

Sowing the Seeds of Local Philanthropy



Two Decades in the Field of Community Foundations



CHARLES STEWART
MOTT FOUNDATION

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NOTE:

The quotations interspersed throughout this publication were taken from a roundtable discussion held with the Mott Foundation's Board of Trustees in June 2000 in Flint, Mich.



“What is a community foundation? First, take the word ‘community.’ It’s people being connected to each other by geography. Then take the word ‘foundation’ and think about it as a platform for growth. And then you put those two words together — community foundation — and you get the idea of a platform for building community. It’s really a nonprofit charitable organization that’s been created by and for the people of the community and to help donors do good work in the community.”

S U Z A N N E L . F E U R T

*Managing director, community foundations, Council on Foundations, Inc.,
Washington, D.C., USA*

THE CHARITABLE IMPULSE



President's Message

SOWING THE SEEDS OF PHILANTHROPY

Over the past 20 years, the Mott Foundation has invested \$72.4 million in a simple, but profound, concept — philanthropy begins on Main Street. Our meaning is twofold: The charitable impulse is universal and individual philanthropy begins at home, wherever home is. People — no matter where they live, work and worship — support the causes, beliefs and good works that are closest to their hearts.

This notion is the backbone of our efforts to build community foundations and community philanthropy, as well as the field's infrastructure, in the United States and around the world. Since their beginnings 87 years ago, community foundations have proven to be powerful vehicles for people from all walks of life to give expression to their charitable impulses and to help strengthen their communities.

What has become clear to us through this experience is that the community foundation concept has great versatility; its capacity to adapt to different tax structures, laws and cultures has been repeated time and time again, from Canada to the United Kingdom to Central/Eastern Europe to South Africa.

Through our domestic and international experiences, we have learned that the community foundation concept has the power to build far more than financial resources. Its real potential, we believe, is its capacity to help foster community — to bring people together around a common mission, to create links between the past and the future, and to build bridges between disparate personal experiences and perspectives.

The purposes of this special report, *Sowing the Seeds of Local Philanthropy: Two Decades in the Field of Community Foundations*, are threefold. First, it gives us the opportunity to reflect on, and document, our 20 years of experience in this field. Second, it allows us to provide some insight into those experiences. Third, it showcases the work of our grantees, some that have used the Foundation's financial resources to establish long-lived programs and others that, in just the past few years, have moved into the uncharted territory of community-building.

LESSONS LEARNED

The Mott Foundation was neither the first — nor are we the only — private foundation to fund community foundations or the special initiatives created by them. As you will learn in this report, funding from other private foundations has had an impact on the field's landscape. Major funders — such as the Ford, James Irvine, W.K. Kellogg, John S. and James L. Knight, Kresge, and David and Lucile Packard foundations, and the Lilly and California endowments — have backed community foundations and their support organizations in local, national and international arenas.

But our experience has given us some insights into the community foundation world and our own work. We believe that the community foundation concept's strength comes from its flexibility. We have discovered, through trial and error, that you can't take an American idea, export it and replicate it exactly. It must be shaped by the local community's values, tradi-

tions and needs, whether the community is Flint, Michigan, or Togliatti, Russia, or Richards Bay, South Africa. Although this lesson was learned through our community foundation funding, it has filtered through, and strengthened the balance of, our international grantmaking.

The value of supporting infrastructure organizations for community foundations and community philanthropy, particularly those working in the international arena, is now strikingly apparent. Through research, materials development, skill transfer, mentoring and dissemination of knowledge, groups such as the Council on Foundations (COF), the Council of Michigan Foundations (CMF), Community Foundations of Canada, the Community Foundation Network (formerly the Association of Community Trusts and Foundations) in the United Kingdom, and the European Foundation Centre (EFC) are assisting the broader development of the field as well as that of individual community foundations and community philanthropies.

We also have learned that there is a value to being in this field for the long haul, especially for a private foundation. This was critically important when we were funding community foundations that were new or small, or in the process of revitalization. You can't expect change overnight, and have to be prepared to make a commitment of at least three years. Early support can be invaluable for any new community foundation. It can help an emerging community foundation get noticed, provide leverage with local donors and banks, and build prestige with constituents.

Community foundations also build common cause — they have been, and always will be, natural partnership builders within their communities. These partnerships are potent because community foundations can combine the donors' charitable impulses — and their energy, time and financial resources — to create something that is greater than the sum of its parts.

For a private foundation, partnering with community foundations is also a powerful mechanism for getting resources to grassroots organizations. Through this process, we learned more about specific neighborhoods and their issues, and community foundations have strengthened their presence in those communities for the long term. While national and/or private foundations move in and out of programs, the community foundation remains as a knowledgeable and effective force to address local issues.

Technical assistance and training are important resources, and can have an impact greater than grant dollars. For us, technical assistance proved to be a dual benefit. Provided early on, it helped our community foundation grantees build capacity and resources and, in the end, it strengthened our efforts and made us a better grantmaker.

We've been fortunate to have staff continuity throughout most of the life of our community foundation programming. Former Program Officer Suzanne L. Feurt's 21-year career with the Foundation has been synonymous with much of our work in this arena. She helped shape our earliest efforts in technical assistance, developed the Community Foundations and Neighborhoods Small Grants Program, and then

guided us into international community philanthropy. After spending three years as a loaned executive to the EFC in Brussels, Belgium, Suzanne returned to the United States in late 2000 to join the staff of COF in Washington, D.C. There, she continues her commitment to strengthening community foundations as managing director of COF's efforts in the field.

LOOKING TO THE FUTURE

But Suzanne's departure does not mean the end of our interest in, and commitment to, community foundations. She has helped the Foundation build a base of experience and expertise that will serve us well as we move into the 21st century.

In the midst of impressive local impact, dynamic national expansion and an ever-increasing global presence, the field needs to think about the future. Where will community foundations and community philanthropy go from here? How will community foundations sustain their success while ensuring continued responsiveness to local needs and concerns?

After more than two decades of solid growth and development, optimism and excitement about the future are high. But a number of challenges pepper the landscape: changing demographics; broadening assets across varied population groups; massive inter-generational transfer of wealth; new models for philanthropic giving; development of strong, sustainable grantmaker associations and support organizations; and related international developments.

Although we can't predict the impact of these challenges, we remain a committed partner in the

field. Through the years, our grantmaking in the field has remained true to founder Charles Stewart Mott's core belief in the importance of supporting and strengthening local communities — whether it involved finding new ways to reach grassroots neighborhood groups or sowing the seeds of interest for community-based philanthropy worldwide.

We expect to keep in play many of our past domestic and international strategies, including collaboration with local funders and support of nascent networks in many parts of Europe, Russia and South Africa. At the same time, we will be sensitive to emerging opportunities to work with individual community foundations, community philanthropies and support organizations.

We continue to believe that community foundations are important vehicles for connecting resources and needs at the local level — a concept that resonates deeply with community leaders around the world. The meteoric rise in the number of community foundations in recent years and the obvious good being accomplished through their grantmaking suggest that they have the potential to leave an indelible mark on all levels of society, both at home and abroad.

The Mott Foundation looks forward to helping this potential become reality.



William S. White
President



“The community foundation story in Canada is historically a western Canadian story that started in Winnipeg. The four biggest foundations are in the west.

... It’s really been in the last 10 years that we’ve come together as an organized movement. ... Growth has been just dramatic. We now have 102 community foundations. They represent probably close to 80 percent of the population in Canada.”

B E T S Y M A R T I N

*Executive director of Our Millennium and director of programs,
Community Foundations of Canada, Ottawa, Canada*

PLANTING SEEDS, HARVESTING RESULTS



COMMUNITY FOUNDATIONS: HOME-GROWN PHILANTHROPY

The doors of philanthropy, once closed to all but the very wealthy, have opened to anyone with a dollar (or ruble or rand) and a desire to make a difference. Donation amounts can vary vastly — from a software mogul’s billions to the proverbial widow’s mite — but there is now a bedrock belief that charitable giving is everybody’s business.

And one of the most convenient ways for an individual to exercise his or her charitable impulse for the good of the many is through community foundations — a field that didn’t exist as the 20th century began.

“The community foundation is an ideal way for people from all walks of life to help build a permanent resource for their community,” said Steven A. Minter, president of the Cleveland Foundation, the first community foundation. “With a gift of any size, people can support what they care about today and be assured that their gift will keep working tomorrow and for generations to come.”

At the dawn of a new century, there are about 600 community foundations in the United States, and new ones are springing up not only in this country, but also in many other parts of the globe.

The Cleveland Foundation was created in 1914 by banker Frederick H. Goff. It followed on the heels of the nation’s first private foundations, which were established by affluent community leaders — such as steel baron Andrew Carnegie and oil tycoon John D. Rockefeller — to improve the lives of the less fortunate.

While Carnegie said his wealthy peers would be disgraced in death if they didn’t make sizeable donations to charity, Goff created the community foundation concept to engage a broader segment of the population in philanthropic efforts. As president of the Cleveland Trust Company, he developed the concept partly as an alternative to private foundations so that people of modest means could respond collectively to the needs of their neighbors.

At the dawn of a new century, there are about 600 community foundations in the United States, and new ones are springing up not only in this country, but also in many other parts of the globe. During the past two decades, literally hundreds of those community foundations were either established or strengthened with the help of private foundations.

Today, community foundations are as varied as the geographic areas they serve. However, most contain the same essential components — whether they were established in the 1910s or the 1990s.



Community foundations allow citizens of modest means to respond collectively to the needs of their neighbors.

Community foundations:

- provide a leadership role within a specific geographic area to help solve community problems and address local issues;
- provide donors with services tailored to their interests and assist them in achieving their charitable goals;
- eventually seek to build endowment funds from a range of local sources, including residents, businesses and nonprofit groups¹;
- provide grant support to other nonprofit organizations to address local needs;
- provide governance by an independent board that is broadly reflective of the community served;
- maintain open policies and practices; and
- regularly inform the public about all areas of their operations, including finances, programs and purposes.

Once Goff began sharing his concept with other bankers and attorneys, community foundations started developing throughout the United States.

“This was a newfangled idea in 1914,” said attorney Richard H. Oman, who served 22 years as executive director of the Columbus Foundation beginning in 1955. “It really caught on in the 1950s.

Community foundations started springing up all over our country. As a result, all the early documents for community foundations were patterned after the Cleveland Foundation.”

This growth has continued unabated, although some periods have been more prolific than others. For many, the history of community foundations can be divided roughly into two broad periods: before and after the 1969 Tax Reform Act. When Congress passed that legislation, community foundations, along with other public nonprofit organizations, benefited because they could offer tax advantages that were not extended to private foundations. The tax law changes positively influenced the field because they rewarded charitable giving at all economic levels, allowing many to become philanthropists for the first time.

One of the field’s greatest periods of growth was from 1975 to 1985, when more than 300 community foundations were established around the country.

¹ In many countries, community foundations focus their early attention on establishing grantmaking programs, which generate community trust and support for the foundations. A movement toward building endowments usually doesn’t begin until two to three years later.

Growth has continued to this day, partly because strong stock gains and a booming economy have increased personal assets. Donors view community foundations as avenues to enhance their hometowns while earning maximum tax benefits.

A November 2000 survey of 582 U.S. community foundations found they made grants exceeding \$1.9 billion in 1999, an increase of 26 percent from 1998. The study, conducted by the Columbus Foundation, reported that their combined assets were \$29.9 billion in 1999, up \$4.6 billion from the year before. Sixty-one community foundations reported more than \$100 million in assets, compared with 12 in 1988.

Part of this growth was attributed to increased marketing efforts by community foundation staff and board members, who often preach a message that resonates with the general public: Anyone can be a philanthropist. Individual donations — whether a little or a lot — can be combined to improve communities dramatically.

During the late 1970s, Eugene C. Struckhoff, who had just left the presidency of the Council on Foundations (COF), was instrumental in nurturing much of that growth. Struckhoff, known by many in the field as the “Johnny Appleseed of community foundations,” spoke at civic club luncheons and dinners throughout the nation, touting the community foundation message to the masses. He described how



Eugene C. Struckhoff

this new brand of community-based philanthropy differed from bank trusts, United Ways and chambers of commerce.

“I’d go into a community, spend three days there and have maybe 10 meetings,” Struckhoff said. “I’d meet with the lawyers, accountants, bankers and other financial advisers. I’d also meet with key potential donors, and then I’d meet with the media. I’d meet with the board, the committee interested in setting up a community foundation, and I’d meet with the non-profits to let them know we weren’t competing and we needed them to be supportive.”

Meanwhile, leaders at several national foundations, including the Mott Foundation, saw the tremendous potential of community foundations to become cornerstones of local philanthropy in large cities and small towns nationwide. As a result, beginning in the late 1970s and escalating for the past 20 years, private foundations initiated programs to establish new community foundations and strengthen existing ones.

