

WHAT'S NEXT *for* COMMUNITY PHILANTHROPY



Notes on the Canadian Landscape

JUNE 2014

WHAT'S NEXT FOR COMMUNITY PHILANTHROPY: Notes on the Canadian Landscape

This document is intended as an addendum to the core toolkit of the What's Next for Community Philanthropy initiative. To learn more about the What's Next tools, please visit www.monitorinstitute.com/communityphilanthropy.

A unified North American perspective

The *What's Next for Community Philanthropy* initiative has been an 18-month-long innovation and design process designed to help community foundations understand how the world is changing around them and creatively imagine new and better ways to serve their communities within this shifting context. The initiative originated in the United States and explored how U.S. community foundations are adapting to changing community needs by experimenting with new approaches and new roles. With support from Community Foundations of Canada, the *What's Next* initiative has been able to extend its inquiry into Canada as well, exploring the full range of innovation in community philanthropy occurring across both countries.

The research in Canada made one thing abundantly clear: while Canadian community foundations are fewer in number and smaller in size relative to their U.S. counterparts, innovation in community philanthropy clearly doesn't stop at the national border.

Consider just a few of the innovations now emerging from Canadian community foundations. Vital Signs, which the Toronto Community Foundation pioneered, has spread south of the border, with a number of community foundations from Wisconsin to Florida using a similar approach to conduct a regular checkup of their communities. On environmental issues, the Clayoquot Biosphere Trust stretches the definition of what a community foundation can be by exploring how it can help the local community live in harmony as part of a flourishing environmental ecosystem. In the field of impact investing, many Canadian community foundations are forging new paths, as the Edmonton Community Foundation has with its support for the Social Enterprise Fund; the Hamilton Community Foundation, with its decision to dedicate 25 percent of its entire endowment to impact investments; and several Canadian community foundations, which have pooled their resources to help launch the Community Forward Fund to assist Canadian nonprofits with their financing.

Many of these innovations are emerging in response to the same large, global trends that are driving innovation in communities south of the border. Yet despite the fact that the two countries are each other's largest trading partner and 90 percent of Canadians live within 200 kilometers of the United States,¹ too often the border is not as permeable as it could be with respect to new approaches in community philanthropy.

With that observation in mind, Canadian research findings have been deliberately woven into the core of the *What's Next for Community Philanthropy* toolkit—a set of interconnected essays, exercises, and provocations that aim to push the thinking of community philanthropy organizations in both countries. Throughout the materials, for example, short case studies from Canadian community foundations are shared as “bright spots”—stories of innovation that stand out in the community philanthropy field—alongside those from U.S. community foundations. The goal is to foster two-way learning and to help community foundations share information and ideas across traditional boundaries.

But in studying community foundations in both the United States and Canada, some important differences also emerged. These “*Notes on the Canadian Landscape*” are meant to highlight the key areas where community philanthropy in the United States and Canada diverge—and to explore the challenges and opportunities that may result from these differences.

Differences across the border

Canadian society differs from that of the United States in many ways. Rather than attempting to catalog all these distinctions, however, this document aims to surface and explore just a handful of the most important distinguishing characteristics that are particularly relevant to community foundations. These critical distinctions tend to fall into three broad categories: **Philanthropy**, **Government**, and **Demographics**. On the pages that follow, this document will explore each of these areas in turn.

Philanthropy

Philanthropy in Canada has evolved quite differently from the field in the United States. Private philanthropy has traditionally played a relatively larger role in civil society in the United States relative to Canada, where federal and provincial governments have typically been more central to meeting the needs of local residents. However, as the Canadian government's roles and responsibilities shift in the coming years, it is quite likely that philanthropy will begin to play a larger role in Canada as well.

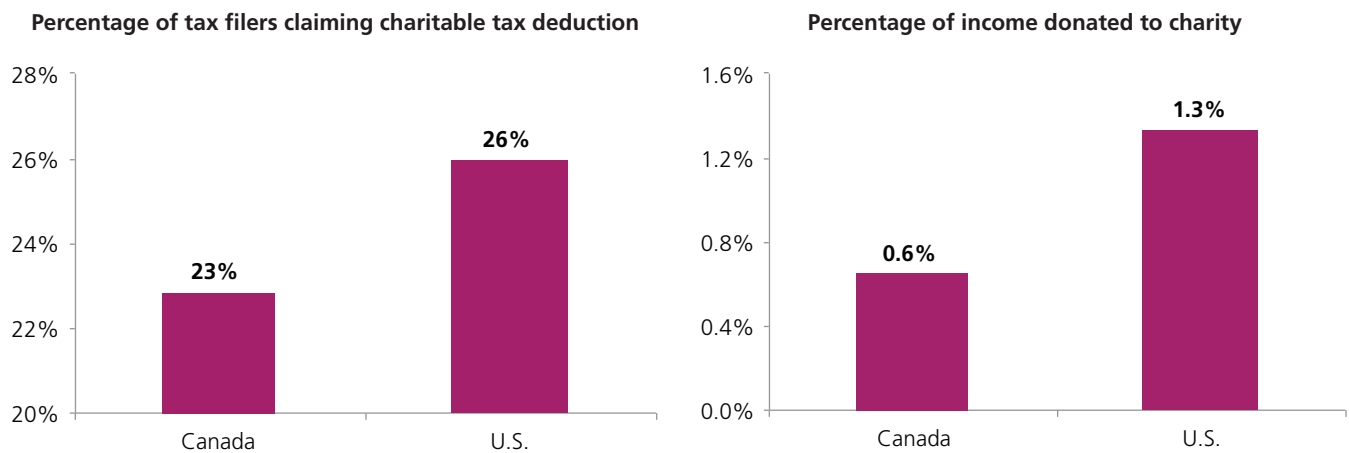
Within this broader context, Canadian community philanthropy is evolving differently from the U.S. field in three notable ways: (1) a less pronounced **culture of giving**, (2) a different set of legal **regulations** regarding what the Canadian social sector can and cannot do, and (3) a changing **landscape of options for donors** who wish to give.

