopher Smith, Acting Chief Executive Officer, Muttart Foundation  
Rosemary Smith, Executive Director, Kitchener & Waterloo Community Foundation  
Georgina Steinsky Schwartz, President and Chief Executive Officer, Imagine Canada  
Michael Stephens, Co-founder and past Director, Centre for Community Organizations, (COCO)  
Coro Strandberg, Principal, Strandberg Consulting  
Anne Swarbrick, President and Chief Executive Officer, Toronto Community Foundation  
Lynne Toupin, Executive Director, Human Resources Council for the Voluntary and Non-Profit Sector  
Amal Umar, Board Member, The Calgary Foundation  
Janice Wing, Executive Director, Red Deer and District Community Foundation  
Bill Young, President, Social Capital Partners

### **Community Foundations of Canada**

Milly Baino, Executive Assistant  
Deborah Bartlett, Regional Coordinator, Alberta, Saskatchewan and NWT  
Jane Humphries, Director of Organization and Professional Development  
Betsy Martin, Senior Advisor and Program Consultant  
Monica Patten, President and Chief Executive Officer  
Cathy Wright, Regional Coordinator, Atlantic Provinces