Private foundations often challenged community foundations to provide dollar matches for the grants they received from private foundations, but this requirement was welcomed because it cultivated community support for programs and increased the local

Community foundations can bring people of all ages and ethnic backgrounds together.

donor base. As many community foundations noted, national names such as the Mott and Ford foundations caught local donors' attention and opened doors.

"Mott's role was crucial," said Eleanor Sacks, author of *Building the Worldwide Community Foundation Movement* (April 2000).² "It was the first major funder to recognize that you needed to get down to the community level to meet local needs."

During the past 20 years, the community foundation landscape has changed dramatically, partly because of efforts made by private foundations. For example, Ford launched several initiatives with community foundations, including programs to develop community leaders, jump-start rural development and accelerate endowment building.

Many international, national and statewide funders — the James Irvine, W.K. Kellogg, John S. and James L. Knight, Kresge, and David and Lucile Packard foundations; the Lilly and California endowments; and others — developed multiyear plans and devoted millions of dollars to spur the establishment and growth of community foundations in targeted areas.

In addition, the Wallace-Readers Digest Funds, and other national foundations, have distributed grants to community foundations to strengthen specific program areas, such as the arts or education.



Private foundations also have given community foundations sizeable grants to:

- establish endowments for youth programs;
- re-distribute funds as smaller grants to grassroots groups;
- initiate community-wide priority projects; and
- help build endowments for nonprofit organizations, and a host of other purposes.

Besides support from private foundations, community foundations have received considerable assistance from grantmaker associations and support agencies, such as COF, a Washington, D.C.-based nonprofit organization that is a voice for philanthropy in

² This publication is a joint report of the International Programs of the Council on Foundations and the Worldwide Initiatives for Grantmaker Support.

Many nations now have favorable environments for individuals and groups to explore whether community foundations could flourish in their countries.

the United States. It strives to encourage growth and accountability, provide national representation, and promote best practices.

While private foundations have done a lot to help the community foundation field grow in the United States in the past two decades, their efforts also have extended worldwide. Private foundations have given money and expertise to help develop international organizations that share characteristics with community foundations. Several foreign partners have been involved, including the Open Society Institute-supported foundations in Central/Eastern Europe; the United Kingdom-based Charities Aid Foundation, which is also working in Russia; and others.

As of March 2000, 28 countries had organizations that identified themselves as community foundations and bore more than passing resemblances to the familiar U.S. concept, according to COF. Although community foundations have existed outside the United States since 1921, when the Winnipeg Foundation was established in Canada, the interna-

tional field did not take off until the 1990s. During the past decade, community foundations have been established throughout Canada and elsewhere around the world.

Historic global changes, such as the collapse of communism and the end of legalized apartheid in South Africa, prompted many nations to create political and social structures that engaged citizens, and forced the three sectors — public, private and non-profit — to work together to address community needs.

In light of these changes, many nations now have favorable environments for individuals and groups to explore whether community foundations could flourish in their countries. Not surprisingly, the concept has proven quite attractive, especially in former totalitarian states. Now residents of all economic means, who previously had no voice in decisionmaking, can help determine the best way to spend locally generated funds to meet local needs.

“In the U.S. and around the world, community foundations are the best mechanism to foster philanthropy in communities,” said Peter Hero, president of the Community Foundation Silicon Valley, a member of COF’s International Committee and former chairman of its Committee on Community Foundations.

Two geographic areas in particular — Europe and South Africa — have attracted private foundations’



Central/Eastern Europe and Russia have attracted private foundation funding and technical assistance.

ing and sometimes regrant funds to help establish and assist community foundations in their geographic areas. They also promote the community foundation concept at the local and national levels, including advocating for changes

funding and technical assistance. Some private foundations, such as Mott, have concentrated their efforts on helping to establish and fund national grantmaker associations and support agencies in these areas. These include the Community Foundation Network, established in 1991 to serve the United Kingdom; the Southern African Grantmakers Association (SAGA), established in 1995 to serve South Africa and neighboring regions; and the Academy for the Development of Philanthropy in Poland, established in 1998 to promote community foundation growth in up to 14 communities nationwide.

These grantmaker associations and support agencies provide technical assistance, strengthen peer learn-

in tax laws to make it easier and more beneficial for individuals, businesses and organizations to donate funds to community foundations.

In addition, the Community Philanthropy Initiative, a program of the European Foundation Centre (EFC) in Brussels, Belgium, has provided guidance to emerging philanthropic organizations throughout Europe, including community foundations.

The Bertelsmann Foundation also has been a key player in the region. It took the lead role in establishing Germany's first community foundation in its hometown of Gütersloh, and it promotes the community foundation concept in its home country in several

ways, including working for legislative reforms to create a more favorable tax climate. Bertelsmann also is helping advance community philanthropy internationally by supporting transatlantic board and staff exchange programs and symposiums.

Many community foundations in Central/Eastern Europe and Russia focus their initial attention on establishing grantmaking programs, which generate community trust and support for the foundations. A movement toward building endowments usually does not begin until two to three years later.

In South Africa, the community foundation model is being adjusted to the local culture, so it

builds upon traditional forms of giving. There is also excitement about the potential for community foundations to serve as bridges to bring together formerly divided communities in areas of race, class, language, political affiliations and urban/rural locations.

Max M. Legodi, program director at SAGA, says there's a lot of work ahead, but he is proud of what has been accomplished thus far and is optimistic about the future.

"People are interested in the concept of building a permanent endowment. That's a new concept in South Africa," he said. "The nature of a community foundation as an apolitical organization is also appealing to people because of its potential to become a unifying organization — one that builds partnerships across the board with all races and stakeholders."

Today, 87 years after it began with one man in one Ohio city, the community foundation field continues to grow and mature, both nationally and internationally. From South Carolina to South Africa, it is bursting with possibilities and challenges. What follows in this report are looks at the Mott Foundation's 20-year experience in the field, the lessons it learned, three grantees Mott has worked with and what the future holds.

A community foundation can serve as a catalyst for building local partnerships.





“The community foundations [in the United Kingdom] really do function as a network. They’re very close-knit; they’re supportive of each other. We see staff and trustees across foundations learning from each other and sharing experiences. Our new tag line to go with our new name is ‘local giving for lasting value,’ and that phrase sums up both our current achievements and our future goals.”

G A Y N O R H U M P H R E Y S

Director, Community Foundations Network (formerly known as the Association of Community Trusts and Foundations or ACTAF), London, England

THE MOTT EXPERIENCE



STRENGTHENING THE ROOTS OF LOCAL GIVING

Philanthropist Charles Stewart Mott's deep sense of community compelled him to use his resources to improve conditions for those around him. In 1979, his foundation built upon this cornerstone commitment to communities by initiating partnerships with community foundations across the country and eventually, around the world.

In the two decades that have followed, the Mott Foundation has invested \$72.4 million in hundreds of projects in the field, both nationally and internationally. There were about 220 community foundations in the United States when the Foundation made its first grant in the field. At the close of 2000, there were almost 600. Globally, the community foundation model was evident in only a handful of nations when Mott first partnered with the Charities Aid Foundation in the United Kingdom a decade ago. Today, community-based philanthropic organizations can be found in 28 countries and on every continent except Antarctica.

Today, community-based philanthropic organizations can be found in 28 countries and on every continent except Antarctica.

Mott ventured into the community foundation field for three basic reasons:

- First, the Foundation always has believed that strong, vibrant communities are the building blocks of solid societies. By supporting and strengthening grantmaking organizations that were locally controlled, operated and financed, Mott ultimately would have a hand in building healthy communities.
- Second, in the aftermath of the 1969 Tax Reform Act, which was more restrictive for private foundations than for community foundations, it seemed worthwhile to build community foundations' internal capacity and their endowments to demonstrate there was no competition for financial resources and to promote both types of foundations working together for like causes.
- Finally, Mott knew it would be impossible to have a physical presence in hundreds of communities — to know local needs and respond with program support. By linking with community foundations, which served as Mott's "eyes and ears," the Foundation could keep abreast of innovative approaches to community problem-solving and possibly provide additional support if needed.

Since Mott entered the field 20 years ago, the



Community-based giving is as old as humankind itself.

Foundation's reach has extended as far as Russia, yet it also has been as close as the Community Foundation of Greater Flint, Michigan, located two blocks west of Mott's office. Mott has learned that community-based giving is a practice as old as humankind itself. And although philanthropy looks decidedly different on Main Street, Flint, when compared to Main Street, Moscow, there are also similarities.

Mott's grants have funded administrative expenses, provided challenge grants to generate capital for endowments, and helped create partnerships with grassroots neighborhood groups. Efforts also have included funding for national and regional grantmaker associations and support agencies; creation of a series of publications for the field; collaborative efforts around specific issues such as race relations, improved ecological systems, violence prevention and youth concerns; trustee and staff education; professional networks; and growth of the field internationally.

This report divides the Foundation's community foundation work into three general phases, each representing a different focus of funding:

- Beginning in the late 1970s and continuing until the mid-1990s, Mott linked with the Council on Foundations (COF) and other private foundations



to build the capacity of individual community foundations, largely through two efforts: providing technical assistance and direct grants, and providing assistance for board and staff development.

- Beginning in the mid-1980s and continuing to the present, Mott has partnered with community foundations on programmatic initiatives, addressing such issues as low-income neighborhoods, environment, violence and race.
- Beginning at the end of the 1980s and continuing to the present, Mott launched, expanded and strengthened its international initiatives. This phase has included funding organizations that support community foundations, such as Community Foundations of Canada, the United Kingdom-

Healthy communities can help children flourish.

based Community Foundation Network and the Southern African Grantmakers Association. All were created in the past decade to assist established and emerging community foundations in specific regions.

CAPACITY-BUILDING: NUTS AND BOLTS

Homer Dowdy, retired Mott Foundation vice president, laughs as he recalls those days in the late 1970s when the Foundation first considered funding a few community foundations as a way to strengthen the nonprofit sector. While he hoped that a community foundation eventually would be within reach of every U.S. resident — especially in cities that lacked large corporate or private foundations — Dowdy said he never dreamed that 20 years later the Foundation would have extended its involvement from the United States to as far afield as Russia and South Africa.

“Our goal was not to blanket the country but to set up lighthouses here and there as examples,” Dowdy said. “Initially, we figured five years and we’d be out of it. But the foundations established a pattern of success when they were strengthened. Long before the five years were up, we realized we would be more into it than we had thought. The program grew and it just made sense to stick with it.”

In 1981, Eugene C. Struckhoff resigned as COF president and became primary consultant for the COF/Mott Technical Assistance Program. It was the first of several joint programs between Mott and the council. In all, Mott made grants totaling \$2.4 million to COF from 1982 to 1996, which reached almost 200 community foundations. Mott awarded an additional \$4.9 million in direct challenge grants to 54 community foundations participating in the technical assistance program during this same period. [See article on the Arizona Community Foundation, page 38.]

The first program with COF started in 1982 and ran through 1986. It provided one-on-one consulting with Struckhoff and other trained professionals to about 75 community foundations. Community foundations learned how to design and develop staff, boards, donors, endowments, grantmaking programs and marketing strategies. During the same period, and extending until 1995, dozens of foundations received Mott grants — ranging from \$45,000 over two years to \$100,000 over five years — for administrative expenses, endowment building or re-granting. While the money was certainly not enough to meet all expenses, it was appreciated by many as “making the difference” in allowing foundations to grow and develop quicker than they would have otherwise.

Participants consistently cited challenge grants as a key component of this program. Such grants were not new in the philanthropic field, but they had been untried by most participants in the program. Mott required foundations to provide local cash matches as a way to leverage resources and prompt community involvement in the program. Former Mott Program Officer Suzanne L. Feurt, now managing director of COF’s community foundation efforts, says the challenge grants enabled many foundations to reach out to living donors, something uncommon at that time because the bulk of community foundation assets had been generated through wills.

As a complement to the challenge grants, Struckhoff incorporated another tried-and-true philanthropic technique. He used successful leaders in the field to mentor those who were new or struggling. This approach worked so well that Mott has asked former community foundation grantees to serve as mentors to emerging and struggling foundations elsewhere to help expand the field around the world.

The COF mentor for the Maine Community Foundation was Stephen Mittenthal, president of the Arizona Community Foundation. It was an ideal partnership because the foundations shared common challenges associated with serving an entire state instead of

a single county or city.

“Providing that peer support was really a smart move. They mentored us in how to work with our constituencies, such as accountants and lawyers,” said Marion Kane, who recently retired from the Maine Community Foundation after serving as associate director from 1983 to 1989 and president from 1989 to 1999.

Maine’s challenge grant was unusual: raise a cash match from summer residents. That donor group had never been tapped, Kane said. However, Mittenthal already had discovered the donor power of seasonal residents in Arizona. With his encouragement, not only did Maine secure its match, but also it went on to establish arts and environmental endowments with funds raised primarily from summer residents.

