



COMMUNITY FOUNDATIONS OF CANADA
FONDATIONS COMMUNAUTAIRES DU CANADA
ensemble pour tous.
all for community.

Building Community Vitality

PRESENTER'S
GUIDE

Framework for
Community Leadership
by Community Foundations
to accompany the
PowerPoint Presentation

April 2009

About this Presenter's Guide

This Presenter's Guide is a companion document for the Powerpoint presentation "Framework for Community Leadership by Community Foundations". This material has been adapted from materials created by the National Task Force on Community Leadership and produced by the CFLeads and Aspen Institute Community Strategies Group for the Council on Foundations: Community Foundations Leadership Team. It has been adapted with permission by Community Foundations of Canada for use by its members. The Powerpoint presentation and this Facilitators Guide supplement the CFLeads **Framework for Community Leadership, Guide and Workbook**. You can find these documents, with the worksheets and exercises referred to here, at: www.cfleads.org.

How to use this Guide and the Powerpoint Presentation

The slideshow can be used for a presentation (to Board members, staff, a community meeting) or can be viewed on your own.

As you travel through the Powerpoint presentation, there are notes below most of the slides that expand on the information shown on the slide, to help you in your presentation or in viewing the slides on your own computer. This Guide provides the same information included in the notes section of the slides.

More Information

For more information and resources about community leadership, visit the members area Community Foundations of Canada website at www.cfc-fcc.ca.

Framework for Community Leadership by a Community Foundation

Title Slide (Slide 1)

Insert your information on this slide for your presentation.

Stepping up to Leadership (Slide 2)

As our communities face new and more complex challenges, as social and economic challenges deepen, all of us are seeking new and creative ways to address these challenges. Old ways of addressing problems – within silos, more hierarchical, looking at societal deficits rather than assets – no longer work. We are looking for new ways to be inclusive, to work across silos and issues, and to bring the values that we share and the skills we all have, in order to improve the quality of life for all.

Using the CF Leads Framework (Slide 3)

This framework is specific to the practice of community leadership by community foundations.

It was originally created by the CF Leads initiative in the US, and has been reformatted by CFC for its members.

The Framework breaks down into manageable bites what it takes for community foundations to make the shift from occasionally practising community to becoming community leadership institutions – that is, by being intentional about our community leadership work.

This does not mean we do all types of community leadership all the time. It just means that we look at where we want to make a difference, what we can do to make a difference, and being intentional about that.

Defining Community Leadership (Slide 4)

Unpacking the definition:

The community foundation...

is a catalyzing force

This acknowledges that the community foundation does not act in isolation. It acts in concert with others, sometimes taking the lead, sometimes following, sometimes paving the way for new leaders.

that creates a better future for all

This acknowledges that the community foundation's constituency is the entire community. Every issue, every cause it embraces, has some connection to the greater good.

by addressing the community's most critical or persistent challenges

This acknowledges that the community foundation doesn't shy away from something because it's too hard or "it has always been that way" and it can be counted on to address the things that matter the most.

inclusively uniting people, institutions, and resources

This acknowledges how the community foundation goes about its business: in the open and ensuring broad participation. It also recognizes that the community foundation is well-suited to assemble and leverage resources.

and producing significant, widely shared and lasting results

This acknowledges that the community foundation looks beyond quick fixes and innovative pilot projects, and that it has the staying power to reach long-term results.

First Level Building Blocks (Slides 5 – 9)

Every use of the framework requires attention to all four first-level building blocks. They form the interrelated and interdependent basis for community leadership work. Simply stated, doing something aimed at one building block often affects other building blocks.

A. Values, Culture and Will (Slide 6)

- While community foundations often enter this work incrementally, community leadership must eventually become embedded in the DNA of the organization. The shift to a primary focus on community leadership can lead to difficult conversations at the board level. To ensure that community leadership remains the pivot point, some community foundation boards evaluate their own performance in addition to the CEO's on an annual basis.
- Don't underestimate challenges at the staff level. One of the unintended consequences of organizational silos (donor services, finance, program, etc.) is that clearly marked territory makes people territorial. Blurring functional lines so that community leadership becomes the organizing principle of the community foundation can surface tensions.
- These incidents underscore the importance of internal preparation to increase external impact. One approach is to define the criteria that will be applied to community leadership efforts. This has the advantage of grounding often lofty values statements within a decision-making framework. It brings home to board and staff alike how community leadership is being operationalized.

