

ANNUAL REPORT

2021



FONDATION
DUFRESNE &
GAUTHIER



A word from the President

We are linked to each other, let us act with kindness

While the sanitary constraints linked to the pandemic were isolating each one of us at home at the beginning of 2021, the vaccination was presented, then the beautiful season, elements that let us foresee a relaxation of the measures as well as an exit of the crisis. The mutations of the virus, likely consequences of unequal vaccination throughout the world, have decided otherwise. Omicron invited itself to our home during the end of year celebrations and many of us had the impression that we were back to square one.

What can we learn from this year, the second during which Covid-19 monopolizes the news and regulates our behavior in society? First of all, that we are cruelly lacking in human relationships despite the technology that can ensure certain modes of communication that are still quite effective. People who are vulnerable in terms of physical and mental health are more affected by the lack of resources and the limits of current health infrastructures. Families are under pressure due to telecommuting, changing instructions, especially in daycare and schools, sometimes loss of employment, loss of income, elder care, etc. Non-status immigrants are often on the front lines and depending on the position they hold, their contribution to Quebec society is not always recognized.

Much of the burden of meeting the needs of the most vulnerable is borne by community agencies. They continue to adapt to the demands and issues, constantly seeking to adjust their services to meet the needs expressed. The changing nature of the impacts of this pandemic is causing exhaustion among those on the front lines of addressing its effects and caring for those most affected. Positions are crystallizing between the anti-vaxers and those who see vaccination as a universal salvation. There is a democratic deficit in our institutions, which are busy responding to the most urgent situations, depriving our society of the debates that should be held. Inequalities are increasing, climate change is continuing, and the interdependence of humanity and its environment is becoming more and more apparent.

At FDG, we continue to support our partners in their ongoing efforts to play a leading role in communities at risk. We prioritize conversations to bring environmental and social issues to the forefront, particularly with marginalized clientele, in the interests of equity and social justice. We join networks of influence that intervene in the public arena and with governments to raise legitimate concerns about the impacts of our decisions on future generations. This drives us, as does the goodwill of the people with whom we interact.

Hélène Dufresne

A Word from the Executive Board

Redefining the link with oneself, with others and with one's environment

This is an observation that has stayed with me throughout 2021. First of all, within the Foundation's community partner organizations, management has modified the interview and selection processes for new employees, created health programs for themselves and their teams, used financial surpluses to create funds to consolidate salaries and promote staff retention, undertaken the creation of projects with new and unlikely collaborators, and reviewed the services offered to communities.

The philanthropic world has not escaped this: new funds distributed, additional amounts added, joint statements signed by an impressive number of foundations with the goal of addressing the effects of climate change on the environment, restoring the truth and working towards reconciliation with indigenous peoples, and addressing social inequalities. We have also seen the creation of spaces for dialogue between foundations and community groups. More than ever, the research community is becoming an essential partner in the philanthropic ecosystem.

In this fast-paced environment, everyone was challenged to define what makes sense for them, to revisit the short and medium term vision to adapt to the multiple transformations and personnel changes, to put in place the means to keep the focus and motivation of these teams. The pressure is great and comes from all sides. We must constantly adapt, juggle with available resources, be creative, do things differently, and transform our organizational structures.

The Foundation has gone through this same process. This past year has allowed us to revisit all of our processes to make the necessary improvements to better meet the needs of the organizations and to identify an organizational structure that will allow us to implement our new strategic directions. The past year has allowed us to review all of our processes to make the necessary improvements to better meet the needs of the organizations and to identify an organizational structure that will allow us to deploy our new strategic orientations. The integration of a new person in 2022 will ensure that we maximize the impact for the partner organizations we support.

What has been at the heart of our actions in 2021: maintaining the quality of our philanthropic approach in spite of the shift towards a more virtual world. 2021 has also allowed us to prepare for a transition in leadership and the integration of a new generation that will bring new colors and new horizons. Without the constant support of the President, the members of the Board, the administrative assistant, and the complicity with the community organizations, the work of the management could not have been done smoothly in this fast-moving year. The year 2022 looks very promising, of course with its share of surprises. But let's not lose focus, nor our goodwill towards each other. We must take care of ourselves, our teams and our environment!