In 1989, Maine’s assets were \$4 million; today they are approaching \$100 million. More importantly, the foundation is recognized as a statewide leader for the work it does in the area of community-based fisheries management, which began after Mott provided a grant in 1993 to help create and support the Collaboration of Community Foundations for the Gulf of Maine. The organization became the nation’s first ecosystem collaboration for community foundations.

Kane traces much of the foundation’s growth back to the technical assistance provided and the Mott chal-

lenge grants, which totaled \$100,000 from 1990 to 1994. She said the grants gave the small foundation lasting credibility in the eyes of the entire state.

“Forget the assets, the dollars, and look at what that program did for us,” Kane said. “It plugged us into a network so that we could build our capacity and our reputation for playing with national funders like Mott. The value of that can’t be measured.”

Maine was one of several foundations with little capital and few years of field experience when it entered the COF/Mott program delivered through Mittenthal’s mentoring.

The Greater Tacoma Community Foundation was another. It was just four years old when it received a two-year, \$45,000 Mott grant for administrative support. The foundation was already receiving extensive technical help from Struckhoff through the COF/Mott program.

The grant money was crucial, said Margy McGroarty, community foundation president. It was earmarked for administrative support so the staff and board could keep the office running while focusing attention on securing unrestricted dollars from an outside challenge grant.

“We were successful at raising the unrestricted money, which is the hardest kind of money to raise.



Margy McGroarty

We did it with the help of ‘Struck,’ who put together bankers, corporate leaders and attorneys. There was something else. There’s power in working with the ‘experts from the East.’ That spotlighted us. Here’s this national funder interested in working with us — way out here in Tacoma,” McGroarty said.

Since then, the community foundation has grown in assets and public recognition. It assumed a high-profile leadership role in the community when it linked arms with the City of Tacoma and served as its

fiscal sponsor and partner in backing plans to build a new performing arts center, which opened in 1996.

McGroarty admits that her “\$1.98” estimate of assets in 1984 might be low, but not by much. The Greater Tacoma Community Foundation closed fiscal year 2000 with \$60 million in assets and distributed almost \$3 million that fiscal year to diverse projects, such as restoring historic buildings and supporting welfare-to-work programs.

Recipients of the COF/Mott grants said they sensed a common thread that ran through the fabric of the technical assistance program — a basic desire to see community foundations succeed. Struckhoff saw the program from two perspectives — as a technical assistant consultant for COF/Mott and also as half-time executive director of the Baltimore Community Foundation, which received a two-year, \$50,000 Mott administrative support grant.

At the time, Baltimore’s assets were \$3.4 million; today they are \$100 million. One of the foundation’s major and longstanding areas of support has been programs that strengthen city neighborhoods and those in surrounding areas. The foundation’s Neighborhood

Community foundations strengthen neighborhoods and provide opportunities to celebrate progress.



Grants Fund is expected to distribute \$200,000 annually, said Timothy D. Armbruster, past foundation president.

Struckhoff said his role at the Baltimore Community Foundation gave him a laboratory in which to test the concepts he was developing for the field. He enthusiastically shares the example of what an infusion of Mott money and one-on-one consultation did for the program's 12 original participants, which represented diverse geographical areas such as the Community Foundation Silicon Valley in San Jose, California; the Duluth-Superior Area Community Foundation in Minnesota; and the Coastal Bend Community Foundation in Corpus Christi, Texas. Struckhoff started working with these foundations in 1982. He said they were "up and running" four years later and had combined assets of \$60 million within six years.

Feurt compared Mott's early technical assistance

Besides using community foundations as Mott's "eyes and ears" at the community level, the benefits included having community foundations introduce Mott to key leaders in areas of future interest.

work to that of a baseball team's farm club, which prepares players for the big leagues. She said Mott's direct grants — coupled with the consulting services provided through the COF/Mott program — prepared many foundations to receive substantial support from other funders, such as the Ford and Kellogg foundations.

"Ford brought in the big dollars, but Mott support had prepared them so they were strong enough to participate with other private funders and government programs," Feurt said. She called Mott a stimulator that got the ball rolling with the intent of building the field in numbers and assets in both urban and rural areas throughout the United States.

Emmett D. Carson, president of the Minneapolis Foundation, was a program officer for Ford from the late 1980s to the mid-1990s and is well aware of Mott's early efforts.

"Mott was early on in looking at community foundations as unique and important vehicles of philanthropy," he said. "They were among the first to develop a singular program around the issues of community philanthropy."

The Foundation's board and staff were dedicated to the field because they quickly saw the benefits of working with community foundations, Feurt said. Besides using community foundations as Mott's "eyes and ears" at the community level, the benefits includ-

ed having community foundations introduce Mott to key leaders in areas of future interest, tapping community foundations' expertise in identifying projects of possible interest to Mott and having professional management of innovative micro-grant programs.

CAPACITY-BUILDING: BOARDS AND STAFF

As more community foundations were established, Mott saw an increasing need to provide specialized training for boards and staff. The Foundation again linked with COF to launch another program, the Organizational Development Assistance (ODA) Program.

This focused on increasing the understanding and involvement of board members in decisionmaking through a half-day planning session, and several months later, an on-site two-day retreat. The program used trained teams of experienced community foundation CEOs as facilitators. They helped board members analyze a community foundation's strengths and weaknesses and reach a consensus on priorities. At the end of the retreat, these CEOs assisted the board in drawing up an action plan for growth and development, based on the foundation's unique set of circumstances. Initially, the program targeted community foundations with assets from \$5 million to \$30 million, but it

eventually expanded to include larger ones.

Dozens of community foundations participated in the program, said Eleanor Sacks, program coordinator for community foundation services at COF during the ODA era.

"Many of the community foundations that went through the board/staff process were absolutely transformed," she said. "For some of their board members, it was the first time they really understood their community foundations' operations."

For example, when the Community Foundation of Abilene, Texas, needed help with its strategic planning, it looked to the ODA program, said Nancy E. Jones, Abilene's executive director. She said there was an "aha!" moment almost hourly during the board retreat, which focused on strengthening what she called the heart of the field — governance.

Jones was so sold on the results that she later served on several ODA consultant teams, including one for the Dallas Foundation. Although the foundation was established in 1929, it didn't hire a full-time executive director until Mary Jalonick filled that position in 1987. She said the ODA retreat was a wake-up call for the board to hire much-needed staff and rev up the organization.

"I feel like the poster child for ODA," joked

“What we learned from working with people in low-income communities has affected our grantmaking in dramatic ways across the range of Mott program areas — domestically and internationally.”

-- Jon Blyth

Jalonick, who also went on to serve as an ODA consultant. “It made such a difference to have an expert from the outside come in and show us the things that we could be doing. It’s hard to believe that two days made such a lasting difference, but they really did.”

Since that mid-’90s visit, the Dallas Foundation’s assets have soared from \$28 million to \$100 million. It is recognized as a philanthropic leader locally and statewide, and its reach has gone global. Jalonick shares what she has learned about building an endowment and developing an effective grantmaking program with colleagues abroad as a member of the Transatlantic Community Foundation Network, an association of practitioners from the United States, Canada and Europe.

PROGRAMMATIC INITIATIVES

One of Mott’s best-known programs has been the Community Foundations and Neighborhoods Small Grants Program (NSGP), which ran from 1984 to

1994 and provided challenge grants and technical assistance totaling \$6.4 million to 21 U.S. community foundations. [See article on the Community Foundation for Greater Atlanta, page 44.]

NSGP is often cited as setting the Foundation apart from other national funders. Many have said Mott leaped into uncharted territory when it designed a program to strengthen neighborhoods by distributing grants to community foundations, which re-granted the money to grassroots groups, many of which did not qualify as nonprofit groups by federal tax standards.

By so doing, Mott combined several of its interest areas: poverty, community foundations and neighborhoods.

“It was the first time that the majority of these community foundations had substantial interactions with people from poor neighborhoods,” Feurt said. “It helped influence other community foundations to work with low-income groups.”

Jon Blyth, recently retired Mott Program Director for Civil Society, said the NSGP not only changed hundreds of neighborhoods, but also changed the Mott Foundation.

“What we learned from working with people in low-income communities has affected our grantmaking in dramatic ways across the range of Mott program areas — domestically and internationally.”

Neighborhood groups, such as this one in Dayton, Ohio, have established community gardens with community foundation grants.

NSGP built upon lessons learned in the COF/Mott Technical Assistance Program, such as the importance of providing hands-on consulting and administrative money. It also included a challenge-grant component, which had proven itself in the earlier program. Again, community foundation staff said securing matches was not difficult because the challenge carried the clout of linking with a national funder. Many were delighted by the incentive because it often led to first-time and then longstanding partnerships with local governments, corporations and other nonprofits.

The results of the program were so strong that the original Mott grantees have recruited others to form a continuing network of community foundations focused on building capacity for grassroots neighborhood activity.

Mott grants to community foundations typically ranged from \$15,000 to \$80,000 annually for four or five years, and they were still having major ripple effects five years after funding had ceased.

Peter Hero, president of the Community Foundation Silicon Valley, points to the Mayfair Improvement Initiative in San Jose as a direct result of the neighborhood program.



“This is probably going to be a \$40-million project by the time it’s done,” he said. “It’s very comprehensive — health care, arts, education, economic development.”

The six-year neighborhood improvement project has received a \$4.5-million grant from the William and Flora Hewlett Foundation and an additional \$3 million from other private and public sources.

“While Mott is not involved in this project, this never would have been launched if it hadn’t been for our early neighborhood involvement and success with the Neighborhoods Small Grants Program,” Hero said.

That program enabled the community foundation to reach out to minority neighborhoods and dramati-

cally expand the number of neighborhood associations from 12 to 60 in four years. The community foundation also helped launch United Neighborhoods of Santa Clara County, an independent nonprofit organization, and it designated “neighborhoods” as one of its four major focus areas. Both resulted from participation in the Mott program, Hero said.

The long-term effects are similar in the Midwest, where the Dayton Foundation (Ohio) boasts that the current mayor and a member of Dayton City Commission honed their leadership skills through the city’s neighborhood development corporation movement, which was bolstered by Mott grants. Fred Bartenstein, foundation president from 1983 to 1992, said Mott’s initial challenge grant was the foundation’s first non-local support. It prodded the foundation to reach out, eventually landing grants for other programs from national funders.

After Mott’s grant funding ended, the Dayton Foundation continued to keep the program alive for

many grant cycles. Eventually, the separate program was absorbed into the foundation’s regular program areas. Bartenstein said Mott’s program led to the creation of a nonprofit umbrella organization for Dayton neighborhoods.

In the mid- to late 1990s, Mott built upon the success of the NSGP and started using community foundations as re-granting tools to focus attention on compelling issues.

For example, Mott joined several other private foundations and the federal government in 1994 to form the National Funding Collaborative for Violence Prevention, which today supports 11 community foundations nationwide in efforts to address the causes of violence within their communities.

Beginning in 1997, Mott also made grants to the Council of Michigan Foundations (CMF) to provide technical assistance, help build environmental endowments and re-distribute funds for environmental grants to shoreline community foundations through the Great Lakes Community Foundation Environmental Collaborative. The collaborative is comprised of 18 individual foundations in the United States and Canada, said Shelia Leahy, CMF’s consultant for the collaborative.

“This program is confirming that donors are interested in supporting environmental funds and that community foundations have a vital role in convening

In the mid- to late 1990s, Mott built upon the success of the NSGP and started using community foundations as re-granting tools to focus attention on compelling issues.

This “Building Community” mural is on the wall of the Community Foundation of Greater Flint.

their communities on environmental issues,” she said.

Another area of collaborative concern has been race relations. In 1999, Mott partnered with the Ford Foundation to create the Intergroup Relations Program to improve race and ethnic relations between those minority residents who have lived in communities for years and recent immigrants who are joining their community. The three-year initiative is aimed at supporting multiracial coalitions to make lasting changes in neighborhoods.

Mott Program Officer Lori Villarosa said the program incorporated one of the Foundation’s core values in grantmaking:

“We intentionally included a full year of planning into the grant so that community foundations could engage community members to define their own situations and solutions. The community foundations are closer than a national funder, but this process also recognizes the challenges and time it takes for them to engage more deeply.”

In 2000, Mott was the sole funder of six regional



forums called the Community Foundations and Race Relations Learning Project. The program focuses on assessing community foundations’ interest in improving race relations and encourages frank discussions about promoting anti-racist policies and behaviors.

CLOSE TO HOME: FLINT

The Mott Foundation recognized the importance of building community-based philanthropic organizations more than half a century ago, when it helped establish the Flint Public Trust. The community’s phi-

lanthropic field expanded in 1978 when the Flint Area Health Foundation was established, largely with Mott challenge grants.