The Canadian culture of giving

While, historically, Canadians have given proportionally less to charity than Americans (see Exhibit 1), there is reason to believe that new efforts to promote giving in Canada may begin to remedy these figures. In 2013, the federal government announced the First-Time Donor's Super Credit to spur new or lapsed donors to give. Through 2017, these donors can receive an additional 25 percent charitable tax credit up to \$1,000.²

And accompanying these financial incentives, public leaders across Canada have begun to spread strong messages about the importance of giving in Canadian society. Governor General David Johnston has called on all Canadians to help build a smarter and more caring nation through giving, and the recently established Rideau Hall Foundation has catalyzed this momentum into a public campaign called "My Giving Moment." Meanwhile, the recent national advertising campaign led by Community Foundations of Canada represents another very visible attempt to educate the public about philanthropy and community foundations.

Exhibit 1: Canadian and American Giving³



The confluence of these efforts presents a unique opening for Canadian community foundations to engage the public in philanthropy in new ways. One new approach, Random Act of Kindness Day, which began at The Kitchener and Waterloo Community Foundation in 2008, encourages acts of philanthropy, as small as buying someone a cup of hot chocolate or as large as making a donation to a local charity, that get many in the community involved in giving. For community foundations with fewer staff or financial resources, the program can be implemented largely with volunteers and other organizations in the community. The Fredericton Community Foundation, for example, bought small pieces of chocolate and business cards explaining that the recipient should "pass along" an act of kindness. It partnered with local businesses and schools, which were eager to participate, and watched as the cards shuttled from person to person. Other community foundations have developed strategies to ensure that philanthropy is accessible to the entire community. At The Winnipeg Foundation, for instance, the median gift size is just \$100, and the Foundation has built systems, products, and funds to accommodate this type of smaller gift.

While community foundations in both the United States and Canada often try to promote charitable giving, the coordination and widespread visibility of the movement now under way in Canada shows particular promise.

Different, and often more, restrictions on giving

While a detailed review of Canadian tax law is well beyond the scope of this document, it is clear that Canadian community foundations face regulations that are different from and, in many cases, more limiting than those in the United States. For example, “charitable purposes” in Canada are more narrowly defined (see sidebar), giving internationally is far more restricted, giving to individuals is difficult except through scholarships, and owning or operating businesses or social enterprises is considerably more challenging than in the United States.

And while there are real limitations on what Canadian community foundations can do, the *perception* of restrictions further exacerbates the constraints. In an article entitled “Debunking Foundation Myths,” Mark Blumberg, a partner at the law firm of Blumberg Segal LLP and editor of the Canadian charity law website www.canadiancharitylaw.ca, describes some commonly held assumptions of foundations that may unduly limit their work. Among these myths are that “only registered charities can receive gifts from foundations” and that “nonqualified donees cannot receive funding from any foundations.”⁴ Many Canadian community foundations also seem uncertain about what role they legally can play in public policy. Bill Schaper, Director of Public Policy & Community Engagement at Imagine Canada, notes that despite concerns about what is permissible, “a charity can take part in some political activities as a way of furthering its charitable purpose” and clarifies some of the guidelines in his article “The Role of Canada’s Charities in Public Policy and Advocacy.”⁵

So while Canadian community foundations do face real restrictions and regulations on their work, there are also some traditional assumptions and “orthodoxies” that may be holding the field back. Challenging these orthodoxies may not be appropriate in all cases and would likely require additional resources and effort, including greater openness to experimentation at the board level, more time to investigate new approaches at the staff level, and the possibility of additional legal fees if a foundation were to pursue nonstandard arrangements. But there is nevertheless room to explore new possibilities.

The changing landscape of options for donors

Commercial donor-advised funds—charitable accounts run by banks or investment companies—entered the U.S. market in 1991 and have fundamentally altered the landscape of community philanthropy in the country. Today in the United States, commercial donor-advised funds hold more assets than those held by community foundations, and their growth is not slowing. In aggregate, commercial players raised 50 percent more donor-advised fund assets than community foundations in 2012. This reality would have been unthinkable to many community foundations when the commercial players first entered into the U.S. market, and may prove instructive for Canadian community foundations in the years to come.