Johanne Beauvilliers

MEMBERS OF THE BOARD OF DIRECTORS

Hélène Dufresne

Co-founder and president of FDG, she is involved in many of FDG's activities. She also sits on other boards of directors such as Équiterre, MNBAQ, Le Diamant and Horizon Charlevoix.

Daniel Gauthier

Co-founder and vice-president of FDG, Daniel is president of the board of HDG and Groupe Le Massif and promoter of the Massif de Charlevoix project. He sits on various boards of directors including Groupe Germain and Réseau Charlevoix.

Claude Choquette

Founding Director and Secretary-Treasurer of FDG, Claude is also President of HDG and Groupe Le Massif. A member and Fellow of the Ordre des comptables professionnels agréés du Québec, he is recognized as a rigorous and disciplined financial professional. Among his many commitments to Centraide and elsewhere, he is President of the Fondation du Musée de la Civilisation of Quebec City. He also sits on various boards of directors, including Groupe Germain, Chocolats Favoris, Destination Québec-Cité, Réseau Charlevoix and the Chair in Financial Innovation at Université Laval.

André Couture

As a shareholder of Sanimax, André is involved in promoting the strategic alignment of the management, the board of directors and the shareholders of Sanimax as well as in the transmission of this family business from the third to the fourth generation. He is also significantly involved in several philanthropic activities with different communities.

Lara Émond

Founder of Nordet & Co, a strategy, design and marketing firm, Lara assists small and medium-sized businesses and organizations in their growth. Faithful to her values, she ensures that the mandates she carries out are in line with these values and that they have a positive socio-economic impact. She is a certified corporate director, she sits on the boards of directors of the MNBAQ and the Institut québécois de la planification financière.

Aurélie Gauthier

A member of the Quebec Bar since 2016, Aurélie is a young and dynamic professional who is committed to making the world a better place. She currently works for a public organization where she uses her expertise as a lawyer to protect the interests of consumers of Quebec financial products and services.

Francis Morin

An experienced manager who has held several positions, notably at the Musée de la Civilisation de Québec and Centraide Québec-Chaudière-Appalaches, Francis is currently the Executive Vice-President of the Fondation du CHU de Québec.

Our valued collaborators

This year's special projects would not have been possible without the help of our staff:

André Fortin

(conversations with partner organizations, document "Philanthropic Outreach Approach").

Christine Hébert

(process analysis, organizational structure, strategic directions 2022-2024).

Marlène Malenfant

(new logo FDG and graphic design of the "Philanthropic Approach to Proximity" document).

FDG ACTIVITIES

Co-creation workshop

Our long-time collaborator André Fortin, with his accomplice Frank Louesdan, presented the main principles of co-creation in the community environment to our entire network of partners during virtual meetings. A dynamic animation helped demystify this inclusive approach for our partner organizations.



A copy of their book [*Se développer en rhizome*](#) was offered to each organization supported by FDG.

The proximity approach

For nearly a decade, we have used the term “outreach” to describe our relationship with the organizations we support. As we approach our 20th anniversary, we wanted to describe this approach more broadly to ensure its sustainability and reach. After consultation with our partners and stakeholders, the description of FDG’s outreach approach is summarized in a document that will be available on our website after the planned launch in March 2022.

Adapting, reconciling, and opening up

Three conversations were held with organizations in our network to deepen our thinking on important issues.

We thank Émilie Robitaille of the [*Monique Fitzback Foundation*](#) for her guidance on climate change, the environment and eco-citizenship; Widia Larivière of [*Mikana*](#) for sharing her knowledge of our history with that of Quebec’s Aboriginal peoples; Jade St-Georges of the Réseau interuniversitaire en Équité, Diversité et Inclusion (EDI) helped us reflect on our multicultural and social relationships, and our conscious and unconscious bias.

These conversations allow us to take stock of what our partners are doing in relation to these themes, to identify avenues of development and deepening for each of them and to establish how we can better accompany community organizations on these subjects.