However, a decade later, while Mott was heavily involved in advancing the community foundation field nationwide, staff recognized that Flint essentially had two small community foundations. Realizing that the community could gain greater benefits from having one larger foundation, Mott Foundation President William S. White played a key role in facilitating a merger, which resulted in creation of the Community Foundation of Greater Flint (CFGF).

“Here we were doing all this national work, yet the local community foundation wasn’t experiencing the same kind of growth we were seeing elsewhere,” Feurt said. “And we didn’t have the capacity to make local micro-grants at the time, so we needed a partner.”

CFGF started with assets of \$10.6 million in 1988 and has \$105 million today. Grants totaled \$5 million in 2000. For the past decade, the community foundation has focused its grantmaking in health, education, human and social services, community services, the arts, conservation, and the environment.

CFGF President Victor J. Papale said the community foundation has participated in several of Mott’s national initiatives, including the NSGP and the Neighborhood Violence Prevention Collaborative. In

1993, CFGF created a permanent endowment with Mott’s help to continue NSGP after the original funding ended. But Mott’s largest grant to its hometown community foundation came in 1998. At CFGF’s 10th anniversary celebration, Mott President White pledged a five-year, \$10-million endowment challenge grant that must be matched locally.

“The Mott Foundation understands the multiple roles that community foundations play and it has supported all those roles,” Papale said.

DEVELOPING INTERNATIONALLY

Mott’s closest international neighbor, Canada — like the United States — is benefiting from an explosion of personal wealth. As a result, the community foundation field is flourishing there. Although Canada’s oldest community foundation was established in 1921, just seven years after the concept was launched in Ohio, growth was slow during the first seven decades. But Canada has tripled the number of its community foundations in the past decade, growing from 32 in 1990 to 102 today.

The dramatic rise is attributed primarily to the establishment of a national organization, Community Foundations of Canada (CFC),



Richard Mulcaster

according to Richard Mulcaster, president and CEO of the Vancouver Foundation. He also served as CFC's first chairman of the board and remained on the board for nearly a decade.

Vancouver Foundation is the nation's largest community foundation with assets of \$582 million Canadian. Grant distribution in 2000 totaled \$28.6 million Canadian. The same year, the foundation played a key role in establishing Fundacion Leon, a community foundation in Mexico.

While Mulcaster is now helping launch other foundations globally, he remembers Mott as both CFC's first international funder and a valued professional guide. He is quick to add that Mott gave CFC more than money and technical assistance:

"We were really looking to American foundations for guidance, but we knew it had to be Canadianized. Mott was supportive of that."

Canada was closest, but it wasn't the first country that Mott partnered with to develop community foundations. The international work actually started after the

Foundation received an invitation to visit the United Kingdom in the late 1980s. In 1988, Mott began funding a technical assistance program for emerging



Community foundations help create vital, thriving environments that enhance quality of life throughout the world.

community foundations at Charities Aid Foundation (CAF), a philanthropy support organization based in England.

That grant, and the discussions that followed, resulted in a challenge grant to CAF in 1990 to assist selected community foundations in the United Kingdom in building permanent endowments. Mott's work in the United Kingdom also has included financial and technical support to the Community Foundation Network, a membership organization created in 1991 to support the growth and stability of the field throughout the United Kingdom.

While the region has a history of charitable giving, it is done primarily by reaching into personal pockets when there's a request, said Gaynor Humphreys, network director.

"By asking people to think longer-term, by asking people to think about creating capital, we were asking people to do something that wasn't familiar," she said. [See article on the Community Foundation Network, page 50.]

Just as community foundations started developing in the United Kingdom and Canada with the help of grantmaker associations and support agencies, the concept began gaining interest from individuals and organizations elsewhere. This came at the same time that Mott started expanding its grantmaking abroad in the late 1980s. Mott's entry into the global communi-

ty foundation field has been intertwined with recent landmark events in world history: the end of legalized apartheid in South Africa, and the collapse of communism in Russia and Central/Eastern Europe. The rapid and dramatic changes in these two regions of the world coincided with Mott's decision to expand its international programs.

"Mott was raising its sights to look into international programming just as Central and Eastern Europe was opening up and looking at non-governmental organizations [NGOs] and their role in a civil society," Program Officer Elan D. Garonzik said. "It was very fortuitous that Mott would be there at that time with experience in a community-building approach called community foundations."

Examples of Mott's efforts in this region are:

- The Carpathian Foundation – covering a region that includes parts of Hungary, Slovakia, Poland, Romania and Ukraine — was established in 1994 with major Mott funding. It is an independent foundation that raises funds and provides grants and technical assistance to the growing nonprofit sector in this diverse region. The foundation promotes overall community development and encourages the private, public and nonprofit sectors to work together.
- Two community foundation support organizations



in Poland receive funding from Mott and others: the Academy for the Development of Philanthropy in Poland and the Foundation in Support of Local Democracy. The academy operates a grantmaking and technical assistance program to promote community foundation growth in up to 14 communities nationwide. The founda-

A grant from the Healthy City Foundation Banska Bystrica in central Slovakia helped in the development of this playground.

tion helps local leaders establish and strengthen community-based philanthropy organizations in three Polish communities.

- The first and only community foundation in the

Czech Republic, Usti nad Labem Community Foundation, evolved after leaders of a locally established nonprofit organization decided to broaden their geographic reach and the scope of their interests, which had primarily addressed needs of the mentally ill, mentally impaired and drug-addicted. The transformation was completed in 1999 with funding from several sources, including Mott. The new foundation successfully served as a neutral convener and pulled together leaders from the public, private and nonprofit sectors to plan the community's future development.

- The Healthy City Foundation - Community Foundation of Banska Bystrica in central Slovakia is considered a role model for other community foundations in Central and Eastern Europe. With involvement from the local Rotary Club, the foundation started raising local funds and distributed them quickly to show a track record of community action and accountability. The foundation's leaders gained early credibility when they invited public officials to the discussion table, but refused to exchange control of the organization for money. Today, the foundation supports initiatives that improve the health of the region and quality of life for its 120,000 residents.

In addition, the Foundation has made grants to encourage community foundation development in

Bulgaria in partnership with the Soros-funded Open Society Fund-Sofia organization.

For three years, Mott loaned Feurt as an on-site consultant to the European Foundation Centre (EFC). As coordinator of EFC's Community Philanthropy Initiative, she assisted the organization in increasing and strengthening local philanthropy in Europe, including, but not limited to, community foundations.

Feurt is optimistic about the role that community-based philanthropies will play throughout Europe in the near future.

"Community leaders are realizing that they need tools and mechanisms to build healthy communities in the face of many societal changes, such as the decentralization of government and its changing role. Blossoming NGOs are increasing the desire of local citizens to have a say in how money is spent."

Mott's work also has spread to Russia. Several funders, including Ford, have provided selected emerging community foundations with grants for administrative support and technical assistance. Private foundations also have provided grants to grantmaker associations and support agencies. The funders and the field have struggled to overcome obstacles, including skepticism about the democratic concept of community-based giving and decisionmaking when placed against the backdrop of generations of totalitarian rule, said Olga Alexeeva of Charities Aid-Russia, a support organiza-



tion and Mott grantee that is spearheading the efforts.

Despite staggering challenges, the first community foundation was established in 1998 in Togliatti, the sister city to Mott's home community of Flint. With help from Mott, the community foundation has created an endowment, distributed grants and established two donor-advised funds. Five additional community foundations have been launched in Russia, including

The Scottish Community Foundation made a small grant to the Buddies Club in Glasgow, Scotland.

one in Moscow.

Mott's support of community foundations also includes work in South Africa. Since the first democratic elections in 1994, there has been interest in the community foundation approach in South Africa, said Christa Kuljian, director of Mott's Johannesburg office.

The Southern African Grantmakers Association (SAGA) was established in 1995 to promote philanthropy and the relevance and effectiveness of grantmaking in southern Africa. In 1998, the Mott, Ford and Kellogg foundations jointly funded SAGA's community foundation pilot project, which provided information, training and technical assistance to seven South African communities. That same year, leaders from four of those communities participated in a SAGA tour of community foundations in the United States. Conversely, staff members from the United States have traveled to South Africa, where they have met civic leaders and shared the overall concept and specific details associated with establishing community foundations.

Today, there are 10 community foundations in various stages of development in the country. The nation's first community foundation was launched in Richard's Bay, KwaZulu Natal, in July 1999. A year

later, the Greater Rustenburg Community Foundation became the second.

Max M. Legodi, program director at SAGA, said the international exchanges had a lot to do with transforming a concept into reality in South Africa. He and many others from community-based philanthropies abroad frequently draw on the experiences of their U.S. peers. The informational exchanges are by phone, fax, E-mail and, increasingly, face-to-face.

This spirit of philanthropic partnership has emerged in Europe, as community foundations there are linking with their counterparts across the ocean through the Transatlantic Community Foundation Network. The network, created in 1999 by Mott and the Bertelsmann Foundation in Gütersloh, Germany, is a group of professionals from North America and Europe who share information, challenges and developments in the field.

A second global association, Worldwide Initiatives for Grantmaker Support-Community Foundations (WINGS-CF), assists professionals in the field with information, networking and collaborative projects. The international interaction reminds members that

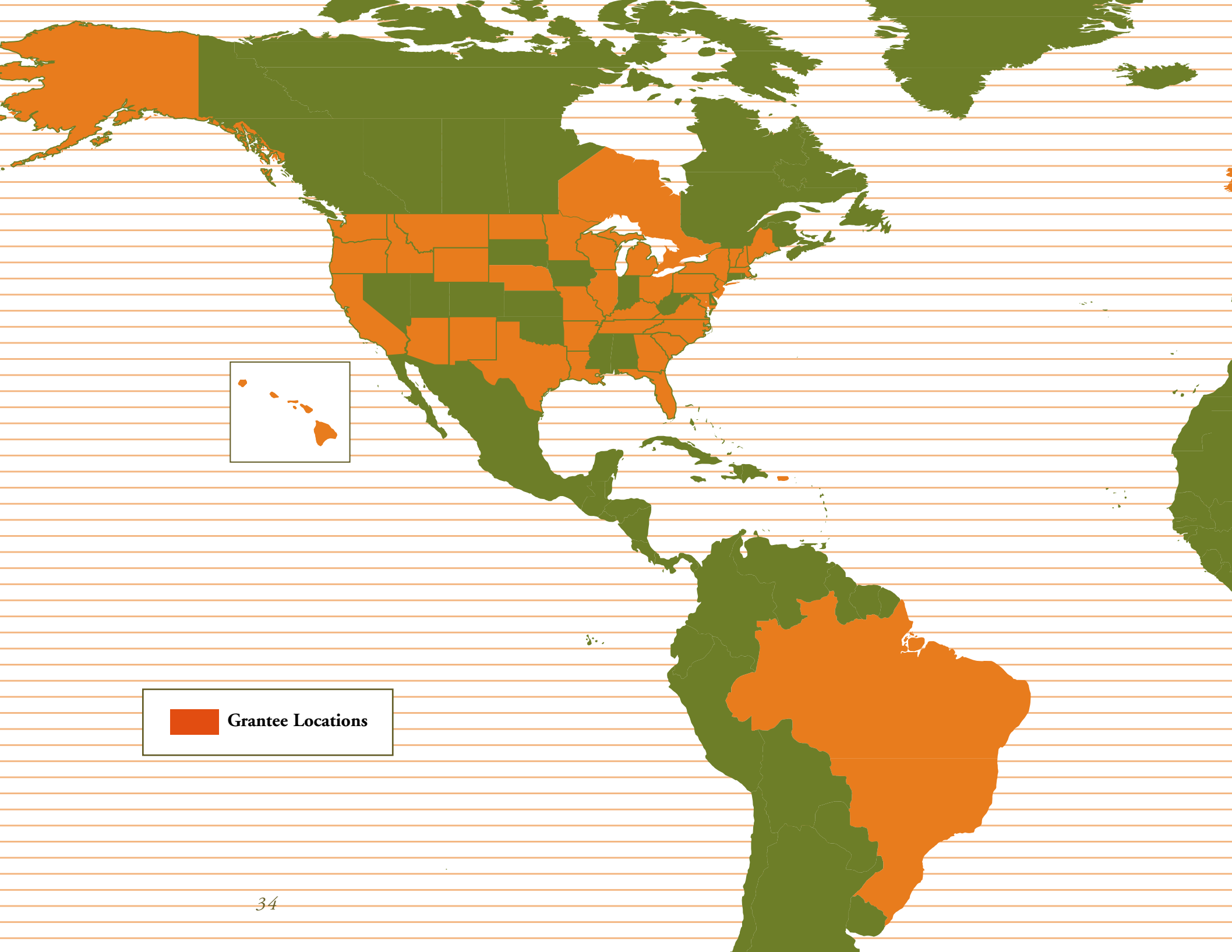
not all community foundations are alike because they are created out of varying local environments.

