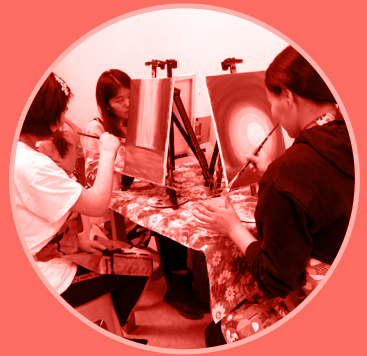


ANNUAL REPORT 2019



FONDATION
DUFRESNE
ET GAUTHIER

MESSAGE FROM THE PRESIDENT

This past year was without a doubt the year when the climate change movement spoke out most forcefully, particularly in Quebec. In April, on Earth Day in Montreal, two hundred and fifty thousand people gathered at the foot of Mount Royal to ask our leaders for concrete measures to limit the level of GHGs. In September, after giving an impassioned speech at the United Nations, Swedish youth activist Greta Thunberg joined nearly half a million people in Montreal for the global climate strike. *“We came here to let you know that change is coming whether you like it or not.”* More than two hundred and eighty-five thousand people signed the Pact for the Transition, and to borrow from sociologist Laure Waridel: **The transition is now.** It is important to make choices today for the world we dream of tomorrow.

In November, a group of foundations organized a day of reflection and discussion on the foundations' investments in the environment. At FDG, our equity portfolio has excluded all investments in fossil fuel companies. In our day-to-day operations we seek to integrate better management of our resources and consumption. And we encourage our partners and collaborators to do the same. Knowing that the impacts of climate change are first felt by the most vulnerable populations, it is now impossible to separate environmental issues from those of the foundation. There is a paradigm shift, and environmental issues are becoming societal issues.

In 2019, we wrote a brief inviting the federal government to review and modernize the Charities Act, so that the laws and rules governing foundations and charities reflect today's reality. Pressure from community groups, organizations and foundations have led to the formation of a committee of experts that will make recommendations to the government in the near future for an in-depth update of the rules governing foundations, in particular.

We have completed an approach with our board of directors to better define our DNA and be able to communicate it properly, as well as the logic model on which we rely. Since no one lasts forever and sooner or later we will have to prepare serenely for a generational transfer, these reference tools, together with adequate documentation of our actions and the **motivations that inspire** the founders, will become references for those who come after us.

To that end, for the first time this year, I had the pleasure of being accompanied by one of my daughters on our program tour in Mongolia. The exercise allowed Tara to meet with the organizations we support and she was tasked with writing the mission report following our trip.

With a view to good governance, we have increased the number of board members from 5 to 7 directors, welcoming young professionals from the next generation who we present to you later in this report.

The Dufresne and Gauthier Foundation is increasingly being recognized as an important player in the philanthropy network, while being appreciated in the community because we have established ties and relationships that foster listening and sharing, trust and collaboration. More than ever, I remain convinced that in the great terrestrial ecosystem, we are all connected to each other and to the land that welcomes us.



Hélène Dufresne
President

WORD FROM THE EXECUTIVE DIRECTOR



Quebec philanthropy is increasingly present in the province and in the face of the Canadian philanthropic sector. The leadership of Quebec foundations is affirmed by the specificity of its approach, particularly with regard to its position on inequality in the province. In 2015, the Collectif des fondations québécoises was created to address concerns about the impact of public policies in the fight against inequality. The positioning of the members of the Collectif has led to an in-depth reflection on the cause of inequalities but also on the *raison d'être* of the foundations that can themselves be seen as a product of inequalities. In this reflection, the Collectif is accompanied by PhiLab, a Quebec, Canadian and international research network on philanthropy and FDG is present to reflect with the members of the Collectif in order to better understand its role and actions and to act in a coherent manner with government bodies, the network of foundations and community. This body spearheaded the preparation of a brief as part of the MTESS consultations for a new Government Action Plan on Community Action. This Collectif publication is available on the Collectif's website or on the FDG website.

For the 8th edition of Resourcing, Networking, Appreciation (RNA) meetings, two sessions (Quebec City and Montreal) have been organized with the theme of impact assessment. Little understood and difficult to implement within organizations, evaluation processes deserve to be used wisely because their results help to better understand the need and relevance of programs for both the organizations themselves and the funders. Although they are asking for rigour, they can take different forms, and that is what we wanted to explore with the organizations by inviting the Collaboratoire and André Fortin to report on the organizations' information-gathering practices and to submit the range of approaches in this regard. As a result of these group meetings, scientific papers have been produced that can be viewed and disseminated via the foundation's website.