With the benefit of hindsight, many of the advantages of commercial donor-advised funds in the marketplace for U.S. donors have become clear. With their larger operations, economies of scale, and technological advantages, the commercial players were able to charge lower rates and demand lower financial minimums than the fragmented community foundation market. The banks and investment companies also had established financial relationships with donors, which made transferring assets and executing transactions more straightforward. And in some cases, commercial players could theoretically operate their charitable divisions as breakeven businesses, or even at a small loss, in order to protect their larger investment advisory relationship. With fees at these funds as low as 60 basis points and

Charitable Purposes in Canada:

Canadian foundations face a narrower and murkier understanding of what is considered “charitable” compared to community foundations in the United States. According to Philanthropic Foundations Canada, “certain purposes have been considered by the courts to be charitable under common law. They fall into four broad categories: advancement of religion, alleviation of poverty, advancement of education, other purposes beneficial to the community in a way the law regards as charitable.”

In the United States, tax-exempt purposes cover a wider range of activities, as described in the national tax code:

Exempt Purposes — United States Internal Revenue Code Section 501(c)(3)

The exempt purposes set forth in section 501(c)(3) are charitable, religious, educational, scientific, literary, testing for public safety, fostering national or international amateur sports competition, and preventing cruelty to children or animals. The term charitable is used in its generally accepted legal sense and includes relief of the poor, the distressed, or the underprivileged; advancement of religion; advancement of education or science; erecting or maintaining public buildings, monuments, or works; lessening the burdens of government; lessening neighborhood tensions; eliminating prejudice and discrimination; defending human and civil rights secured by law; and combating community deterioration and juvenile delinquency.

This broader interpretation of charitable purpose allows U.S. foundations to operate in certain spaces that Canadian funders cannot. But efforts on both sides of the border to push the respective definitions may yield new openings and possibilities in the years to come.

fund minimums as low as \$1,000, a significant number of U.S. donors opted for these lower-priced commercial alternatives, even if they didn't provide as robust a set of advisory services.

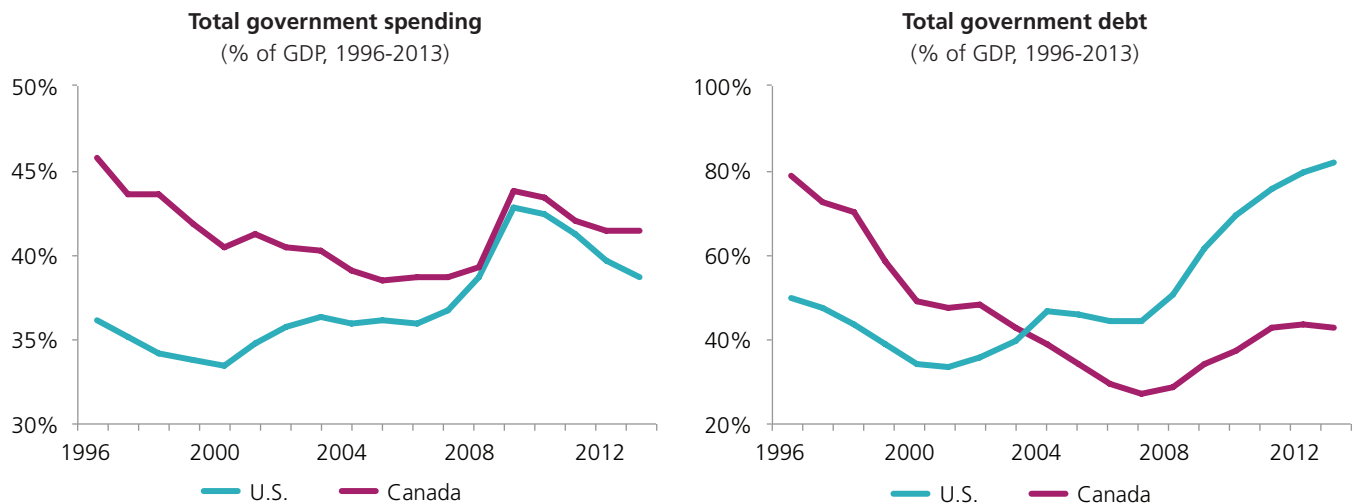
In Canada, commercial donor-advised funds didn't enter the market until 2004, and it remains unclear whether they will be as disruptive to the community foundation field as they were in the United States. However, it will be important for Canadian community foundations to pay special attention to how commercial entrants shape the donor-advised market and broader community philanthropy efforts in the coming years, especially as regulatory shifts may make it easier for commercial funds to operate. Canada's 2010 budget did away with the so-called "80/20 rule," which, in basic terms, required 80 percent of donations, even to donor-advised funds, to be used within two years or held for at least 10. The regulation changes also simplified gift-accounting requirements regarding which part of the gift was principal and which was capital gains. These changes, though seemingly insignificant, could free commercial funds from complicated monitoring and tracking and allow them to offer a simple, low-cost, low-frills product. Donors, for instance, could use a simple web interface to set up a fund, enter what percentage they'd like to give away each year and the charities to which they'd like to give, and then a back-office team, potentially across the globe, could execute and record the transactions. Such a scenario remains conjecture at this point but, today, is not out of the realm of possibility.