Other global interaction includes the International Community Foundation Fellows Program at City University of New York, which exposes professionals from abroad to U.S. community foundations and provides research opportunities. But leaders in the field understand that learning is a two-way street. As a result, a partnership among Mott, the German Marshall Fund of the United States and the King Baudouin Foundation of Belgium created a three-week fellowship/travel program. It allows senior staff members from emerging and established foundations to share information and experiences with their colleagues across the Atlantic.

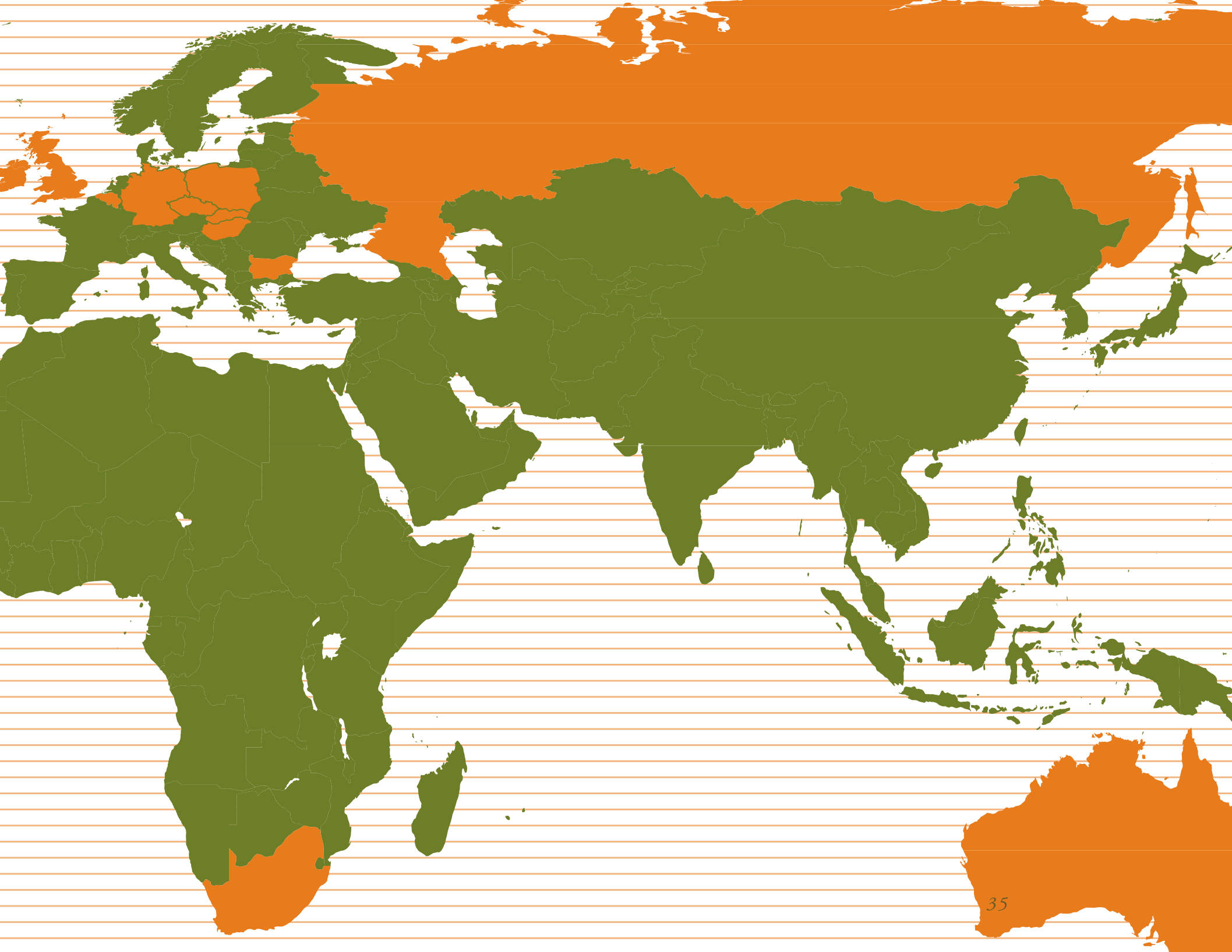
Seasoned leaders have found that one of the most efficient, cost-effective and rewarding ways to learn is through cross-fertilization. Increasingly, community foundation professionals — whether in Cleveland or the Czech Republic — are engaging in learning experiences with their peers worldwide. This interaction invigorates individuals and enriches the overall field.

MOTT FOUNDATION FUNDING: U.S. COMMUNITY FOUNDATIONS

- Alaska Community Foundation**
Anchorage, Alaska
- Albuquerque Community Foundation**
Albuquerque, New Mexico
- Arizona Community Foundation**
Phoenix, Arizona
- Arkansas Community Foundation Inc.**
Little Rock, Arkansas
- Baltimore Community Foundation**
Baltimore, Maryland
- Bay Area Community Foundation**
Bay City, Michigan
- California Community Foundation**
Los Angeles, California
- Capital Region Community Foundation**
Lansing, Michigan
- Central Carolina Community Foundation**
Columbia, South Carolina
- Central Minnesota Community Foundation**
St. Cloud, Minnesota
- City University of New York Graduate Center**
New York, New York
- Coastal Bend Community Foundation**
Corpus Christi, Texas
- Commission on Religion in Appalachia**
Knoxville, Tennessee
- Community Development Foundation**
Helena, Montana
- Community Foundation for Greater Atlanta**
Atlanta, Georgia
- Community Foundation for Palm Beach and Martin Counties Inc.**
West Palm Beach, Florida
- Community Foundation for Southeastern Michigan**
Detroit, Michigan
- Community Foundation for Southern Arizona**
Tucson, Arizona
- Community Foundation for the Capital Region Inc.**
Albany, New York
- Community Foundation for the Fox Valley Region Inc.**
Appleton, Wisconsin
- Community Foundation for the National Capital Region,**
Washington, D.C.
- Community Foundation of Broward**
Fort Lauderdale, Florida
- Community Foundation of Greater Flint**
Flint, Michigan
- Community Foundation of Greater Memphis**
Memphis, Tennessee
- Community Foundation of Louisville Inc.**
Louisville, Kentucky
- Community Foundation of New Jersey**
Morristown, New Jersey
- Community Foundation of Santa Cruz County**
Soquel, California
- Community Foundation of Sarasota County Inc.**
Sarasota, Florida
- Community Foundation of Tampa Bay Inc.**
Tampa, Florida
- Community Foundation of the Eastern Shore Inc.**
Salisbury, Maryland
- Community Foundation of the Elmira-Corning Area**
Elmira, New York
- Community Foundation of the Ozarks**
Springfield, Missouri
- Community Foundation Serving Coastal South Carolina**
Charleston, South Carolina
- Community Foundation Silicon Valley**
San Jose, California
- Community Foundation**
Richmond, Virginia
- Council of Michigan Foundations**
Grand Haven, Michigan
- Council on Foundations**
Washington, D.C.
- Cumberland Community Foundation Inc.**
Fayetteville, North Carolina
- Dade Community Foundation Inc.**
Miami, Florida
- Dayton Foundation**
Dayton, Ohio
- Delaware Community Foundation**
Wilmington, Delaware
- Duluth-Superior Area Community Foundation**
Duluth, Minnesota
- East Tennessee Foundation**
Knoxville, Tennessee
- El Paso Community Foundation**
El Paso, Texas
- Fargo-Moorhead Area Foundation**
Fargo, North Dakota
- Foundation for Roanoke Valley**
Roanoke, Virginia
- Foundation for the Carolinas**
Charlotte, North Carolina
- German Marshall Fund of the United States**
Washington, D.C.
- Greater Cedar Rapids Community Foundation**
Cedar Rapids, Illinois
- Greater Harrisburg Foundation**
Harrisburg, Pennsylvania
- Greater Kansas City Community Foundation**
Kansas City, Missouri
- Greater New Orleans Foundation**
New Orleans, Louisiana
- Greater Tacoma Community Foundation**
Tacoma, Washington
- Greater Worcester Community Foundation Inc.**
Worcester, Massachusetts
- Hawaii Community Foundation**
Honolulu, Hawaii
- Idaho Community Foundation**
Boise, Idaho
- Jackson Community Foundation**
Jackson, Michigan
- Jacksonville Community Foundation**
Jacksonville, Florida
- Madison Community Foundation**
Madison, Wisconsin
- Maine Community Foundation Inc.**
Ellsworth, Maine
- Michigan Community Foundations' Ventures**
Grand Haven, Michigan
- Montana Community Foundation**
Helena, Montana
- National Center for Family Philanthropy**
Washington, D.C.
- National Coalition of Community Foundations for Youth**
Excelsior Springs, Missouri
- National Funding Collaborative on Violence Prevention**
Washington, D.C.
- New Hampshire Charitable Foundation**
Concord, New Hampshire
- North Dakota Community Foundation**
Bismarck, North Dakota
- Omaha Community Foundation**
Omaha, Nebraska
- Orange County Community Foundation**
Irvine, California
- Oregon Community Foundation**
Portland, Oregon
- Peoria Area Community Foundation**
Peoria, Illinois
- Permian Basin Area Foundation**
Midland, Texas
- Puerto Rico Community Foundation**
San Juan, Puerto Rico
- Rainbow Research Inc.**
Minneapolis, Minnesota
- Rochester Area Community Foundation**
Rochester, New York
- Rockford Community Trust**
Rockford, Illinois
- Sacramento Regional Foundation**
Sacramento, California
- Saginaw Community Foundation**
Saginaw, Michigan
- San Diego Foundation**
San Diego, California
- Santa Fe Community Foundation**
Santa Fe, New Mexico
- Seattle Foundation**
Seattle, Washington
- Sonoma County Community Foundation**
Santa Rosa, California
- Southeastern Council of Foundations**
Atlanta, Georgia
- Tides Foundation**
San Francisco, California
- Twenty-First Century Foundation**
New York, New York
- Ventura County Community Foundation**
Camarillo, California
- Vermont Community Foundation**
Middlebury, Vermont
- Virginia Beach Foundation**
Virginia Beach, Virginia
- Wyoming Community Foundation**
Laramie, Wyoming



 **Grantee Locations**



MOTT FOUNDATION FUNDING: INTERNATIONAL COMMUNITY FOUNDATIONS

**Academy for the Development of
Philanthropy in Poland**
Warsaw, Poland

Bertelsmann Stiftung
Gutersloh, Germany

Carpathian Foundation
Kosice, Slovak Republic

**City Charity Fund “Togliatti Community
Foundation,”**
Togliatti, Russia

Charities Aid Foundation
Moscow, Russia

**Communication Exchange and Training
Foundation**
Budapest, Hungary

Community Foundation Network
London, England

Community Foundation of Ottawa
Ottawa, Ontario, Canada

Community Foundation of Usti nad Labem
Usti nad Labem, Czech Republic

Community Foundations of Canada
Ottawa, Ontario, Canada

Ekopolis Foundation
Banska Bystrica, Slovak Republic

European Foundation Centre
Brussels, Belgium

Foundation for Contemporary Research
Capetown, South Africa

Greater Rustenburg Community Foundation
Rustenburg, South Africa

**Healthy City Foundation – Community
Foundation of Banska**
Banska Bystrica, Slovak Republic

Institute for Technical Cooperation in Health Inc.
Sao Paulo, Brazil

Nova Zagora Community Foundation
Nova Zagora, Bulgaria

Open Society Club – Bourgas
Bourgas, Bulgaria

Open Society Club – Rousse
Rousse, Bulgaria

Open Society Club – Sliven
Sliven, Bulgaria

Open Society Club – Varna
Varna, Bulgaria

Open Society Foundation
Bratislava, Slovak Republic

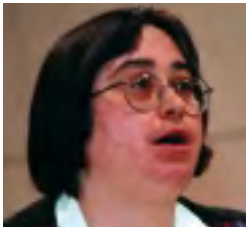
Open Society Fund – Prague
Prague, Czech Republic

Open Society Fund – Sofia
Sofia, Bulgaria

Southern African Grantmakers Association
Braamfontein, South Africa

Uthungulu Community Foundation
Richards Bay, South Africa

Victorian Community Foundation
Melbourne, Australia



“The community foundation is practically the first real vehicle where the business sector, local government, the people and NGOs can work together. Russian society is very much divided. Ordinary people are separate, business is separate and local government has its own agenda. Another thing that we face is the lack of tradition of democratic decisionmaking at the local level. Community foundations, through their grantmaking process, show this way of democratic decisionmaking, which didn’t exist before.”

O L G A A L E X E E V A

Director, Charities Aid Foundation-Russia, Moscow, Russia

REAPING THE RESULTS



Arizona Community Foundation
FROM ACORN TO MIGHTY OAK: THE IMPORTANCE OF TECHNICAL ASSISTANCE

Stephen Mittenthal sits in his high-back, leather office chair and chuckles. Reflecting upon his journey as president of the Arizona Community Foundation (ACF) for the past 17 years stirs fond memories.