GOVERNANCE

Updated guidelines (2022-2024)



IMPACTS ON ORGANIZATIONS

Gradually distribute the accumulated reserve:

- Because of its demographic weight, we want to increase our presence in Montreal in terms of organizations and physical presence.
- While respecting our award criteria, enhance our contributions to organizations.
- Identify and promote actions related to climate change, indigenous peoples and equity, diversity and inclusion in our contributions.



FOUNDATION EVOLUTION AND PERENNITY

Deploying the organizational structure:

- implement the process improvement plan
- initiate the transition period and the arrival of new people (general management, administrative assistant, coordination)
- adapt to the rising generation within organizations and FDG
- adapt our structures and strategies to the Mongolian culture and reality



OUTREACH OF THE OUTREACH APPROACH

Promote the outreach approach within the philanthropic community by developing a dissemination plan.

Displacement policy

Responsible management of our investments prompted the FDG Board of Directors to ban oil company shares from our portfolio several years ago. Interested in societal reflections, particularly those of the Collectif des Fondations Québécoises against Inequality, and by the Groupe des Fondations Québécoises en Environnement, we have retained the services of the obnl **SHARE** to make representations companies in which we invest to invite them to review their ESG criteria. Through this action, we seek to increase awareness of to develop control mechanisms on their environmental, social and on their environmental, social and governance impacts. In addition, there is a clear guideline to ensure that our new investments are directed towards companies with well-defined ESG criteria and objectives, and that these are reported on annually.



Organizational development

It has become clear over the past year that our current organizational structure is a hindrance to the growth of FDG's support. The philanthropic network has grown considerably in recent years, communications of all kinds are becoming more numerous and necessary, and the pandemic has in some cases increased the needs of the community or required an ability to adapt that makes us vulnerable on both sides.

With the help of Christine Hébert, we began a process of revision of our organizational mode that slightly modified our vision and our values to better reflect the current reality (see next page).

In addition, a new coordination position is being created, which will allow us to continue our approach while ensuring some continuity in the development of knowledge and relationships within the Foundation.

New brand image

On the eve of its 20th anniversary, FDG wanted to update its image. Many of you have commented on the quality of this new visual identity and we thank you for that. We humbly believe that it serves our mission well and we are very grateful to Marlène Malenfant who created it.



FONDATION
DUFRESNE &
GAUTHIER

An enlightened vision

FDG's vision is to ensure the sustainability of its proximity approach by promoting the progressive development and consolidation of a mutual aid network in the communities where it operates, in order to better support children and their families at all stages of their lives.

Values that make sense

FDG's grantmaking is guided by all of its founders' values, namely: *social transformation*, *social inclusion*, *partnership* and *eco-citizenship*.

Social transformation

To support projects that emanate from the groups and communities we serve with the conviction that each citizen has the capacity to influence his or her reality and ours.

Social inclusion

Supporting children and their families regardless of social class, language, ethnicity or background.

The partnership

Develop relationships based on respect, trust and transparency.

Eco-citizenship

To exercise our relationship with others, institutions and the environment as a full citizen whose rights also come with responsibilities.

FDG commitments

We are a signatory to the [Canadian Philanthropic Commitments on Climate Change](#). This manifesto is a joint initiative of Community Foundations of Canada, Environmental Funders Canada, Philanthropic Foundations Canada and the Circle on Philanthropy and Aboriginal Peoples in Canada. As of January 2022, the manifesto has about 40 signatories from philanthropic organizations.

THE 7 PILLARS OF THE MANIFESTO

1

Education and Learning

We will ensure that our boards of directors, investment committees, employees, volunteers and stakeholders are informed about the systemic causes of climate change, its impacts, including on our work, and solutions to address it.

2

Resource Allocation

In response to the urgency of the situation, we will allocate resources to enhance efforts to address the root causes of climate change or to adapt to its impacts. If our constitutional framework or other factors make it difficult to fund these efforts directly, we will find other ways to contribute or explore ways to overcome these challenges.