In the United States, some community foundations have responded to competition from charitable gift funds by moving toward "tiered" service levels—a lower fee for basic services and a higher fee or minimum fund size for more personalized recommendations. Other foundations have redoubled their community impact efforts in order to convince donors that they receive much more than a financial product when they choose community foundations. If commercial charitable gift funds begin to grow in significant ways in Canada, additional solutions such as partnerships with the commercial entities may be possible, but only if Canadian community foundations actively monitor and adapt to a potentially shifting competitive landscape.

Government

Historically, the Canadian government has played a larger role in providing social services compared to the U.S. government. In 1996, total Canadian government spending represented 46 percent of GDP, compared to just 36 percent of GDP for the United States. However, over time, the Canadian government has become more austere, reducing spending and slashing its government debt nearly in half. Conversely, spending in the United States has increased, and now the two governments actually spend a comparable percentage of GDP (see Exhibit 2).

Exhibit 2: Canadian and American Government Spending⁸



This shift in Canada, which has mirrored the trend of past fiscally conservative political movements in the United Kingdom and the United States, is having profound effects on Canadian community philanthropy by creating a perfect storm of need in the wake of the recent recession. Community services are in greater demand, government is retrenching, and foundations do not have sufficient resources to fill the gap. For Canadian community foundations, living with this daily reality will be incredibly challenging, and unfortunately there are no easy answers.

Many in Canada, however, are aware of this challenging dynamic and are actively working on creative solutions. Given long-standing relationships among sectors in Canada, there are a number of opportunities for community foundations to work together with the government to help it *do more with less*—something that many taxpayers are beginning to expect. “In retail, consumers are continually getting things bigger and cheaper than before,” says Tony Dean, former Cabinet Secretary for the province of Ontario. “But for public services, we just keep asking citizens for more money for the same product. That’s no longer credible. People feel as though they’re paying enough.”⁹

Many Canadian community foundations have already begun working with provincial and local governments to deliver better value to residents. The Victoria Foundation, for example, has worked closely with the local government for a number of years to manage and distribute public funds and is doing so at a lower cost than the government while generating positive benefit to the community. The Foundation’s Youth Education Assistance Fund, managed in partnership with the provincial government, funds bursaries for postsecondary education to youth who have been in government care. Over the last decade, it has distributed \$1 million annually.

In the field of impact investing, a number of local and provincial governments have worked with community foundations and others to invest in ventures that produce both financial and social returns. The Edmonton Community Foundation joined forces with the City of Edmonton and the United Way of the Alberta Capital Region to provide loans and other types of financial capital to area organizations that are benefiting the region. And at the provincial level, Alberta recently created a \$1 billion Social Innovation Endowment that will help to pilot and expand social innovations in the region.¹⁰

Community foundations are also sponsoring new types of research to help governments understand and explore potential approaches. For example, the London Community Foundation recently helped to seed the Poverty Research Centre in London, Ontario, which will use traditional research and user-centered design techniques to better understand and respond to poverty in the region. If successful, “citizens will be more articulate in voicing their concerns to elected officials; agencies will have deeper data sets in assessing program priorities; and funders will be better able to set priorities to assign scarce resources,” notes Ross Fair, a volunteer member of the Centre’s Task Force.¹¹

And Canadian community foundations may also have new opportunities to help local governments explore ways to provide similar levels of public service at a lower cost through “disruptive innovation.” As explained by Clayton Christensen, the author of the best-selling book *The Innovator’s Dilemma*, disruptive innovation often starts as a not-as-good but cheaper alternative to current goods and services, but that quickly eclipses them. Digital cameras were once far inferior to film cameras, and digital streaming film services had a worse picture quality than the DVDs that one could rent from video stores; although both started as cheaper alternatives, they each outgrew their analog models.

There may be new openings for governments around the world to benefit from this type of disruptive innovation in programs like health, education, and even incarceration.¹² But because governments often face real restrictions on what they are able to do on their own, there may be real opportunities for Canadian community foundations to use their assets, both financial and nonfinancial, to play a role in creating disruptive public innovations. One could imagine a community foundation convening government, private and social sector innovators to explore issues and new solutions that weren’t possible just five or 10 years ago, or a community foundation working with registered charities or others to create pilots programs for delivering disruptive services.

While not every provincial and local government will be receptive to forming new ways of working with the social sector, some are making big splashes in this area. If this trend continues and expands, it will be important for Canadian community foundations to explore what new relationships and roles are possible and appropriate between the public and social sectors in their communities.