“We were like a gangly adolescent, sort of tripping over our own feet. When I started, I had one other person; it was just my secretary and myself. Now we’ve got 28 employees.

“If you had asked me back in 1983, or ’84 — when our first TA [technical assistance grant from the Mott Foundation] started — whether we would be looking at a professionalized hierarchy within a finance administration department, looking at having a CFO, a human resources officer and various accountants and bookkeepers, I would have thought it just a dream.”

When Mittenthal arrived at the foundation in mid-1983, there were 25 funds with assets of \$2.3 million. In one milestone year alone, 1986, the foun-

It (ACF) is often asked by public and private groups to spearhead local and statewide projects that address issues such as early childhood development, education and rural revitalization.

ation’s assets more than doubled, soaring from \$5.5 million to \$12.2 million. The growth since then has been phenomenal. By mid-year 2000, assets had mushroomed to \$300 million, managed funds and supporting organizations were at 530, annual grant distributions totaled \$11 million, and the operating budget stood at \$2.5 million — more than the assets of 1983.

But ACF’s success goes far beyond the dollars raised. Today, the foundation is viewed locally as a neutral leader. It is often asked by public and private groups to spearhead local and statewide projects that address issues such as early childhood development, education and rural revitalization.

In addition, ACF serves the entire state and includes 14 affiliate community foundations. An affiliate foundation, such as the Flagstaff Community Foundation, has its own board of directors, builds a locally generated endowment and prioritizes community grantmaking needs while assigning administrative responsibilities to ACF’s central office in Phoenix.

Mittenthal traces the foundation’s success directly to technical assistance Mott provided in the mid-1980s. He said Mott’s three challenge grants totaling \$45,000 in 1984-86 — coupled with individual consultations and group workshops — enabled Arizona’s staff and volunteers to learn the basics of operating a successful community foundation. They were taught



Stephen Mittenenthal: “Mott gave us credibility within our communities...”

field in the mid-’80s, it was very valuable. It also gave an enormous psychological boost to fledgling foundations because until then we felt like we were all alone.”

In 1982, Mott linked arms with the Council on Foundations (COF) and developed a COF/Mott Technical Assistance Program to address the needs of emerging and struggling

how to launch a capital campaign to increase the endowment and how to build a strong board of directors that carried clout and could attract significant donors. They also learned the fundamentals of program development.

“The importance of the technical assistance cannot be understated,” Mittenenthal said. “It was nuts and bolts, nuts and bolts. For us relative neophytes in the

gling community foundations nationwide. Other technical assistance programs were added in the 14 years that followed, with Mott’s combined support for COF programs totaling \$2.4 million. Additionally, Mott provided \$4.2 million in direct challenge grants to 52 community foundations during the same period.

Those challenge grants — for operational expenses and endowment building — were direly needed and

greatly appreciated by community foundations, Mittenthal said. However, merely participating in the Mott program paid big dividends for foundations that had not worked with national funders previously.

“Mott gave us credibility within our communities, and that was very important,” he said. “It meant something for us to say that we had the cachet of being a recipient of COF/Mott technical assistance.”

The COF/Mott program included the following:

- direct challenge grants for administrative expenses, endowment building and regranting;
- extensive technical assistance and consultation;
- visits from experts in the field, who met with, and mentored, staff and board members;
- print materials specifically for community foundations; and
- a national network for staff from emerging and established community foundations.

The last component is often recounted with heart-

Participating in the Mott program paid big dividends for foundations that had not worked with national funders previously.

felt appreciation.

“There was an enormous amount of bonding that went on, and ‘Struck’ [Eugene C. Struckhoff] was the centerpiece of that,” Mittenthal said. “We knew that there was at least one foundation, the Mott Foundation, and one individual, ‘Struck,’ who cared about community foundations. ‘Struck’ sort of personified and embodied the COF/Mott technical assistance program.”

At the time, Struckhoff was considered one of the foremost authorities on community foundations. As a result, he served as the primary technical assistance provider for the COF/Mott program.

Looking back, Struckhoff said his role was simple — to help community foundations reach a credible asset level so their financial futures would be guaranteed.

He added that a community foundation’s overall future depends on a number of factors, such as strong leadership, involved boards and wise grantmaking.

Struckhoff established and managed the New Hampshire Charitable Foundation, operated the Baltimore Community Foundation, and served as co-director of the York Community Foundation in Pennsylvania until his retirement in 1999. He was a consultant for COF for nine years and now works as a consultant for a handful of national foundations.

Struckhoff and those he worked with at COF were

surprised a few times by the accomplishments of start-up organizations, said Joanne Scanlan, COF's senior vice president for professional development.

For example, the Duluth-Superior Area Community Foundation in Minnesota, one of the approximately 140 community foundations that benefited from the technical assistance program, forced the team to re-evaluate its list of ingredients for a winning formula. Duluth proved that a community didn't need a minimum population of 250,000, nor was it essential for a foundation to reach \$5 million in assets

within a specific period of time. Duluth blew holes in both hypotheses and caused COF, Mott and Struckhoff to re-evaluate their benchmarks.

"We learned and they learned," Scanlan said. "We've had overwhelmingly positive responses to the COF/Mott program. This program has been held up as a model for other groups to say, 'This is what we should do to build community philanthropy.' Everyone looked at what the Mott Foundation did in the community foundation field."

And without the continued financial commitment of a large national funder, the program would have floundered, Scanlan said.

"These community foundations had somebody there for the long term — three, six or nine years. They had access to resources. Very few foundations have been willing to put in that type of a commitment."

Mott's ongoing support enabled COF to train a half dozen community foundation directors to serve as mentors. These community foundation leaders, including Mittenthal, shared their knowledge and experiences with others after their community foundations had moved from

Women work together at the Native American Connections Guiding Star Lodge, Phoenix, Arizona.



“emerging” to “established.”

The mentors attended community meetings throughout the country and shared the community foundation concept with civic leaders who were more familiar with the United Way and chambers of commerce than with the idea of local endowed philanthropy.

Scanlan said there were two scenarios in which the mentors’ advice and experience were most beneficial:

- start-up foundations that had a lot of excitement and interest, but not much knowledge; and
- foundations that had been around for decades but needed to be revitalized, especially after a mid-1970s supplement to the 1969 Tax Reform Act changed how they could operate.

For emerging community foundations, mentors gave real-life examples of ways to connect with bankers, accountants, donors, private foundations and the media. They distributed samples of bylaws, staff job descriptions, donor brochures and press releases. Mittenthal said the information he distributed included ideas and materials that had been used successfully at ACF, such as how to secure an operational endowment.

Today, ACF’s operational expenses are paid with endowment interest and fees charged to manage community funds.

“If I had to point to a single moment of success, it would have to be when we were self-sufficient — when I no longer

Community foundations often provide funding to early childhood development programs.



had to ‘go out on the sidewalk and sell pencils,’” Mittenthal said. “We had enough to support ourselves and then we were able to build a surplus.”

He was eager to share what he had learned, first stateside, and then globally. His international interest was piqued initially in his own backyard with a desire to see neighboring Mexico expand its philanthropic horizon to include community foundations. That interest widened when Mittenthal was invited to join the Transatlantic Community Foundation Network,

which shares community foundation expertise among the United States, Canada and Europe.

“It started microcosmically with us in 1982, ’83, ’84,” he said. “I was reminded of that on a recent trip abroad for the network. I thought, ‘Here I am, 17 years later, sitting around a table with community foundation people from the whole [European] continent, plus the U.S., sharing what I learned in the COF/Mott Technical Assistance Program.’”

Community Foundation for Greater Atlanta
SEEDING LOCAL SUCCESS: NEIGHBORHOODS SMALL GRANTS PROGRAM

The thrift store in the Allen Road public housing complex resembles a general store from a bygone era: Walls are lined with batteries, books, greetings cards and a pair of used crutches. Three grocery carts, heaping with donated, day-old breads and pastries from local bakeries, are parked in the aisles for residents to rummage through.

Just down the hall from the thrift store is a beauty salon, complete with pump-up barber chairs, lean-back sinks and domed hair dryers. A few feet away, there's a convenience store where residents can buy anything from microwave meals to laundry soap to fresh eggs.

Located in the lower level of the 100-unit apartment complex is the office of the tenants' association. Residents struggling to stretch their dollars sometimes stop in and apply for short-term loans. Across the hall is a cheery community room, where tenants surf the Internet on computers, watch their favorite programs on a new, large-screen TV or gaze outdoors while

The Community Foundations and Neighborhoods Small Grants Program encouraged community foundations to support emerging and established resident groups in low-income neighborhoods.

relaxing in white wicker furniture.

"This doesn't look like your typical public housing, does it?" asked Vivian Moore, technical assistance manager for the Neighborhood Fund at the Community Foundation for Greater Atlanta. "The residents have done all this — everything extra in this building — and all they needed was our seed money to get started."

The community foundation acquired the seed money from the Mott Foundation through its Community Foundations and Neighborhoods Small Grants Program (NSGP).

The program was designed to encourage community foundations to support emerging and established resident groups in low-income neighborhoods. Foundations selected groups that were trying to solve local problems by using their own leadership while linking with other institutions. These grassroots groups often received their first grants under this program and then were able to go out and get more money from other sources.

Mott launched the NSGP in 1984 by providing eight community foundations with matching grants that ranged from \$15,000 to \$35,000. The money was used for small grants, technical assistance to grantees and administration costs. What began as a three-year pilot program evolved into an 11-year Mott adventure. From 1984 through 1994, the Foundation



The tenants' association at the Allen Road public housing complex operates a beauty salon for fellow residents.

made the program unusual:

- Applicants were not required to have federal non-profit status to receive funds, which transformed many grassroots groups into first-time grantees.
- Neighborhood groups were offered hands-on technical assistance in practical areas such as book-keeping, volunteer recruitment and retention, fundraising, and newsletter production.
- Community foundations were linked through a national network that provided technical assistance, periodic meetings on neighborhood issues, and a newsletter that shared the challenges and successes of grassroots grantmaking.

These creative, proactive, grassroots grants raised community foundations' visibility with neighborhood groups, civic leaders and public officials.

Like other program participants, the Community Foundation for Greater Atlanta discovered that the projects funded were as diverse as the neighborhoods involved. Grants went toward repair and repainting projects, playground construction, crime prevention programs, summer recreation for youth, intergenerational field trips, and community gardens that donated surplus vegetables to local food banks. But few

provided more than \$6.4 million in challenge grants and technical assistance to 21 community foundations across the country. (Four others were beneficiaries of the technical assistance but used their own funds for grantmaking.) Over four years, beginning in 1991, Mott provided \$320,000 to the Community Foundation for Greater Atlanta as part of the second round of NSGP grants to 13 community foundations.

Participating community foundations met their required cash matches with local contributions and/or their own funds. Foundations then regranted small pots of money — ranging from \$500 to \$7,500 — to grassroots neighborhood groups. Several features

Verdier said the Community Foundation's technical assistance was at least as valuable as the actual money.

accomplishments are as visible or as long-standing as those of the Allen Road Mid-Rise Tenants Association.

Moore said the apartment complex's first grant

came after Janet Verdier, a spunky, 82-year-old retiree, put her wishes in writing. As president of the tenants association, Verdier longed to transform the place from an ordinary public housing complex into an extraordinary model of congregate living. Because the building is exclusively for the elderly and disabled, many residents faced transportation challenges when they wanted to go shopping and keep appointments. Verdier wondered, "Why not bring the

services here?"

"I didn't know diddly-squat about any of this grantwriting business. For goodness sake, I was a fifth-grade teacher," Verdier said with a twinkle in her eye.

"I sure have learned a lot. I've become a banker, a bookkeeper — you name it. I had to do a lot of learning and then explaining about what the community foundation was. Now people here know we have all of this because of grant money."

But the three modest grants totaling \$7,500 from the Community Foundation actually provided minimum financial support for the projects. A lot of the programs and equipment now at the Allen Road complex came from other funding sources that followed on the heels of those first successful small grants. A five-year, \$100,000 Tenant Opportunity Program (TOP) grant from the U.S. Department of Housing and Urban Development was so successful that it earned a national "Best Practices" award from HUD — jointly shared by the tenants association and the Fulton County Housing Authority.

Verdier said the Community Foundation's technical assistance was at least as valuable as the actual money. She and other association members learned how to write newsletters, apply for community block grants, and solicit donated goods and services from local businesses, churches and civic groups.

The tenants have evolved into shrewd financiers,



Janet Verdier is president of the Allen Road Mid-Rise Tenants Association.

Winsome Hawkins (left) and Alicia Philipp recognize how the Neighborhood Fund has helped the Community Foundation for Greater Atlanta reach grassroots groups.

