

Annual Report 2020



FONDATION
DUFRESNE
ET GAUTHIER

MESSAGE FROM THE PRESIDENT

The world will remember 2020. The pandemic caused by the appearance of COVID-19 disrupted the entire planet. The health measures imposed by the governments where FDG is active changed work habits, trade, production, with our way of life suddenly governed by distancing measures, mask-wearing, and curfews.

We lost loved ones, realized that our health care system is fragile, that our seniors' living conditions make them very vulnerable to the effects of the virus, just like the populations who rely on the support of community organizations to cover certain basic needs. More than ever, the three **S**'s, *Santé et Services Sociaux* (health and social services), and everything relying on essential workers in that sector, tell us how much we take these services for granted, when working conditions and compensation for the humblest yet necessary tasks are precarious, especially for non-status immigrants. While the system is struggling due to the number of cases, and hospitals are off-loading, pushing out to an uncertain future other health problems for which staffing is not available.

Confined at home, for those of us lucky enough to live under a roof, our fundamental values are taking over: we're redefining our human and family relationships, the need to meet our food requirements, as well as the physical and mental health benefits of having access to nature, and how art does us good when it's in our lives. We are realizing that social media are capable of the best and the worst, but cannot replace all the "in person" things that we're doing without (in the newly legitimized formula).

Even so, this non-standard period is enabling a relaxation of certain rules that were previously not permitted. Teleworking is turning out to be beneficial for some employees and employers, and analysts predict that it is here to stay, at least partially.

The enthusiasm for gardening and small farms is an indication of a withdrawal into activities that ensure some degree of food self-sufficiency and develop better respect for our interdependence with mother earth. In some cases, family life is strengthened, while in others it is torn apart. We're returning to hands-on hobbies and developing new forms of art-based expression.

Like everyone, we "zoomed" as often as necessary. We agreed that the situation was not conducive to developing new projects or new partnerships. Thus, we focused our attention on better understanding what our network was going through in order to take action better when the time is right and get through difficult times better. We also strengthened relationships with other philanthropic organizations and shared information and expertise with them. Being less active externally, we turned our attention to our practices, hoping to streamline and improve what we could.

We are confident that resilience is coming to the fore, for many of us, but some are struggling to see the light at the end of the tunnel. We are still active and attentive, and like everyone, we're hoping for better days once the vaccine is provided to as many people as possible.

Hélène Dufresne

RESUMPTION ■ REINVENTION

Three simple words, yet they reflect the various transitions that community and philanthropic organizations constantly face. The government measures established to combat the pandemic led us to constantly navigate the various phases of adapting: urgency, resumption, urgency, reinvention.

Discussions with the organizations we support enabled us to observe the following impacts:

- Transformation of the response and the human connection, and difficulty reaching clients who are confined to their homes
- Uncertainty, anxiety and issues associated with mobilizing work teams
- Risk management: balance between support and protecting the teams' health
- Responding to emerging needs and to emergencies while trying not to deviate from the organization's mission and purpose

Surveys with the organizations put the spotlight on the aspects most impacted by the pandemic: 41% modification/cancellation of services and activities; 22% financial loss; 19% internal operations; 18% support for beneficiaries.

Human resources were deeply affected. More than 1/3 of the managers of the organizations we support changed. FDG had to implement an on-boarding guide for new partners or managers. Organizations must also review their compensation policies in the pandemic context, establish teleworking practices, and ensure that tools can be put in place to prevent team burnout.

At the same time, the community's resilience was again demonstrated. We saw the emergence of new activities: creation of a journal of good ideas so that they don't get lost in the commotion; street work by bicycle; strengthening of ties among families, teams and volunteers for reorganizing activities; summer camps with a drive-through service in order to manage the attendance of 180 children/day; activities in the tent.

We were impressed by the resourcefulness and creativity that our partners exhibited!

The outreach approach put forward by the Fondation since its inception has enabled us to maintain a constant dialogue with the organizations and continue to evolve along with them over the years. Also, a document being prepared that presents the key aspects of FDG's philanthropic approach will be available in 2021.