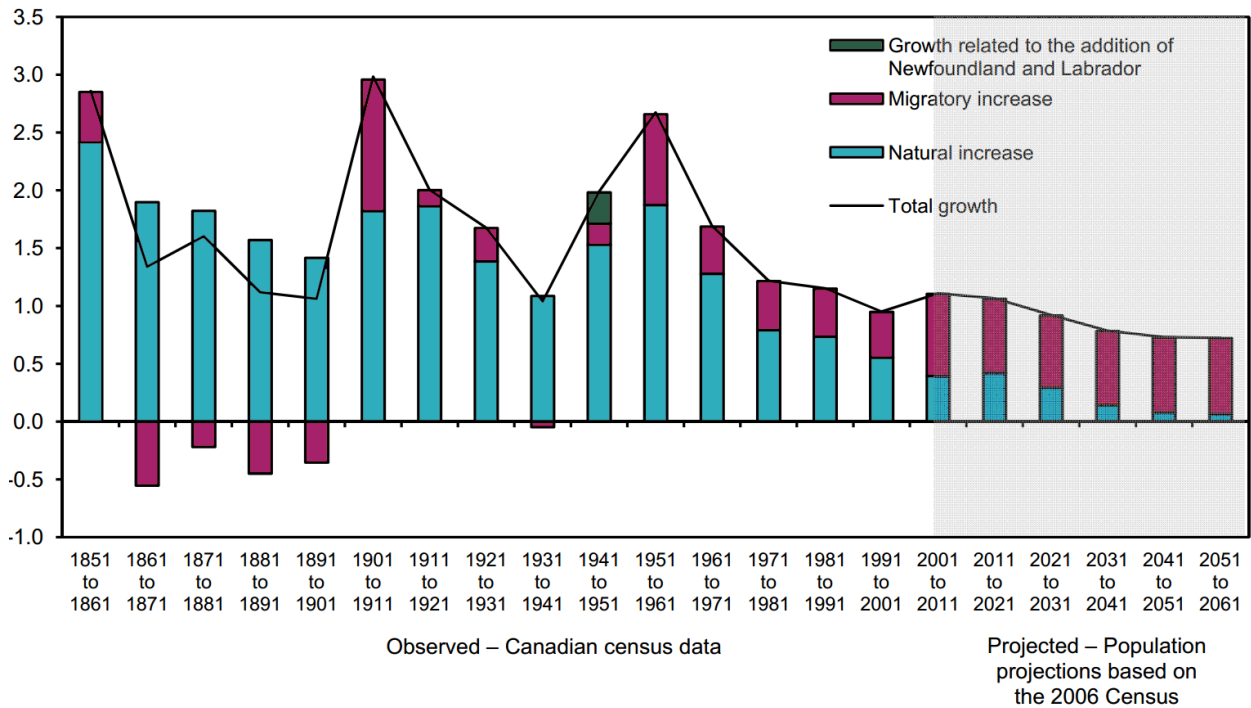
Demographics

Many of the large-scale demographic shifts now occurring in the United States will take place in Canada over the next few decades as well. Each country will have an aging population that is expected live longer than any previous generation, each will continue to urbanize and grow more diverse, and each will experience dramatic changes as the enormous millennial generation begins to enter the workforce and other parts of society. But in Canada, social issues related to two particular demographic trends are likely to take on greater prominence: **immigration** and **Aboriginal populations**.

Immigration

Immigration already factors heavily in Canadian policies and priorities, and its gravity is only likely to increase in the future. Over the next few decades, as the Canadian-born population ages and has fewer children, almost all of Canada’s population growth will come from new immigrants. Even today, immigration already accounts for more of Canada’s population growth than Canadian births (see Exhibit 3).

Exhibit 3: Canadian population growth rate¹³



Despite this growth, many new Canadians don't necessarily feel welcome in their new communities, and they often encounter significant structural barriers to success. Even among the college-educated, immigrants typically earn lower wages than their Canadian-born peers (see Exhibit 4).

Exhibit 4: Canadian wages by immigration status¹⁴

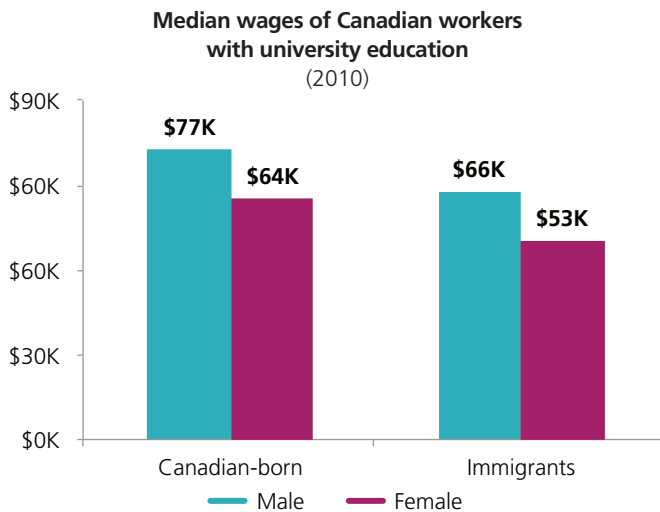
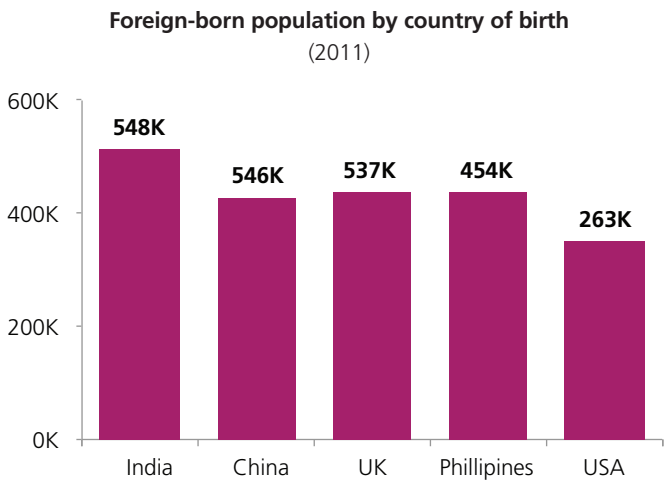