Verdier said. Each month they turn a profit on their in-house thrift and convenience stores. They also collect rent from the beauty salon operator and tabulate interest earned on the micro-loan program. Verdier points to a mini-bus in the parking lot that is used for field trips. It was secured through additional grants, fundraising efforts and program profits.

Almost as an afterthought, she stops, smiles and smacks the Coca-Cola machine that sits in the lobby corner. “We even collect a monthly commission on our pop sales.”

Alicia Philipp, president of the Community Foundation for Greater Atlanta, said her foundation’s support for the Allen Road complex was never meant to address all the residents’ housing concerns. Instead, it was intended to be a catalyst to generate tenants’ interest in improving their environment. She said the grassroots element was an innovative aspect of the NSGP because it was the first program she knew of in which private foundations awarded funds to community foundations to regrant to organizations that lacked federal nonprofit status and paid staff.

The Community Foundation — now among the nation’s 20 largest with assets of \$334 million — provided a local match of \$200,000 for this program from donor-advised funds. In all, about three dozen



Atlanta-area neighborhood groups received grants averaging \$5,000 each for a variety of projects such as to build playgrounds, initiate crime prevention programs and provide summer recreation for youth.

When Mott’s financial support ended, the Community Foundation solidified its long-term commitment to support struggling neighborhoods by designating dollars from its unrestricted funds and eventually establishing a separate Neighborhood Fund. Today, the Community Foundation provides about \$45,000 annually to a dozen neighborhood groups in addition to matching each grantee with a technical

assistance adviser, who provides information, makes referrals and helps with community collaborations.

“The Neighborhoods Small Grants Program changed us as a foundation. It enriched us,” Philipp said. “As a result of that experience, we changed the way we made grants; we’re seen as a more creative grantmaker now. It changed the way we work with grantees, and it also changed us internally and the way we view capacity-building within the foundation.”

Neighborhood organizations that were previously unaware of the Community Foundation’s existence are now engaged in long-term relationships with the foundation because they see it as accessible and supportive, said Winsome Hawkins, vice president of programs and initiatives at the Community Foundation.

“You can’t change the whole city all at once, but you can certainly change one neighborhood at a time,” she said. “And as we multiplied these, I think we always had this vision that somehow their work

Philipp said the program served as a bridge for some grassroots neighborhood organizations to cross over from being loosely joined groups to ones that obtained status as federally recognized nonprofits.

would be linked to bring about a new face for low- to moderate-income neighborhoods. We always knew it was going to be long-term work. We knew we weren’t going to change it in two or four years.”

Philipp said the program served as a bridge for some grassroots neighborhood organizations to cross over from being loosely joined groups to ones that obtained status as federally recognized nonprofits. Not all neighborhood groups wanted to become legal entities but some, like Verdier’s organization, saw such a move as a way to become eligible for additional funding for future projects. Other groups saw the Community Foundation’s small grants program as a vehicle to create neighborhood cohesion before tackling staggering problems.

Not everyone on the Community Foundation’s board understood the small grants program initially. They needed staff to explain how some of the funded projects helped build stronger neighborhoods.

“I remember one time we went to the board and four or five of our grants were for community gardening. Board members asked, ‘Are we in the community gardening business?’” Philipp said with a laugh. “We had to say, ‘No, no, no. Community gardens are a means to an end.’ They asked, ‘What does this have to do with neighborhoods?’ They needed a refresher course.”

Today, the Community Foundation’s board has a



Roger Hallock

clear grasp of the value of the Neighborhood Fund and the programs it supports, Philipp said. Board members have seen specific neighborhoods improved and strengthened, and watched strong leadership emerge from the grassroots groups they have supported.

Providing grants for community gardens — as well as T-shirts with customized logos for participants in neighborhood clean-up days — served to unite neighbors and instill community pride, Hawkins said. Staff quickly learned the value of nurturing solidarity between neighbors. Once a common foundation was laid, more difficult projects were tackled together.

Mott's NSGP was based on the philosophy that individuals have specific assets, such as leadership skills, that can benefit their neighborhoods. When those assets are developed, neighborhoods improve.

Another important aspect of the program was letting residents decide what they wanted to do in their neighborhoods, instead of having outside organizations impose their ideas.

That feature piqued Roger Hallock's initial

interest. The retired computer executive wears many hats at the Community Foundation. He is a former board member and a significant donor with a passion for the Neighborhood Fund. He reasoned that long-lasting changes would be more likely to occur if residents sought solutions to their own problems.

A recent Community Foundation initiative, the Neighborhood Resource Center, is a busy office located within walking distance of the foundation. Its well-stocked resource library was named in Hallock's honor because of his tireless dedication to improving neighborhoods, which includes serving as a founding and current member of the Neighborhood Fund Advisory Committee. He also established a donor-advised fund at the Community Foundation that supports the Neighborhood Fund.

Hallock said he's impressed with how Mott designed the NSGP, especially the cap on grant size. The Neighborhood Fund's guidelines were modeled after the Mott program, limiting grants to \$5,000 each.

"I like this program because it's not as if these people are coming to us to save the world," Hallock said. "They're just trying to get funding to make some improvements in their neighborhoods. You can see some real changes there."

Community Foundation Network
NEW GROWTH: THE BLOSSOMING OF INTERNATIONAL PHILANTHROPY

When Sir John Weston retired as the British ambassador to the United Nations in 1998, he wasn't prepared to spend all his days relaxing on the rolling greens of the English countryside. Instead, he sought a meaningful volunteer position, in addition to serving on the boards of Rolls-Royce and British Telecom.

"I was looking for a major challenge of a nonprofit nature. I found it with the Community Foundation Network. The whole community foundation concept was a very powerful idea that had been proven elsewhere and I wanted to see it take off in the U.K."

As president of the Community Foundation Network, Weston has been waving the community foundation banner. In his former diplomatic position, he represented his countrymen. In his new position, he enlightens them. Weston educates British residents about the purpose and value of community foundations. He also challenges corporate and civic leaders to donate their time as board members and their money as community philanthropists.

Prime Minister Tony Blair, who serves as vice president of the County Durham Foundation, ardently promotes the concept of pooling community-based donations to address local problems.

Community foundations first appeared in the United Kingdom in the late 1970s, but they did not really take off or gain the attention of major international funders until a decade later. In 1988, British and American grantmakers, including the Mott Foundation, provided funds to the Kent-based Charities Aid Foundation (CAF) to develop a technical assistance program that would promote the growth and development of community foundations in the United Kingdom.

Following on the heels of that technical assistance support, Mott issued a challenge in 1990: The Foundation would provide £1 million to CAF for building community foundation endowments if CAF could raise an equal amount in the United Kingdom. The challenge garnered a total of £2 million (equivalent to \$3.2 million U.S. at the time) to distribute to three competitively chosen, emerging British community foundations. In turn, those community foundations were required to raise monetary matches on a 2:1 ratio to establish permanent endowments.

Within a year of Mott's challenge grant, a network organization was established in London to support community foundations throughout the United Kingdom. Formerly called the Association of Community Trusts and Foundations (ACTAF), that independent organization is known today as the Community Foundation Network.



The network actually evolved as a separate organization out of the technical assistance unit at CAF. Mott's long-term commitment to the Community Foundation Network has included ongoing technical assistance and grants totaling \$2 million since 1992.

A concept virtually unknown in England just 20 years ago, community foundations are now located throughout England, Northern Ireland, Scotland and Wales. They blanket two-thirds of the United Kingdom and the network hopes to reach 100 percent saturation by 2010. The goal is to establish community foundations that are able to distribute funds responsibly to any geographical area designated by donors. Another goal is for each community founda-

Community foundations are valued by many as a way to address problems of current and future generations.

tion to reach a minimum asset base of £10 million by 2010 so their financial futures are secure.

Prime Minister Tony Blair, who serves as vice president of the County Durham Foundation, ardently promotes the concept of pooling community-based donations to address local problems. The strong cross-section of interest in community foundations — from grassroots groups to the nation's leader — signals to many that they are needed and valued. When the British government recently allocated public money to community foundations, private donors and corporations saw it as a seal of approval.

“When people saw the British government supporting community foundations [as vehicles to disburse funds to nonprofit groups],” Weston said, “it implied safety and transparency. It is a measure of their confidence in us.”

Corporate confidence was evidenced in a huge way when Proctor & Gamble's U.K. division pledged £1 million over 10 years to the Community Foundation Serving Tyne & Wear and North Cumberland, based in Newcastle, England. By entrusting its corporate charitable giving to the United Kingdom's largest community foundation, Proctor & Gamble publicly recognized it as an expert in local grantmaking.

*“Community foundations know their areas well —
socially, demographically and economically.”*

-- Gaynor Humphreys

“For a company of that magnitude to do such a thing is remarkable,” Weston said.

Gaynor Humphreys, network director, shares Weston’s belief in the philanthropic power of community-based giving. She tells the community foundation story in diverse U.K. circles — ranging from poor neighborhood centers to elite corporate boardrooms to the Houses of Parliament. Since 1993, Humphreys has worked tirelessly to share the network’s three-fold purpose:

- to promote the concept of community foundations throughout the United Kingdom;
- to support the work of emerging community foundations; and
- to provide established community foundations with networking opportunities such as newsletters, conferences and workshops.

The network also provides technical assistance to develop training and reference materials, including

computer software packages specifically designed for U.K. community foundations.

Humphreys’ personal interest in the field has prompted her to spread the community foundation gospel beyond the borders of the United Kingdom, extending her reach throughout much of Central/Eastern Europe. In addition, she provides technical expertise abroad as an active member of the Worldwide Initiatives for Grantmaker Support-Community Foundations (WINGS-CF), a global network of leaders, grantmakers and practitioners in the field.

When Humphreys arrived at the Community Foundation Network, she was one of two staff members offering support to 20 community foundation members and associates. She credits Mott and other funders for dramatically expanding the network’s reach. In 2000, the organization had a staff of eight, an annual budget of £700,000, and 60 members and associate members. “Member” foundations are emerging or established foundations that work in a specific geographical area. They promote and support community-based philanthropy by building endowments that are distributed as small grants to nonprofit organizations to address local needs. “Associate members” are groups striving to become community foundations.

“These community foundations are very able

Community foundations can be key to building healthy neighborhoods.

grantmakers,” Humphreys said. “They’re getting grants out to small and new groups so they can get the right help, at the right time, on the right scale. Community foundations know their areas well — socially, demographically and economically.”

One organization benefiting from membership in the network is the Isle of Dogs Community Foundation in east London. Established in 1990 and holding assets valued at £9 million at the end of 2000, it is the nation’s second largest community foundation. Former Director Paul Rodgers said the network helped the Isle of Dogs learn the ropes of community-based philanthropy. As a result of the network’s technical assistance, the community foundation has made meaningful grants to grassroots organizations such as Neighbours in Poplar, a volunteer community group.

Neighbours’ director, Sister Christine Frost, is a petite woman with a ready smile and a thick Irish brogue who is quick to convey the important role that community foundations play in the United Kingdom, especially in pulling together diverse groups such as corporations, government and the nonprofit sector. Her organization provides recreation, the arts and other programs for the area’s poor. It receives a large percentage of its small budget from the Isle of Dogs Community Foundation.



“But it’s not just about handing out money. Community foundations are really important for building community and helping with technical assistance and capacity-building,” Sister Christine said.

“They can hand out money until the cows come home, but the question is: ‘Have people really benefited or are they there again on the first day of January asking for the same exact thing?’ Organizations like ours will always have needs and be there asking for help, but hopefully we’re not always asking for the same things. We’re getting some things done and moving on to others.”

Offering hope and help to groups like Neighbours was one of the main reasons Humphreys accepted the

top spot at the network. She had been alarmed by the number of nonprofit groups spending their time and energy trying to secure funds instead of addressing pressing problems. Experience has shown that after a community foundation is established, the fundraising load is somewhat lightened for the area's grassroots organizations because of the financial and technical assistance provided.

While foundations have sprouted up across the United Kingdom and built endowments, growth lagged in England's capital city. The network responded by developing an innovative London project that is funded with a three-year, \$200,000 grant from Mott and additional money from two other foundations.

Government offices, major corporations, banks and the media are headquartered in London, yet when people identify with the city it is with one of its 33 very distinct boroughs, not the city as a whole, Humphreys said. Large sums of public funds go into the city, but they are often earmarked for the arts, not for the distressed neighborhoods that are some of the worst in England.

As a result, the Community Foundation Network

created a London office to handle citywide promotion and fund development for new and established community foundations in the capital city of seven million people.

"What we must not get is a monolithic 'London foundation,'" Humphreys said. "We want to attract donors London-wide, but see that the programs are more locally based."

One vision is that the London-wide network may be comprised of a cluster of community foundations in distinct London boroughs.