3

Integration

In the design and implementation of our programs, we will seek opportunities to contribute to an equitable and sustainable transition to a zero-emissions world and to support adaptation to the consequences of climate change, particularly for the most affected communities.

4

Endowments and assets

We will consider climate change in the sourcing and management of our operational funds and, where appropriate, our endowments. We will aim to align our investment strategy and its implementation with a rapid and equitable transition to a zero-emissions economy.

5

Activities

We will take ambitious steps to minimize the climate impacts of our own operations. For example, we will take steps to reduce the climate costs of our travel, premises and procurement.

6

Influencing and Advocacy Activities

We will seek opportunities to collaborate with other stakeholders, serve as a voice for communities on the front lines and to encourage and support more ambitious action on climate change by our key stakeholders, partners and target audiences, including businesses and target audiences, including businesses, local and national levels of government, multilateral organizations, donors, funders, individuals or civil society.

7

Transparency

Each year, we will collect and publish information on our actions against the six pillars outlined above to share our progress and identify areas for improvement. We will continue to refine our practices, collaborate and learn from each other.

The [Collectif des fondations québécoises contre les inégalités](#) (Collective of Quebec foundations against inequalities) has proposed a Declaration of Commitment of Philanthropy to fight inequalities to which we have adhered along with fifteen other foundations, many of which are among the most important in Quebec.

We are thus making a concrete commitment to Quebec society to ensure the coherence and impact of our actions to reduce inequalities.

- Assert a social role that is distinct from and complementary to that played by the State.
- Demonstrate our real contribution to the common good by being publicly accountable for our actions, and by making an ongoing commitment to improve the impact and consistency of our work.

The Declaration also proposes three principles to promote greater coherence between the work of foundations and the reduction of inequalities:

1. Ensure that FDG's mission, values, and support priorities are consistent and actively aimed at closing socioeconomic gaps.
2. Adopt practices to better leverage our influence and resources with the groups and communities we seek to support, particularly those communities working to transform the conditions that exclude and marginalize them.
3. Direct our investments to support financial and social practices that mitigate or reduce inequality.



THE FOUNDATION THROUGH TIME

**The Foundation
has been
contributing
since 2002 to
Quebec and
Mongolia:**

- In 2002
8 organizations → \$161,153
- In 2010
68 organizations → \$980,630
- In 2015
81 organizations → \$1,280,585
- In 2021
82 organizations → \$1,576,921

**A grand total since 2002 of
\$20,272,717 in Quebec and
Mongolia**

**FDG Portfolio
(Quebec-Mongolia)
2021**

- Valuing the parental experience:
31 ongoing projects
- Participation of young people aged
12-17 in the implementation of projects
that concern them: 49 projects
- 10 new directions for 82 organizations
- 23% of the portfolio is in three-year
agreements
- 24 organizations have been supported
for 14+ years in Quebec
- 4 organizations are supported for more
than 11 years in Mongolia

In 2021, we have grouped organizations by territory and specific mandates:

- Greater Montreal area: 23
- Greater Quebec City area: 30
- Lower Laurentians: 2
- Portneuf: 2
- Charlevoix/Côte de Beaupré: 5
- National in scope: 3
- Special project: 1
- Centraide: 2
(Montreal and Quebec City)
- Mongolia: 14

Of which:

- 2 projects specifically related to environmental issues
- 1 project specifically related to Indigenous people

2021 IN BULK

80 organizations supported in Quebec, 50 hours of virtual meetings to discuss projects, 20 hours of virtual consultations with partner organizations, 52 follow-up calls to organizations, 150 hours of meetings with other philanthropic partners, approximately 100 hours of work with our collaborators, and approximately 15 hours of board meetings.

REPORT OF THE COORDINATOR IN MONGOLIA

Dulmaa Luvsansharav

Mongolia was affected by COVID like all other countries. With the help of government regulations, the outbreak was maintained, but several regions were affected. Due to many prolonged closures, educational institutions had to conduct their classes online, and although no cases of COVID were reported until October 2020.