Exhibit 5: Canadian immigration by country of origin¹⁵



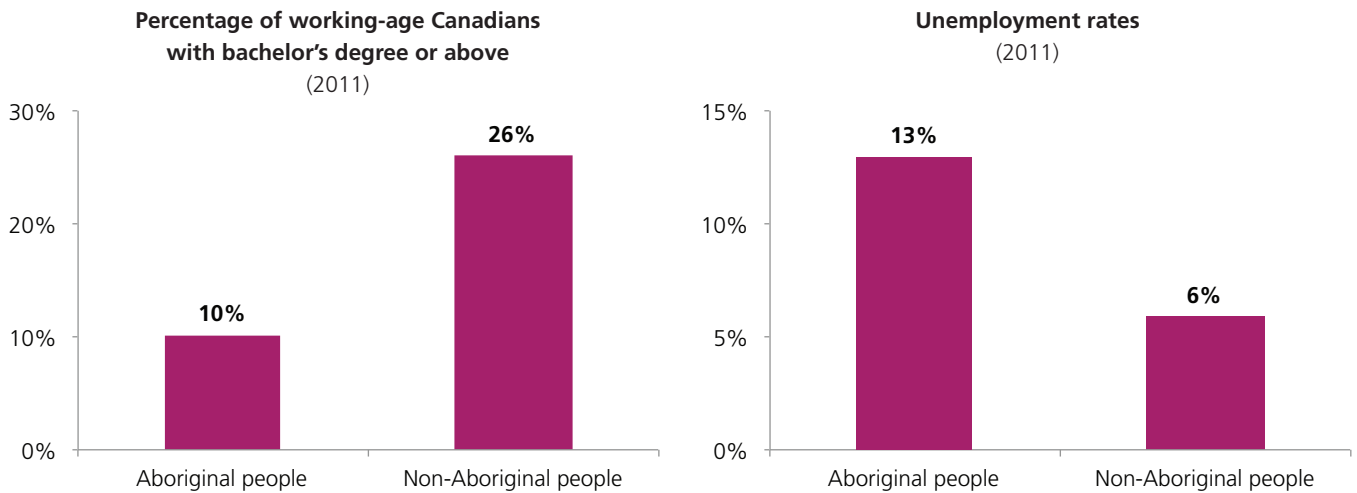
Nevertheless, immigrants are a vital part of Canadian society and community foundations are exploring new ways to engage this part of the population. In the United States, a number of community foundations have recognized that recent immigrants often have deep roots in their home countries and have begun to help them give to international charities in their places of origin, as well as locally. While regulations make this more difficult (though not impossible) for Canadian community foundations, they may have a growing opportunity over the coming years. Since 2001, Canadian immigration has grown the most from India, China, and the Philippines, which happen to be three of the largest diaspora giving markets in the world (see Exhibit 5).

Immigration looks very different across the country and is often much more concentrated in metropolitan areas, thereby creating significant challenges and opportunities for Canadian community foundations. In Vancouver, which has one of the nation's largest immigrant populations, the Vancouver Foundation has helped to create the Immigrant Employment Council of British Columbia. Working with the public and private sectors, the Council implemented a number of new measures to improve the immigrant employment situation, including an immigrant workforce development initiative; an online tool to assist employers in assessing applicants' international credentials including work experience and English language proficiency; and a mentorship initiative to help businesses better engage their recent-immigrant workers.

Aboriginal populations

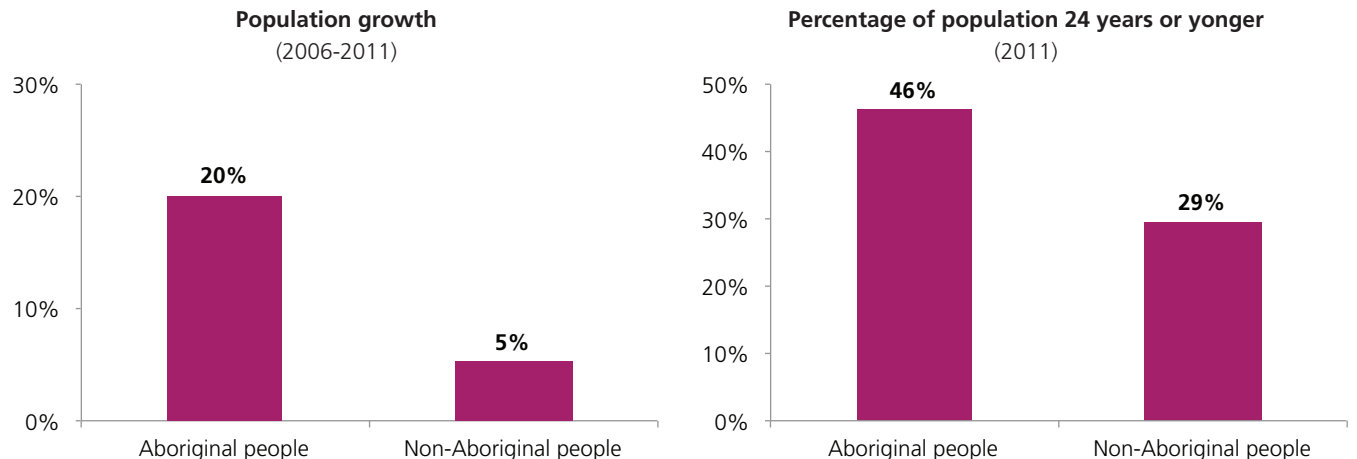
Aboriginal populations in Canada also face a number of significant challenges. Compared to non-Aboriginal populations, Aboriginal people typically have worse education, employment, and health outcomes and often don't have the same access and opportunity as other Canadians (see Exhibit 6).