Humphreys is excited about tax law changes in 2000 that increased ways donors can give to community foundations and simplified the language and process. Although previous laws allowed generous tax benefits, they were difficult to understand and hindered personal philanthropy.

"When we started, community foundations were seen as rather strange — too new and different," Humphreys said. "Endowment had rather gone out of fashion. But we're at the point now where community foundations are an important and accepted part of the scene in the U.K."

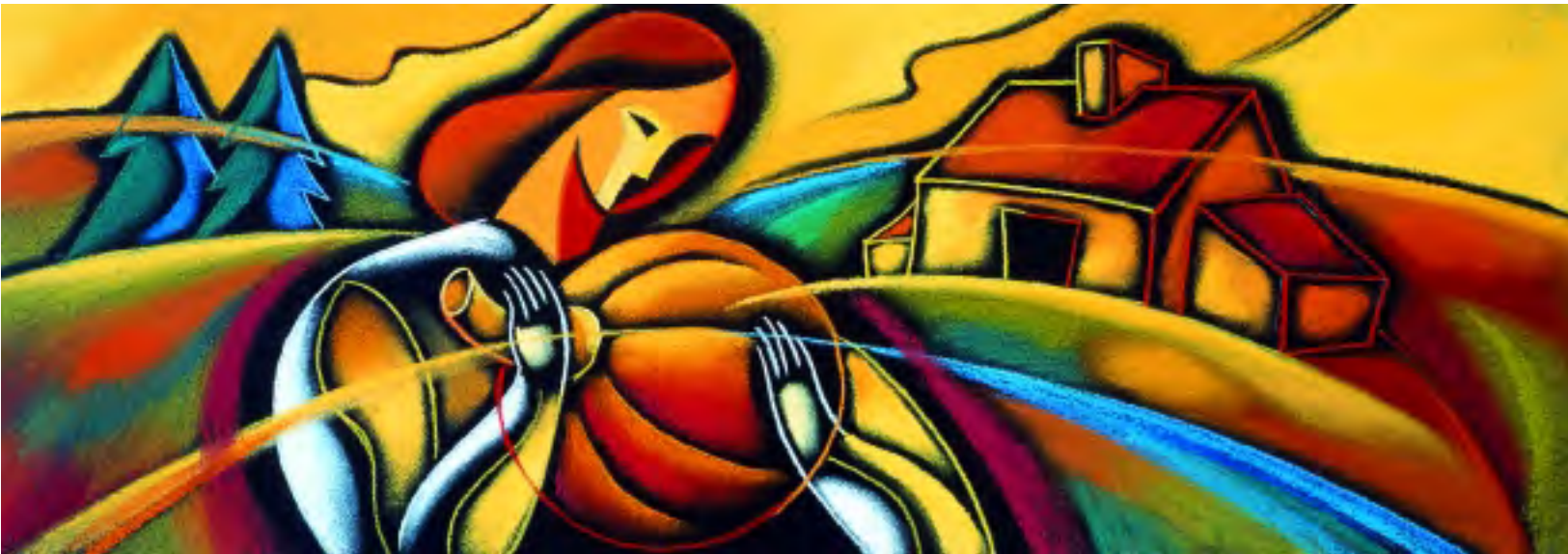


“South Africa is a highly politicized country in all its communities. ... With the advent of the community foundation, for the first time it was possible for communities that never worked together to start working together — to start thinking in terms of regional development in a specific geographic area and no longer little enclaves of suburbs. Community foundations provided a platform where people can now begin to talk to one another irrespective of their political alignment, which was critical for South Africa.”

M A X M . L E G O D I

Community foundations program director, Southern African Grantmakers Association, Johannesburg, South Africa

THE FUTURE OF THE FIELD



TENDING THE COMMUNITY FOUNDATION GARDEN

In the midst of impressive local impact, dynamic national expansion and an ever-increasing global presence for community foundations, some may ask: “Where will it go from here? How will community foundations sustain their success while ensuring continued response to local needs and concerns?”

After more than two decades of solid growth and development, community foundation experts are optimistic about the field’s future. But they also recognize that a number of challenges — both domestic and international — lie ahead.

CHANGING DEMOGRAPHICS

The *New York Times* reported in July 2000 that Caucasians soon would become the minority in California, after having comprised 80 percent of the state’s population as recently as 1970. This is perhaps the most startling example of the United States’ rapidly changing demographics.

At home and abroad, if community foundations are to truly represent their communities in the future, they must endeavor to hire staff, appoint board and committee members, and reach out to potential donors whose ethnic and racial makeup is more reflective of local demographics.

“I think we have a long way to go, as does the phi-

lanthropic community in general, considering 90 percent of the people who are currently involved in philanthropy are white,” said Emmett Carson, president and CEO of the Minneapolis Foundation. “I think that has to change. I think there’s room. And the first place — the easiest place — to create the change and the dynamic is at the community foundation.”

BROADENING BASE OF ASSETS

Demographic trends also are reflected in the significant accumulation of assets across many segments of the population. The Council on Foundation’s (COF) 1999 report, *Cultures of Caring*, points to the growing wealth and philanthropic interests of people

Changing demographics will broaden the range of services provided by foundations in the future.



of color in the United States.

According to the report, 22 community foundations had a total of 100 ethnically diverse funds in 1993. By 1998, 72 community foundations had a total of 639 ethnically diverse funds.

“Increasingly, members of minority groups are developing the resources to engage in more institutional philanthropic enterprises than they had before,” said Joanne Scanlan, senior vice president for professional development at COF. “They are adopting the tools of institutional philanthropy to their own ends, shaping those tools to fit their own heritage and traditions, and greatly benefiting their community and their nation.”

INTERGENERATIONAL WEALTH TRANSFER

Linked to the overall demographic changes in the United States is the predicted massive intergenerational transfer of wealth, and the creation of new wealth from stock gains and pension plans such as 401(k) and IRA funds.

A 1999 study, *Millionaires and the New Millennium: New Estimates on the Forthcoming Wealth Transfer and the Prospects for a Golden Age of Philanthropy*, offers remarkable projections about this financial windfall. Authors Paul G. Schervish and John J. Havens estimate that the intergenerational transfer of wealth will range from \$41 trillion to \$136

trillion over the next 55 years. Of that amount, they predict that \$6 trillion to \$25 trillion will be given to charity.

In summarizing their findings, the authors write: “Although it is impossible to project with certainty the horizon of material wealth, we do believe it will be substantially large. ... Our general conclusion is that a golden age of philanthropy is dawning, especially among wealth holders and the upper affluent.”

The great transfer of wealth is not limited to the United States. For example, in *The Work of Operating Foundations*, the Bertelsmann Foundation predicts that 2.6 trillion DM will change hands in the coming years in Germany alone. Worldwide, the figures could be staggering.

EMERGING MODELS OF PHILANTHROPY

During this current decade of techno-millionaires, mammoth private foundations have been created with startling regularity. And while many who have benefited from the booming economy might not have the funds or the inclination to establish a private foundation, the charitable impulse still may be present.

How do community foundations encourage an increasing number of potential donors to contribute to their coffers as a means of improving nearby neighborhoods and cities, especially when there are so many other philanthropic options available? Some believe

that one way will be through community foundations' donor-advised funds, which encourage contributors to be actively connected to the programs they support.

Although donor-advised funds were in existence at the Columbus Foundation as early as the 1950s, these types of funds didn't play a significant role in the community foundation field until the 1990s, when several commercial investment houses adopted this fund model.

Some in the field worry that the rapid development of for-profit, charitable funds — with their huge national advertising budgets — could pose a challenge to the field by restricting community foundations' abilities to attract donors. However, results of a major 1999 initiative conducted by the Council on Foundations' newly created Community Foundations Leadership Team found that the vast majority of community foundations view the transfer of wealth, and coping with the resulting growth of their own organizations, as far more significant and challenging than

“Our Community Foundations Leadership Team is forming strategic alliances that will create more visibility for community foundations as a desired philanthropic option.”

-- Dorothy S. Ridings

the growth of donor-advised funds sponsored by other entities.

“Community foundations know they offer unique opportunities to match donors with community needs, and they are looking for better ways to get that message out,” said Dorothy S. Ridings, COF's president and CEO. “Our Community Foundations Leadership Team is forming strategic alliances that will create more visibility for community foundations as a desired philanthropic option.”

SUPPORT ORGANIZATIONS

Another challenge will be to devise ways to meet the increased demand for technical assistance, specialized literature and research in the field. Grantmaker associations and support agencies — the Council on Foundations, Council of Michigan Foundations, Southeastern Council of Foundations, Community Foundations of Canada, Southern African Grantmakers Association and many others — often are used as conduits to transfer knowledge, skills and technical information from one community foundation to another, but these support organizations face their own hurdles. They must find ways to secure ongoing funding and create efficient avenues for information sharing.

In an attempt to meet increased demands for technology services, a new support agency, Community

Foundations of America (CFA), entered the scene in 2000. The mission of the Louisville, Kentucky-based organization is to provide community foundations with the latest technology, information and research related to charitable giving.

The organization's CEO, Carla Dearing, believes that funding for support organizations is critical for the continued development and long-term viability of the field.

"Funding grantmaker associations and support agencies often benefits a larger audience and has longer-lasting impact. With continued funder support and interest, we hope to join other associations in

addressing new and emerging challenges in the field," she said.

INTERNATIONAL DEVELOPMENT

The internationalization of community foundations has the potential to transform the character of the field. In the United States, community foundations are seen as one of many key agencies supporting the nonprofit sector. Abroad, the stakes are higher. In Europe, South Africa and elsewhere, community foundations and other community-based philanthropic organizations, such as United Ways and Community Chests, are viewed as being central to the development of civil society. They enable and facilitate self-reliance and self-determination and help fill the void created by government decentralization.

Many Americans appreciate the benefits that endowments bring to universities, museums, health and medical centers, and charitable institutions. But in countries in transition, this is all new. It means a community does not have to stand with its hand out, asking for help. Instead, each community taps its own resources to effect change.

Increasingly, community leaders around the world are realizing the benefits of pooling local time, talent and money for community-based philanthropic organizations. But leaders are realistic about the challenges

A ballet program funded by Arizona Community Foundation enables local hospital patients to enjoy a performance.



organizations face in gaining broad-based acceptance, especially in emerging democracies. The challenges include:

- resistance to citizen involvement from those accustomed to depending on the government to “fix” all of society’s problems;
- negative attitudes associated with the concept of volunteerism, which stem from past abuses that forced people to work “voluntarily” for supposed “common goals”; and
- the length of time it takes to accumulate sufficient financial resources from a variety of local sources for community projects.

While Europe and South Africa entered the community foundation field in the past decade and the field continues to grow in both those areas, there are indications that the next region of international growth for community foundations is likely to be in

Latin America, most specifically in Mexico.

According to a 2000 report, *Building the Worldwide Community Foundation Movement*, there are about 20 community philanthropy organizations in Mexico, with several more under development. The report — a joint project of COF’s International Programs and the Worldwide Initiative for Grantmaker Support-Community Foundations (WINGS-CF) — said Mexico “has become a laboratory for creativity in the formation and structure of organizations designed to meet community needs.”

As noted at the beginning, community foundations are where philanthropy hits Main Street, be it in Minneapolis or Moscow. But in Moscow, where citizens now have their own resources, this is a big change. Today, community foundations in former totalitarian and post-apartheid nations are identifying needs and targeting assets to address them. With those actions, they are building civil society.



“I think we have a long way to go, as does the philanthropic community in general, for 90 percent of the people who are involved in philanthropy are white. And I think that has to change, and I think there’s room. ... And the first place — and the easiest place — to create the change and the dynamic is at the community foundation. ... If you’re a philanthropist, you’re in the risk business. You do it not because you’re assured of success or you’re afraid of failure. You do it because it’s the right thing.”

E M M E T T D . C A R S O N

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OTHER MOTT FOUNDATION RESOURCES ON COMMUNITY FOUNDATIONS

- *Community Philanthropy in Central/Eastern Europe*. This 1999 "primer" is designed to help citizens of Central/Eastern Europe understand the benefits of community philanthropy.
- *Community Foundations: Building a New South Africa Through Community Philanthropy and Community Development*. This "primer," updated in 2000, is designed to help citizens of South Africa understand the benefits of increasing philanthropy in the community.
- *InFocus*, Vol. 2, No. 1, March 1999. This magazine focuses on the growth of community foundations in the United Kingdom.
- *InFocus*, Vol. 1, No. 1, March 1998. This magazine focuses on the Carpathian Foundation. This issue is available only on the Mott Foundation's Web site (www.mott.org).

Copies of *Sowing the Seeds* and the first three publications on this list are available by calling the Mott Foundation's Publication Request Line at (800) 645-1766 (U.S., Canada) or (414) 273-9643 (elsewhere). All publications are also available on-line at www.mott.org.



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