The first half of 2021 has seen the number of cases increase by the day, leading to an increase in the number of strict restrictions and closures imposed by the government. The schools continued to provide education to children through online courses. The government helped promote vaccine distribution. By September 2021, 65 percent of adults over age 18 had taken all their doses of vaccine, children ages 12 to 18 were being vaccinated, and the third booster dose of COVID vaccine was strongly encouraged.

The school's schedule was changed to a weekly program, where one week was taught in the classroom and the other online, with only 50% in the classroom. This meant that the class was divided into two groups, one taking classes in the school while the other took online and vice versa, alternating each week.

In the meantime, the government has begun to gradually ease restrictions, allowing factories and service companies to work normally, allowing more social gatherings, companies began to open their doors. Kindergartens (KGs) were only open to children aged 4 to 5. The 2 and 3 year old stayed at home.

In the first half of 2021, due to changing health conditions, the 2021, due to changing health conditions, nongovernmental organizations were not able to conduct and continue their activities as they had planned. Some had to close their centers on several occasions, while others had to obtain permission from the state emergency committee to continue their work.

FDG-supported organizations have continued their work by adapting to the existing restrictions and situations. They used the closures and restrictions as an advantage to work on new fundraising proposals, online training modules, and materials for distribution to children. In order for organizations to provide childcare, much of their work had to be done online. Partner organizations specifically helped children with little or no internet access, televisions, or smart phones and at risk of falling behind or missing lessons by providing data to access the internet and a study room at their centers.

Six organizations such as ADC, CYPPD, Beautiful Hearts, Enerlyn Tuuchee, Good Future, and TCDC provided food aid to children served by these organizations and to other children whose living conditions are considered difficult. A total of 130 children and their families received this assistance.

For the Mongolia office, our methods of communicating with the NGOs in the first six months were: telephone, zoom meetings, online training, and holding the same meeting several times with a smaller number of participants, instead of one large meeting. It was very helpful to provide a training called “Taking care of yourself”, which supported the mental health of social workers working with children in difficult situations.

During the last half of the year, our partners, supported by the office in Mongolia, worked diligently and efficiently to make up for time lost due to restrictions and closures, there were many cases of NGOs, the majority of whom were women, taking short or long leaves of absence, or leaving their jobs due to COVID-related issues (confinement, closures, sick family members, lack of income, changing jobs to support themselves). The leadership of these NGOs needed guidance and assistance to overcome these problems.

The FDG Mongolia office therefore considered assisting these NGOs in their management for development. FDG presented a management self-assessment tool for NGOs and suggested that they conduct a self-assessment in ten management areas.



These ten areas and related questions were discussed and selected by the working group of partner organizations. After conducting the assessment, the organizations provided a summary and the results and then identified training needs. Based on these training needs, the FDG Mongolia office organized 3 training sessions on human resource management on different topics and on marketing of non-profit organizations with the support of professional institutions.





Eco citizenship

On the occasion of the 20th anniversary of the creation of FDG and the 10th anniversary of the opening of a branch office in Mongolia, together with 13 organizations, we planted 140 trees and shrubs and created small recreational areas in the courtyard of KG 263.

A video is also available on our website. Before the event started, the “Eco group of seniors” visited the KG, assessed the soil and gave advice on when and what kind of trees and bushes to plant.

MSC

A new working method has been introduced in the review and selection of new projects of new projects, the Mongolian Steering Committee (MSC) was established in parallel to the FDG Mongolia office. Project proposals submitted by NGOs were discussed by the MSC with the coordinator in November and its recommendations were subsequently sent to the Board of Directors.

The three members of the MSC have many years of experience in many local and international organizations.

These wise women have accumulated extensive expertise in social development, children’s rights, child protection and child development and make a valuable contribution to the deployment of the program and the improvement of the results of projects supported by FDG in Mongolia. In addition, they contribute to broadening FDG’s influence in the country, offer valuable support to the local coordinator, and ensure that FDG’s mission and values are adequately transmitted, which will eventually lead to the integration of a new generation of professionals.

We are grateful for the commitment of MSC members:

Ch. Tungalag, Ts. Gereltuya, S. Moiltmaa