Exhibit 6: Education and employment data for Aboriginal populations¹⁶



Finding ways to include Aboriginal populations will only become more important in the coming years. Aboriginal populations are among the fastest growing in Canada, and tend to skew younger than non-Aboriginal populations (see Exhibit 7). A number of community foundations are working closely with First Nations and Aboriginal groups in an effort to address the needs of this growing indigenous population. The Circle on Philanthropy and Aboriginal Peoples in Canada, for example, is a recently-created open network to promote giving, sharing, and philanthropy in Aboriginal communities across the country that includes several community foundations as members.

Exhibit 7: Population growth and distribution for Aboriginal populations¹⁷



And Community Foundations of Canada is one of the partner organizations supporting the 4Rs Initiative, a national effort to reshape dialogue among Canada's indigenous and non-indigenous youth. With a focus on four Rs — respect, reconciliation, reciprocity, and relevance — the initiative aims to bring Aboriginal and other Canadian youth together for cultural exchange and dialogue that gives voice to young indigenous leaders, explores individual identity and diversity, builds leadership skills, and engages young Canadians of all types on indigenous issues.

Despite historical inequalities, Canadian community foundations can also work to ensure that Aboriginal leaders are included, not only as beneficiaries but also as decision makers. The Clayoquot Biosphere Trust, for example, is including First Nations populations at the very highest level of the organization. The Trust requires that half of its board of directors be composed of local First Nations groups and that these directors ensure that the Trust is taking into account the needs of the entire community.

A clear Canadian advantage

While Canadian community foundations face many challenges in today's rapidly shifting global context, they also enjoy at least one very critical advantage: while community foundations in the United States have often struggled to work together, Canadian community foundations have been able to act as a highly organized and coordinated network through Community Foundations of Canada.

The strength of the network has been a big part of the rapid growth of the community foundation movement in Canada in recent years. On a per-capita basis, Canada now has more than twice the number of community foundations than the United States (see Exhibit 8).

Working together helps Canadian community foundations learn, share, and implement best practices across the network and allows promising new approaches, such as Vital Signs, Smart & Caring Communities, Random Act of Kindness Day, the Community Forward Fund, and the Community Knowledge Centre, to spread much more quickly than they likely would have on their own.

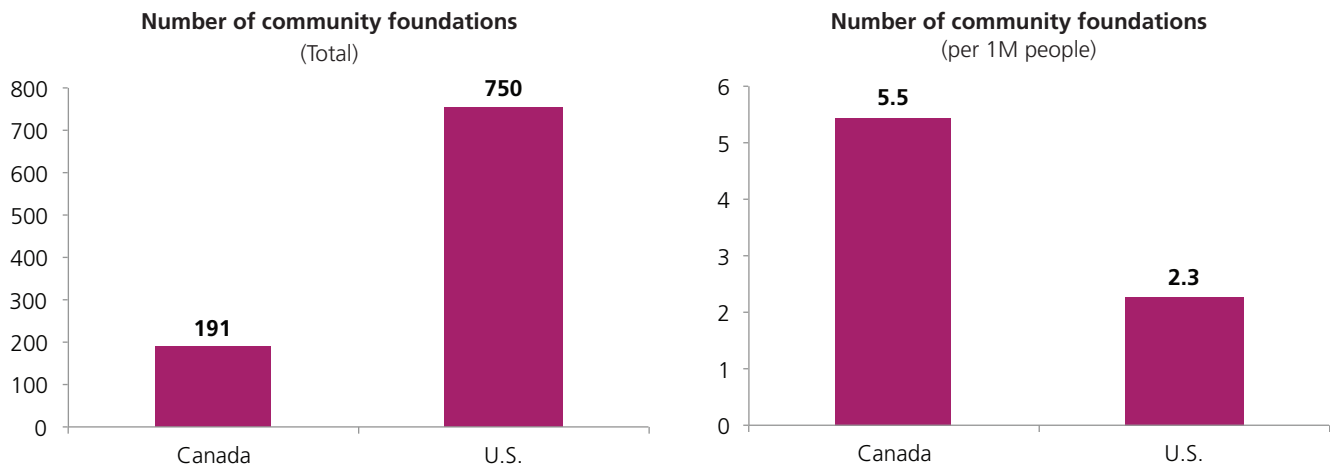
The Research Process

Since January of 2013, the Monitor Institute's *What's Next for Community Philanthropy* initiative has been engaging community foundations and other community philanthropy organizations in a large-scale innovation and design process that helps them open up to new models and new possibilities that will in turn help them better serve their communities in the years ahead.