For approximately 3 years, management has been offering groups to conduct monitoring and evaluation meetings. This innovative approach allows the dynamics in a geographic area or sector of activity to be perceived better. It deconstructs the usual structure of the donor-to-donee relationship, allows for frank discussions on issues common to organizations and depersonalizes the criticisms expressed, by rather promoting perspectives on known problems to be shared. Whether it is the challenge of a new location, the reality of outlying regions or certain neighbourhoods, a problem of engagement in activities or the need to break the isolation of managers who are somewhat more fragile, management selects the groups based on the topics they feel are important to address.

2019 also resulted in the finalization of neighbourhood portraits, a new tool that FDG wanted to develop to better assess its impact over time and better understand the dynamics and needs of the communities where it has chosen to invest. An illustration of this tool is provided in the following pages.

Finally, in preparation for the changes at FDG over the next five years, we have initiated a transition plan in Quebec and Mongolia. It is important for us to document what FDG has done to date and ensure that the memory of the founders can continue to inspire those who will take over in the years to come.

I also hope that my own experience in the community and the efforts of systematization that have been put in place over the last few years will continue to influence this organization and the communities we work with. I am particularly grateful to the founders and board members for the trust placed in me, to the philanthropic community that welcomed me as a change-maker and to the trust relationship that has developed with organizations on the ground.

Johanne Beauvilliers
Executive Director

RESOURCE, NETWORKING AND APPRECIATION (RNA) DAYS

In Quebec City in the spring and Montreal in the fall, all of the organizations supported by FDG participated in a day of training on impact measurement. The training provided by André Fortin, co-author and editor of the **Practical Guide on Impact**, in collaboration with the Collaboratoire, enabled the participants to better understand the concept of impact, to identify the objectives of this measure, identify quantitative and qualitative assessment methods in addition to practical exercises: simulate a survey to make their AGM more attractive and write an interview grid to survey clients about the needs and/or benefits of a service, for example.

Participants emerged from the day gaining a better understanding of the benefits of this type of assessment and identifying resistance to considering impact. We hope that we have also helped them formulate some arguments and tips for overcoming resistance. At the end of the day, FDG agreed that André Fortin could respond or build on proposals initiated by organizations interested in conducting a process to measure their impact. Fourteen organizations took advantage of this opportunity, including FDG, which also wants to complete an impact assessment of its approach.

see full articles on
the sharing zone
at www.fdg.ca



MONGOLIA



An active network and community of practice

As in Quebec, Mongolian organizations meet on a regular basis. They establish a plan at the beginning of the year, set the dates for their meetings, organize training sessions among themselves and discuss public policies in their country.

This year, here are the themes:

- > How can we encourage and better assess the participation of children?
- > Multidisciplinary team working methodology
- > Child Protection Policy Development Training
- > 5-day art therapy training: specially intended for workers working with child victims or children in particularly difficult conditions (15 participants)
- > Writing and filing of a brief “Day Care center for vulnerable children filed with the Government Agency “Authority for Family, Child and Youth Development” (AFCYD). 12 organizations represented by 14 people
- > Tour of organizations. Every meeting becomes an opportunity to visit one of the organizations in order to better understand the realities of each



Beauport, portrait de quartier pour mieux représenter l'approche territoriale

Cuisines collectives de Beauport

Soutien - Cuisines/Jardins collectifs
196 000 \$, depuis 2009

Gîte Jeunesse

*Intervention - Soutien -
Accompagnement - Hébergement*
72 000 \$, depuis 2015

Le Pivot

*Intervention - Activités
spécifiques*
*Soutien - Valorisation de
l'expérience parentale*
359 840 \$, depuis 2007

RE-FA-VIE

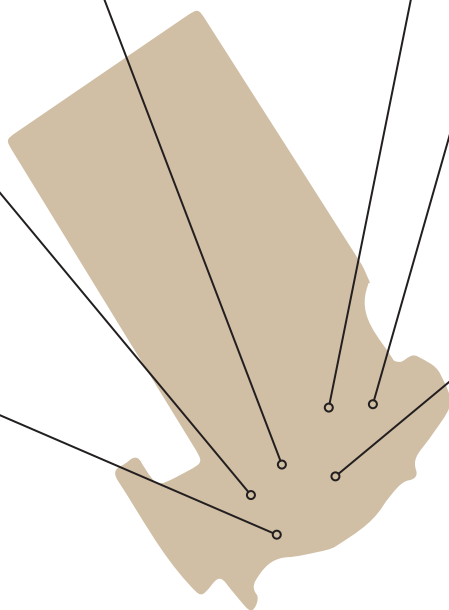
Soutien - Activités
198 000 \$, depuis 2008