Collaborative work with the *Collectif des fondations québécoises contre les inégalités sociales* and its task force creating a forum for discussion with the networks of community organizations and foundations, as well as involvement in two analysis committees (two waves: spring and fall) of the federal government's emergency fund of *Centraide Québec-Chaudières-Appalaches* enabled us to strengthen partnerships that will bring about change.

It was crucial throughout the year to take a step back as needed to be able to adjust our practices to the situation. Hence the importance of FDG being involved in Carleton University's Interactive Research, which assesses transformation within Canadian foundations and contemplates how we can continue influencing philanthropic practices.

We are often responding to emergencies, but we must also be able to look into the future, celebrate the small victories, and showcase everyone's accomplishments. 2021 will mark the Foundation's 20th anniversary. There's nothing further to say, so instead, so long for now!

Johanne Beauvilliers

A MESSAGE FROM THE COORDINATOR IN MONGOLIA

The crisis around COVID-19 is just as prevalent in Mongolia. And in this country, where government support is more limited, the impact on the organizations supported by FDG is greatly felt. On site in 2020, FDG worked with thirteen (13) local organizations by supporting roughly 15 projects and a nursery school. An emergency fund was established for supporting the operations of four (4) different organizations. Seven (7) other organizations provided food assistance for one hundred and sixty-two (162) children and their families, meeting (in part) the needs of six hundred and fifty (650) people. That direct food assistance also made it possible to gauge the families' overall situation and analyze the problems experienced.

A number of organizations had their funding affected by the pandemic, amounting to a 15% to 30% drop; one organization had to face a 45% cut. As a result, some were forced to reduce their number of workers, the number of work hours for each one, or even reduce wages, sometimes by 40% to 50%. Four (4) organizations moved to less expensive premises in order to cope with the cuts.

The outreach approach favoured by FDG is also put forward in Mongolia. As such, two meetings among the foundation's partner organizations were able to be held, despite the pandemic. The first one made it possible to start a written presentation on each organization's best practices, which the partners received training on from a member of the Board of Directors of Tolgoit Community Development Centre (TCDC).

More personalized assistance followed a bit later for providing some guidance and achieving some consistency. Afterwards, TEDx instructors/activists provided coaching for the delivery of oral presentations, which they gave multiple times.



The twelve (12) presentations were compiled into a booklet entitled "[Children's Rights and Child Protection](#)", and 300 copies were printed. It appears on the Foundation's website, in the *Zone de partage, Outils pour les organismes*.

Eleven (11) people gave a lecture at an event to which were invited Mongolian government officials, representatives of NGOs, as well as professors and students in social work from universities and colleges. It was an excellent opportunity for the partners to present their work and the best practices inherent in their experience. Also presented during that day were a number of creations by the children they work with, as well as aspects about the social learnings of young people.