Over the course of the initiative, the Monitor Institute team has interviewed nearly 200 different community philanthropy organizations across six continents; explored more than 50 analogous spaces and parallel industries related to community change; interviewed more than a dozen leading futurists to understand how the context for community philanthropy is changing; spoken with a host of donors and other potential community philanthropy "users" (including those who already work with community foundations and those who don't); and held scores of interactive workshops and feedback sessions with more than 2,000 different community philanthropy practitioners to engage and test ideas and tools with the field.

The initiative began in the United States, and although it is supported by a range of community foundations and others in the field, it has been deliberately designed to be an independent exploration of the future of community philanthropy. Community Foundations of Canada (CFC) supported an extension of the work that allowed the Monitor Institute to extend our Canadian research more deeply—presenting at CFC's biennial community foundation conference in Winnipeg, sharing our work with community foundation CEOs in Banff, and interviewing dozens of Canadian community foundation leaders and experts in Canadian philanthropy more broadly. Our work was guided by an advisory committee of community foundation leaders, and while we retained full editorial control over what is written here, the advisory committee helped us shape and refine our thoughts, connected us with experts, and never once balked at our half-baked ideas. The advisory committee members, as well as a full list of initiative funders, can be found at www.monitorinstitute.com/communityphilanthropy/about.

Exhibit 8: Relative sizes of the Canadian and U.S. community foundation fields¹⁸



The network also allows community foundations to act at a scale that allows them to respond more effectively to large global, national, and regional trends and opportunities. A few examples include:

- Community Foundations of Canada's national partnership with paint company Benjamin Moore has allowed community foundations to support heritage restoration and community projects in more than 220 localities across Canada, which would have been challenging to develop if the projects had required hundreds of individual local deals.
- Community Foundations of Canada's Leadership Development Initiative with the Banff Centre aims to respond to a national need for authentic public and community leadership by training and building connections between current and emerging leaders in the philanthropic sector.
- And Community Foundations of Canada's recent national community foundation advertising campaign, *You Make Your Community*, which ends with the phrase, "Brought to you by the 191 community foundations of Canada," is raising the visibility of community foundations all around the country. By comparison, an ad from the "750 community foundations of the United States" feels highly unlikely, even jarring, for the more fragmented American field.

Even more may be possible in the coming years. What if Canadian community foundations were able to create a joint response and strategy for working with, or competing against, commercial charitable gift funds? What if Canadian community foundations worked together to jointly harness the exponential rise of online crowdfunding platforms like Kickstarter? What if coalitions of community foundations collectively dedicated 10 percent of their resources to approved political activities to reduce poverty or income inequality across the country? Compared to their American counterparts, Canadian community foundations are in many ways better positioned to consider these types of questions and opportunities because of their established, cohesive network.

Regardless of how Canadian community foundations choose to utilize their network, they should be aware that such a strong coalition is rare in the global community foundation landscape and represents a distinct asset for the development of the field in Canada.

Conclusion

These "Notes on the Canadian Landscape" focus primarily on the ways that the circumstances of Canadian community foundations are different from those of their U.S. counterparts. Distinct charitable traditions, competition, and regulations; shifting relationships with the government; and unique demographic issues will all require Canadian community foundations to explore new approaches and consider different ways of working with their communities. Community foundations in Canada have unique opportunities as well, many of which stem from their capacity to work and grow together. Canadian community foundations can learn from one another and leverage their collective scale to take on initiatives and opportunities that have a national or regional scale.

Yet it is still important to remember that Canadian community foundations are actually much more similar than they are different from their American peers. Both were designed to be long-term stewards of community assets and to connect donors to important local causes. And both face similar challenges in the coming years—as global trends and forces transform their communities, as philanthropy and donor preferences evolves, and as the menu of possibilities for what a community foundation can be expands.

The essays, exercises, and provocations in the *What's Next for Community Philanthropy* toolkit aim to help community foundations of all shapes, sizes, and places begin to confront these challenges and creatively imagine their own future. Because regardless of which side of the border they're located on, community foundations will need to adapt to a world that will look quite different than it does today. They will need to continuously look inward and challenge assumptions, look around to learn from others, and look outward to anticipate what the future might bring.

For more information about how community foundations can do these things, please read the *What's Next for Community Philanthropy* [overview essay](#) and explore the broader *What's Next* toolkit at monitorinstitute.com/communityphilanthropy.

This document is part of the *What's Next for Community Philanthropy* toolkit, which was published by Monitor Institute in June 2014 with support from the Council on Foundations, the Charles Stewart Mott Foundation, the W.K. Kellogg Foundation, and Community Foundations of Canada, along with more than 15 North American community foundations.

The *What's Next* toolkit aims to help community philanthropy organizations apply innovation and design methodologies to think creatively about their business models and the broader future of the field. The research for this toolkit involved nearly 200 interviews with leaders of community foundations and other community philanthropy organizations, as well as more than a dozen interactive workshops and user feedback sessions.

Visit monitorinstitute.com/communityphilanthropy to learn more about the *What's Next* toolkit and research methods.

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- 18 Sources: Foundation Center, Community Foundations of Canada, U.S. Census Bureau, Statistics Canada

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