Intègr'Action Jeunesse

*Activités pour prévenir le
décrochage scolaire*
20 000 \$, de 2010 à 2011

Trip Jeunesse Beauport

*Intervention - Accompagnement -
Travail de rue*
62 000 \$, depuis 2015



Beauport

The total amount of donations for Beauport represents 14% of the total amount of donations allocated to Quebec. Donations are marked for:

- > Consolidating general coordination positions, family and children's program and group kitchens workers, school homelessness prevention workshop facilitators and homework support.



BEAUPORT HISTORY

In 1634, the Company of the Hundred Associates conceded the seigneurie territory to Sieur Robert-Giffard. This historic district is surrounded by the Laurentians, the St. Lawrence River and Montmorency Falls. There are still nearly 550 heritage buildings.



GENERAL STATISTICS (2016)

- > Population: 80,925 inhabitants
- > 14.5% of the population aged 0-14
- > 35,725 private households (singles or groups of persons occupying the same dwelling)
- > 7% of household have incomes of less than \$20,000
- > 14% of people aged 15 and over do not have a certificate, diploma or degree
- > 15% of households are single parent families



TERRITORIAL ISSUES

- > Borough divided into 5 districts: Chutes Montmorency, Laurentides, Saint-Michel, Vieux-Bourg and Vieux-Moulin.
- > Lots of attractions for nature, outdoor, sports and cultural enthusiasts.
- > The Corporation de développement communautaire de Beauport (CDCB) has overseen two major social projects, a citizens' forum in 2017 and a brief on the fight against social exclusion in 2016.
- > As a result of the citizen's form, observations were made: the need for more green spaces, community gardens and parks, incomplete public transit for access to local services, concentration of services in the upper Beauport area, generally high housing costs and few social housing units.
- > The food issue is important: in Beauport, there is no public market or alternatives where people can access and buy fresh produce. Difficulty for people to eat healthy food at a good price.
- > Presence of Food'Action, a food safety issue table (food distribution, Meals on Wheels, economical grocery store, group kitchens, collective and community gardens, shopping groups).

LEADERSHIP IN THE WIDE PHILANTHROPIC NETWORK



Collectif des fondations
québécoises contre
les inégalités

Four Principles of Coherence of the Collectif des fondations québécoises contre les inégalités:

1



Be concerned that the mission, values and investment and allocation choices are consistent with a redistributive vocation dedicated to reducing (or at least not increasing) inequalities.

2



Adopt governance, policies and practices geared towards increasing the power to act and representing beneficiaries and the communities we seek to support.

3



Manage capital responsibly, that is, some (if not all) of investments support economic or social practices that mitigate or reduce inequality.

4



Use simple and rigorous transparency and accountability practices to the general public and to groups particularly affected by our actions.



Environmental foundations

FDG participated in the “Foundation Rendez-Vous 2019: The Climate and the Role Foundations Can Play”, organized by the Claudine Family Foundation and Stephen Bronfman, the Echo Foundation, the Jarislowsky Foundation, the McConnell Foundation and the Trottier Family Foundation. The November 21 meeting focused on the work of environmental organizations and the role that foundations can play in addressing the climate crisis.

BOARD OF DIRECTORS

In order to develop better governance practices, the FDG Board of Directors increased from 5 to 7 members in 2019. In addition, in the fall, for a one-year period, we welcomed a young intern, Gabrielle Vachon, from the Quebec City YWCA's Jeunes Leaders et Décisionnelles training. This openness to Gabrielle is an opportunity for her to better understand the workings of a board of directors and become familiar with the topics and considerations of good governance.

MEMBERS

Hélène Dufresne

Co-founder and chair of FDG, she is involved in several FDG activities, including writing articles that feed the website. She also sits on other boards of directors such as Équiterre, MNBAQ and Horizon Charlevoix.

Daniel Gauthier

Co-founder and Vice President of FDG, Daniel is the chairman of the board of HDG and Groupe Le Massif and project sponsor of Le Massif de Charlevoix. He sits on several boards of directors, including Groupe Germain and Réseau Charlevoix.