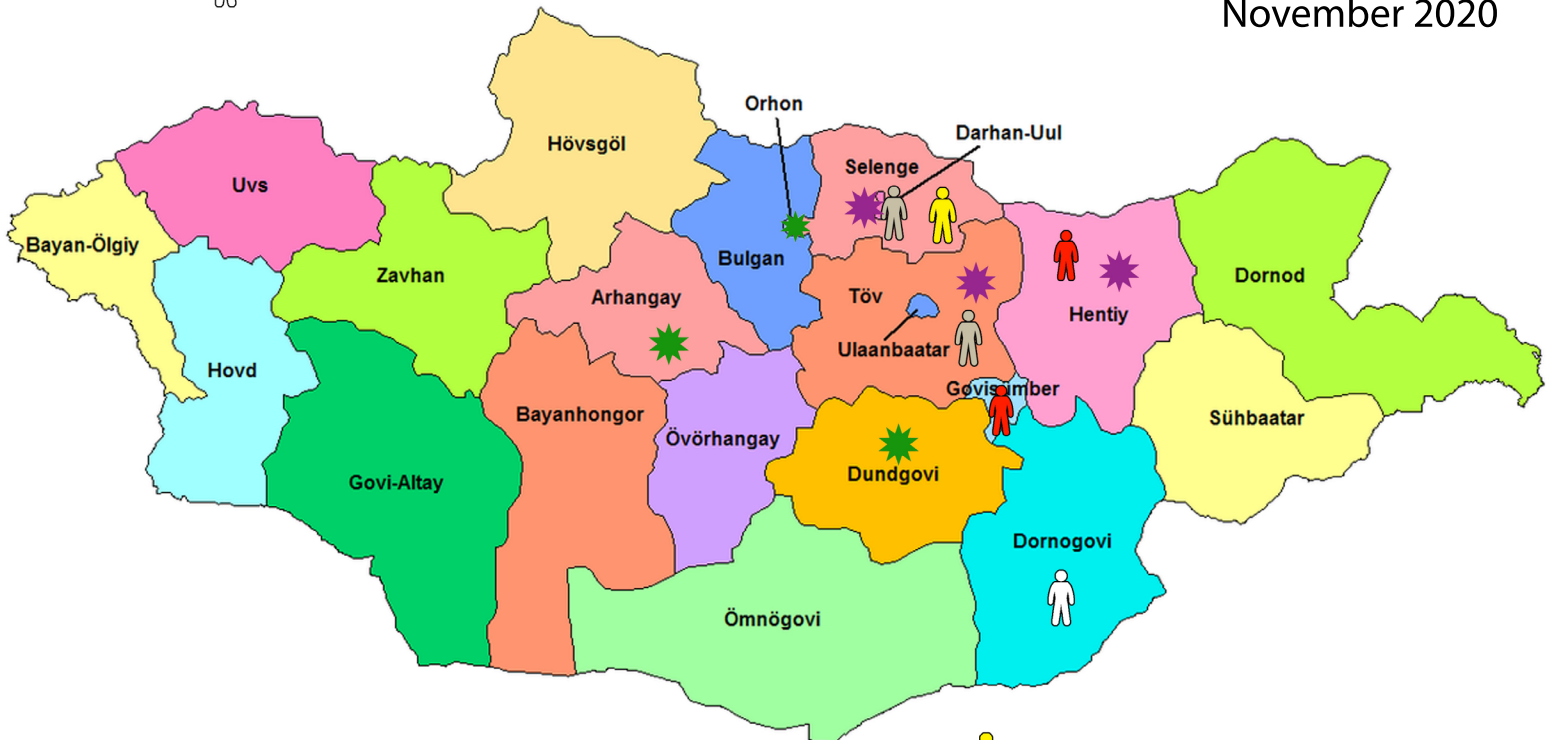
All the organizations already anticipate that the situation will continue to require major sacrifices and sustained efforts in 2021 and that they will not be able to return to their pre-pandemic funding levels.







Dulmaa Luvsansharav

MAP OF MONGOLIA

-  - NGOs run activities in some provinces.
-  - Children from provinces get services in Ulaanbaatar.

November 2020



-  Managing mentor parents (APDC)
-  Protection rights for teenage mothers (Princess centre)
-  National Center Against Violence (NCAV)
-  Desert Rose (DR)
-  Erdem Care Center
-  Beautiful hearts

THE FONDATION'S ACTIVITIES

In 2020, we put aside some of the work started by FDG in order to focus on developing alliances with other foundations to meet the emerging needs of community partner organizations.

We guided our decisions based on the recommendations of the *Réseau Québécois des Organismes Communautaires Autonomes* (RQ-ACA) and the five guiding principles set out in the statement from PFC, Environment Funders Canada, Community Foundations of Canada, and The Circle.

1. Be flexible, pragmatic and proactive in grant-making.
2. Collaborate on or contribute to emergency funds at the community and national levels as they emerge.
3. Stretch and deploy expertise and funds to protect the capacity and resilience of nonprofit and charitable organizations.
4. Support advocacy.
5. Take the long view and stay engaged.

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The Fondation's first philanthropic objective

In connection with our mission: "To financially support projects that bring people together, taken on by families and organizations in a neighbourhood or community and that contribute to children's well-being and respect for their fundamental rights."



In the health crisis context

At FDG, the COVID-19 crisis made it possible to pull together a multi-generational team into a crisis cell for one season, including Tara Gauthier and Justine Desjardins (students) and Lara Émond (member of FDG's Board of Directors), to contemplate how to better support our organizations and support society's pressing needs. We did that in dialogue with the organizations.

We also allowed the organizations already supported by FDG to redirect the awarded funding to pressing needs arising within their organizations. For most of them, the delivery of services and activities was compromised anyway by the rules associated with the health crisis.

At the end of the cycle, we also eased the reporting requirements and, with some exceptions, we renewed our partnerships with a minimum of information so as not to overburden the organizations with a cumbersome process, under the circumstances. We know that our partners in the field put considerable effort and great creativity into meeting front-line needs, along with continuing to provide a range of appropriate services.



A special COVID fund was established in Quebec and another one in Mongolia:

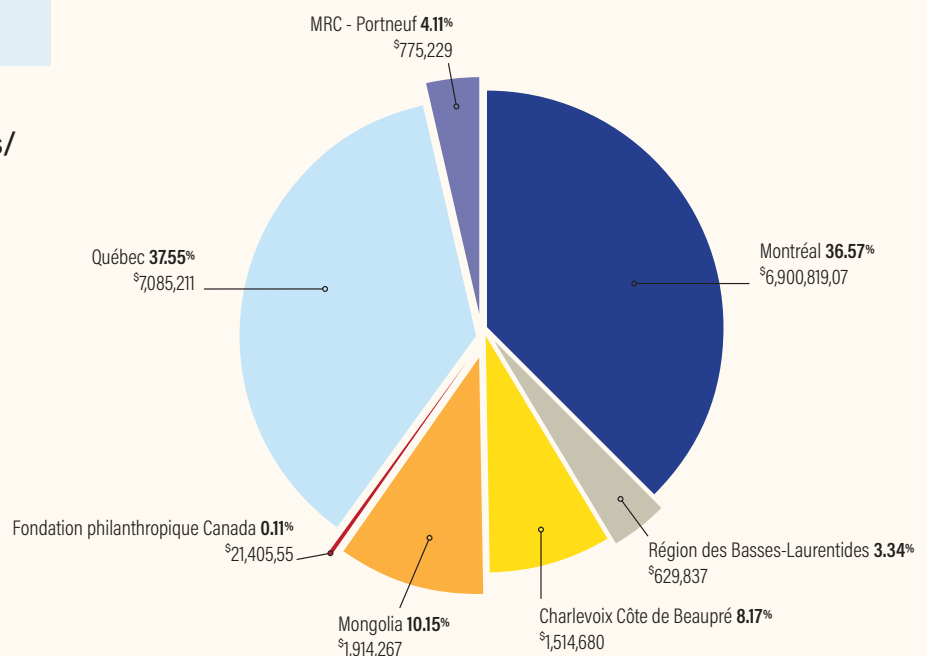
- In Quebec, \$101,050 was distributed to fourteen (14) organizations
- In Mongolia, \$12,390 was awarded to four (4) organizations

For a total of \$113,440, which was 7% of total donations for 2020.

Donations awarded by the Fondation

% = donations awarded per large regions/
out of total amounts awards since 2002

- Total donations for 2020:
\$1,614,350, an 9% increase over 2019
- Grand total of donations (2002 to 2020):
\$18,868,449



FDG PORTFOLIO (Quebec-Mongolia) 2020

- > Leveraging parenting experience: 32 projects under way
- > Involving young people aged 12 to 17 in the implementation of projects affecting them: 50 projects under way
- > 24 new branches for 80 organizations
- > 18 three-year agreements
- > 26 organizations have been receiving support for over 10 years and less than 15 years
- > 16 organizations have been receiving support for over 15 years
- > Number of organizations supported: 25 in Montreal
34 in Québec City
6 in Charlevoix-Côte de Beaupré
15 in Mongolia
- > Two special projects: *Mères au Front*, *Fondation du Musée de la civilisation de Québec* (Easter Sunday brunch)

Note

All projects underwent major adjustments in keeping with the unique reality of each organization, and the initial strategic objectives were revised accordingly for the duration of the pandemic.