Claude Choquette

As secretary-treasurer of FDG since the foundation's inception, Claude has served as 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 engagements with the Centraide and elsewhere, he is the president of the Fondation du Musée de la Civilisation de Québec. He also sits on various boards of directors, including SSQ Société d'Assurance-Vie, Groupe Germain, Chocolats Favoris and the Université Laval Chair in Financial Innovation.

DIRECTORS

(names followed by * were appointed in 2019)

André Couture

As chairman of Sanimax's board of directors, André is committed to promoting the strategic alignment of management, the board of directors, shareholders of Sanimax as well as the fourth generation of this family business. André sits on several other boards of directors, including the Augustines Cultural Heritage Trust and the Collège Saint-François-de-Laval.

Lara Émond *

As a business strategy and market development consultant, Lara supports SMEs and organizations in their growth. True to her values, she ensures that the mandates achieved are in line with those values and that they have a positive socio-economic impact. She is currently completing her training at the College of Corporate Directors. She sits on the board of directors of MNBAQ.

Aurélie Gauthier *

A member of the Barreau du Québec since 2016, Aurélie is a dynamic young professional who is committed to making the world a better place. She is currently working with a public organization where she uses her expertise as a lawyer to protect the interests of Quebec financial consumers.

Francis Morin *

A manager and philanthropy professional, after holding several positions at the Musée de la Civilisation de Québec and Centraide Québec-Chaudière-Appalaches, Francis is the Vice-President responsible for Operations (administration, human resources and communication) for the CHU de Québec Foundation.

TEAM

Johanne Beauvilliers

The Director General of FDG, Johanne has been working with populations affected by various social issues for about 30 years. What motivates her today is being able to draw on her management skills and the experience gained from her previous assignments, particularly at YMCA, Plan Nagua and Mothers and World.

Dulmaa Luvsansharav

Originally trained as an engineer, Dulmaa worked for about 10 years with Save the Children UK in Mongolia, where she gained experience in humanitarian aid. Since 2010, she has been the coordinator of FDG programs in Mongolia.

G2 TRAVEL

For the first time, the FDG project visit to Mongolia was a duo. The president and her daughter Tara made the visits together and Tara was responsible for writing the mission report. Despite severe tonsillitis, Tara showed great seriousness, curiosity and attention during the visits. She took a lot of notes. H el ene edited Tara's writing and wrote three of the articles.

Dulmaa had laid the groundwork. The tour program was clear and well organized over time and within the city of UB. Beyond the FDG visits, Dulmaa has been a great help for the medical services that Tara needed. The days were long and full.

We were also able to note the clear appreciation that partners have for Dulmaa. We witnessed the involvement and friendliness that exists among leaders of organizations supported by FDG. We were also affected by trust that showed in the reports and towards FDG.

Finally, the involvement of the next generation in FDG through this mission is satisfying and hopeful. It is conceivable that the experiment could be repeated and even that the next mission could be conducted exclusively by representatives of the next generation.

PURSUING OUR PHILANTHROPIC GOALS

- **Mission:**
Communities that are more aware, more engaged and adapted to the development of young people and families.
- **Community Environment:**
Tools, practices, reflections and common actions shared between organizations supported and participating in RNA activities. Increased visibility (showcasing) of innovative best practice projects.
- **Philanthropic environment:**
Concrete results of FDG's interventions in the public square and with other philanthropic actors.

CONCLUSION



As we approach the 20th anniversary of FDG, we see that the current organizational model is reaching a certain limit in terms of our ability to increase the number of organizations we support. On the one hand, the funds we have for redistribution remain stable without new funding, and on the other hand, it would be difficult to do more without involving new human resources. **We distributed nearly \$1.5 million in 2019 through 89 organizations.**

In addition, we would like to do a more in-depth analysis of our support to our partner organizations, some of which have been with us for more than 14 years! At the end of this decade (2010-2019), we are entering a new strategic planning cycle. This means that these findings and evaluations will help us better target and update our policies and actions for the coming years.

To begin this new cycle, with a more defined approach and a more assertive personality, we would like to conduct an impact study on everything that distinguishes us as a philanthropic actor. Many of you are grateful for this local approach that we have always practiced, and we think it would be useful to better document it in order to inspire the next generation who will eventually take over within FDG or in the philanthropic sector more generally.

The transparency and dialogue that characterizes our relationship will be more necessary than ever to begin these new endeavours so that we can move forward together toward greater goodwill.