Testimonials from two organizations

"Thank you for your flexibility with simplified tools. If you only knew how much of a load that takes of my already over-loaded mind!!"

Management - *Maison de la famille Rive-Sud*

"For almost three months now, I no longer work at Centre Bon Courage, an extraordinary organization that enabled me to grow as a professional and as a person. And you at FDG made a huge contribution to that through your greatly appreciated support."

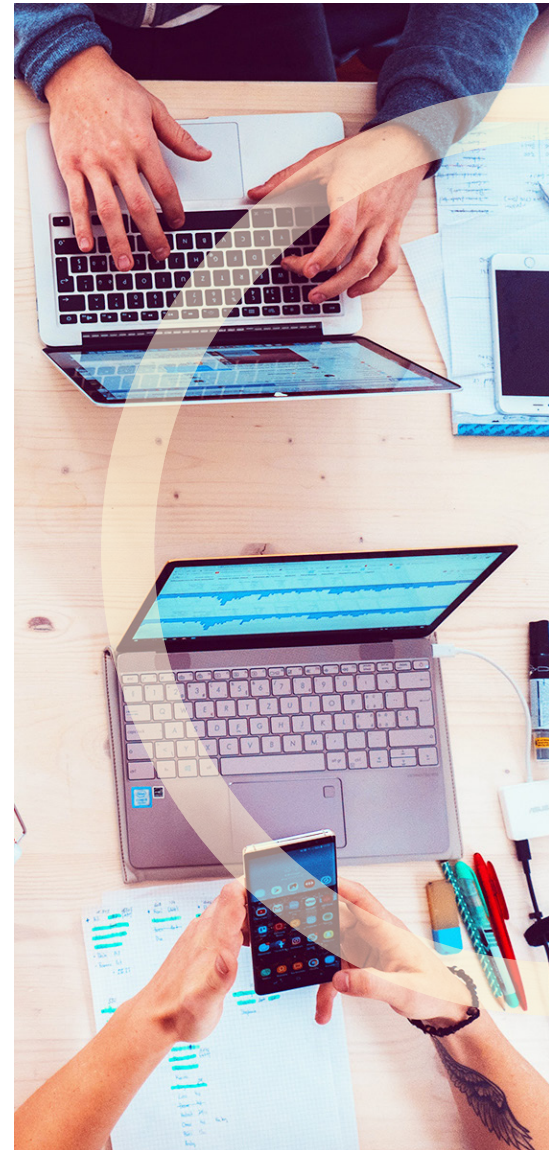
Former director of the *Centre Bon Courage*

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The Fondation's second philanthropic objective

In connection with the community environment: "To facilitate networking and sharing among partner organizations"

- Completed the evaluation of 13 organizations receiving assistance from FDG for over 14 years
- Telephone discussions with all supported organizations in order to obtain a picture aligning with the reality of each one
- Shared information and tools with the organizations for better adapting to the health circumstances
- Ran a workshop entitled "Demystifying Organizational Funding" for expert volunteers from *Bénévoles d'Expertise*
- Consulted on three organization's strategic plans
- 15 virtual tours for the organizations that submitted a request for donations



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The Foundation's third philanthropic objective

In connection with the philanthropic community: "To be a leader in the philanthropic ecosystem and use its ability to influence not just with the foundations, but also with the communities and organizations it deals with."

In 2020, the Foundation targeted a number of philanthropic players with which it developed closer collaborations, shared thoughts and views, and participated in various types of training to better understand the emerging needs and the changes brought about by the pandemic. Some examples include:



Carleton University

Since early 2020, the Foundation has been involved in interactive research to assess the impacts of the pandemic on Canadian foundations. That research identifies various phases in response to the pandemic:

- **Urgency:** dealing with the acute crisis, creating emergency funds, expediting donations, stepping up the work pace, adopting new ways of working, etc.
- **Transition to resumption:** preparing for recovery/change through knowledge gathering, conversations, assessing the work done so far, assessing needs, etc.
- **Resumption:** supporting communities' needs in the medium and long terms, rebuilding social organizations and infrastructure, awarding new grants, setting new priorities, etc.
- **Transition to reinvention:** preparing for reinvention, conversations, assessing the work done so far, assessing needs, etc.
- **Reinvention:** supporting change, systems, fundamentally new approaches, reorienting the foundation's work, preparing for future crises, etc.

It also mentions that 24% of the challenges pertain to workload management, 17% to pandemic fatigue, 13% to adapting funding strategies, and 11% to managing boards of directors.

There was an increase in collaborations among foundations, namely 47% more than before. Only 11% of the respondents indicated that involvement from BoD members increased. There is a strong need for recognition of the efforts made by the staff. And lastly, there is the need to address the root causes of the systemic and transformation issues. We have to think about long-term investments and infrastructure support. Continuing this research will reveal interesting new data

Collectif des fondations québécoises contre les inégalités sociales

From its reflections and consultations, including multiple meetings with the *Réseau des Organisations Communautaires du Québec* (ROCQ), the Collectif understands that our societies are being called upon to recognize and take action against systemic manifestations of discrimination and violence against Indigenous and racialized people. As foundations committed to combating inequality, we have to recognize how the manifestations of it particularly disadvantage the members of these communities. Based on that recognition, it is our responsibility to:

- Deepen our reading and understanding of the historical and current dynamics of exclusion to the detriment of Indigenous communities and racialized groups
- Align our actions to counter these dynamics and the resulting unequal distribution of resources, privileges and opportunities

The Collectif developed consistency principles for ensuring that the discourse aligns with the foundations' actions; those principles will have to be vetted by the member foundations in the coming year.

The Fondation is a member of the Collectif's coordinating committee for meetings between the *Regroupement d'organismes* and the philanthropic community.

Philab

Involved as a partner in this network of philanthropy studies, FDG draws on the information exchanged and shares its own learnings.

For Philab, climate change and environmental protection are topics of study for the initiatives undertaken by the philanthropic sector for addressing these issues and building a more sustainable future.

Canadian environmental foundations

Under the leadership of a few private family foundations, such as the Trottier Family Foundation and the McConnell Foundation, a few conferences were organized to better determine the need for involving civil society and private foundations in the fight against climate change. Some promising initiatives were presented, including:

C40 Cities: a group of more than 40 cities for which climate change must be the focus of bold policies so that they continue to be places that are livable in a sustainable way. The City of Montreal, with the help of Quebec foundations, joined this network and produced an ambitious plan for fighting climate change.

<https://www.c40.org>

The *Fondation Dufresne et Gauthier* also co-authored an article entitled "*Pour une relance verte, solidaire et prospère*" with a group of foundations.

United Way

Whether in Montreal, Quebec City, Estrie or elsewhere, it is United Way donor-philanthropists that tend to want to choose their “poor”. These organizations that depend on the generosity of more advantaged citizens must therefore put the emphasis on stringent accountability, while ensuring that inequalities are reduced and social change is promoted. A constant balancing act that cannot be maintained without acting with the utmost transparency, earmarking funds for innovative projects, and maintaining a strong network in the communities.

Éclaireurs of the *Fondation Lucie et André Chagnon (FLAC)*

The FLAC’s new directions were unveiled in 2020, following a consultation process with the foundation’s stakeholders. Hélène Dufresne joined the FLAC’s *Éclaireurs* group several years ago and benefits to a large extent from the thoughts shared around the discussion table as well from being able to provide her personal contribution

Workshops and seminars informed our thinking for the next few years. Here are few examples:

- Reconciliation model with Indigenous peoples (Indspire)
- Voice of racialized and Indigenous women (*Fondation Bombardier*)
- Portrait of a resilient community (BNP)
- Various panels and workshops:
 - Climate issues and the environment as drivers of social development
 - Reconciling with our history and that of First Nations;
 - Immigration: a valuable fibre for weaving our communities.

Memberships

The *Fondation Dufresne et Gauthier* is also a member of Philanthropic Foundations Canada (PFC) and a member of the *Collectif des Fondation Québécoises contre les inégalités* and the content committee for the Mallet Institute’s 2021 Symposium



It’s gratifying to see that foundations and organizations are increasingly willing to co-create within the communities by turning a caring and informed eye towards social transformation and cross-cutting collaborations.

The processes are streamlined, impact analysis is often specifically funded, organizational learning is valued, agility is promoted, especially during the pandemic period. There is greater inclusion of racialized populations and Indigenous peoples in the thinking process, out of awareness of the harms that these people have suffered in the past and out of concern for greater social justice.

GOUVERNANCE

- > Two donation awarding sessions - Board of Directors
- > An orientation session with the Board members: emerging issues, future strategic directions, FDG's organizational structure

MEMBERS OF THE BOARD OF DIRECTORS

Hélène Dufresne. Co-founder and President of FDG, she is active in multiple FDG activities. She also sits on other boards of directors, such as those of *Équiterre*, MNBAQ and Horizon Charlevoix. She is a member of the Coordinating Committee of *Mères au Front*, a grassroots movement that advocates for action in the face of governments' inaction on climate change.

Daniel Gauthier. Co-founder and Vice-President of FDG, Daniel is President of the BoD of HDG and *Groupe Le Massif* and promoter of the Massif de Charlevoix project. He sits on various boards of directors, including of *Groupe Germain* and *Réseau Charlevoix*.

Claude Choquette. Secretary-Treasurer of FDG since the foundation was established, Claude is the President of HDG and *Groupe Le Massif*. Member and Fellow of the *Ordre des comptables professionnels agréés du Québec*, he is recognized as a thorough and disciplined financial professional. Among his many commitments at the United Way and elsewhere, he is President of the *Fondation du Musée de la Civilisation de Québec*. He also sits on various boards of directors including of *SSQ Société d'Assurance-Vie*, *Groupe Germain*, *Chocolats Favoris* and the *Chaire en innovation financière* of the Université Laval.

André Couture. As President of the Board of Directors of Sanimax, André is actively involved in promoting the strategic alignment of Sanimax's management, board of directors, shareholders, and the fourth generation of this family business. André sits on a number of other boards of directors, including of the *Fiducie du patrimoine culturel des Augustines* and the *Collège Saint-François-de-Laval*.

Lara Émond. Lara is a business strategy and market development consultant who supports SMEs and organizations in their growth. True to her values, she ensures that the mandates carried out align with those values and that they have a positive socio-economic impact. She is currently completing her training at the *Collège des administrateurs de sociétés*. She sits on the MNBAQ's Board of Directors.

Aurélié Gauthier. A member of the *Barreau du Québec* since 2016, Aurélié is a dynamic young professional dedicated to making the world a better place. She currently works for a public agency where she uses her legal expertise to protect the interests of Quebec consumers of financial products and services.

Francis Morin. A philanthropy manager and professional, after holding several positions with places such as the *Musée de la Civilisation de Québec*, *Centraide Québec-Chaudière-Appalaches*, Francis is Vice-President of Operations (administration, human resources and communications) for the *Fondation du CHU de Québec*.

TEAM

Johanne Beauvilliers

General Manager of FDG, Johanne has been working for roughly 30 years with populations affected by various social issues. What motivates her today is being able to leverage her managerial skills and the experience gained in her previous roles, including at the YMCA, Plan Nagua, and *Mères et Monde*.

Dulmaa Luvsansharav

Initially trained as an engineer, Dulmaa worked for roughly 10 years with Save the Children UK in Mongolia, where she gained considerable experience in humanitarian aid. She has been the coordinator of FDG's programs in Mongolia since 2010.

Coming in 2021

Outreach approach (partnership and territorial focus)

The Fondation is often cited as an organization with a unique practice that features, among other things, its human support. In a context of leadership transition and out of concern for leaving a mark on the Fondation's history, *a document explaining the specifics of the Fondation's philanthropic outreach approach* for the past 20 years will be produced. That document will formalize the learning gained over those years and, hopefully, will inspire other philanthropic players. Mongolia will also serve as a model for applying our practice.

Thank you to the organizations that participated in the interviews.

An *on-boarding guide for any new management or or new community partner* at FDG is being produced.

**FDG will
celebrate its
20th Anniversary
in 2021!**