B. Relationships (Slide 7)

- The true wealth of a community foundation lies in its relationships. All community foundations have abundant relationships, particularly in the nonprofit sector. Without attention and intention, however, relationships can remain static or focused on the top rungs of the socioeconomic ladder. This building block speaks to continuously building relationships in recognition of both the changing demographics of our communities and the need to develop a broader set of relationships to engage in community leadership.
- Community foundations are addressing relationship building in a multitude of ways. None of this is taking place from behind a desk; community foundation staff and board members are active participants in relationship building throughout the community.
- Relationship building is also taking place inside community foundations. Board members, donors and volunteers are receiving more information about the foundation's community leadership efforts and more personal attention from foundation staff. As a result, they are becoming actively engaged, using their political, social and financial capital to support community leadership efforts. Staff members are also building new relationships with each other because community leadership requires an integrated, cross-disciplinary approach to almost every function formerly performed, if not in isolation, in a relatively homogeneous fashion.

C. Resources (Slide 8)

- Resources include more than money, but money matters. People gravitate to community foundations because they attract, manage and distribute money. Those functions provide the platform for community leadership.
- By the same token, community leadership places new demands on resources, both human and monetary. It requires a more sophisticated understanding and tracking of the relationship between costs and revenues. It requires new ways of thinking about how to use the foundation's human and financial resources to leverage change.

- Community foundations are also actively participating in the community leadership efforts they support, simultaneously acquiring new skills and expertise while building and strengthening relationships. Many provide senior and administrative staff to collaborative efforts, along with meeting space and amenities. They serve as fiscal agent when no other collaborative member could, sometimes at no cost. They have loaned in-house expertise, such as communications staff to increase the visibility of community leadership efforts. In many instances, community foundation board and staff members alike sit on steering committees and the governing bodies of community leadership collaboratives.
- Community leadership is labor intensive, and the knowledge base on how to fund community leadership is in its infancy. Most community foundations are struggling with this issue. Some are building endowments, others depend upon annual fundraising, others seek grants from private foundations, and others seize opportunities unique to their geography and circumstance. Different models for providing adequate and dependable levels of support for community leadership need priority attention at the field level.

D. Understanding and skills (Slide 9)

- Among the most important qualities that a community foundation can cultivate is curiosity about the community it serves. Among the most important skills it can develop is the ability to forge consensus. Community leadership issues often require understanding and skills beyond the foundation's ken. Skills can be acquired internally on-the-job or through specialized hires and externally through consultants and community partners. Some community foundations acquire the knowledge they need by commissioning studies, by creating indicator projects (like Vital Signs), by conducting stakeholder interviews and focus groups, or by convening all of the known organizations and entities that deal with a particular issue (such as homelessness, literacy, transportation, poverty, etc.). It is important to remember that expertise comes in many forms and includes the practical knowledge gained by people whose daily lives are affected by the issue being addressed.
- The transition to community leadership necessitates increased sophistication in communications. Many community foundations maintain a profile so low that it barely registers on the public's radar screen. Interestingly, a number of community foundations report that assets increased dramatically when communications staff was added. The field of communications, however, covers a broad spectrum of activities. Community leadership extends beyond traditional communications efforts designed to polish your image or increase your visibility. For example, one community foundation invested in storytelling training for its staff. Another hired a journalist to write compelling stories about its leadership work. Others are investing in social networking software to increase information and idea sharing-among community members focused on a particular issue.

Second and Third Level Building Blocks (Slides 10 – 25)

These slides come from pages 4 through 9 of the CFLeads *Framework*. Each second level building block has various third level building blocks that are associated with it.

Second -level building blocks	Third-level building blocks
Building Block A	
<i>The community foundation manifests the values, culture and will to exercise community leadership.</i>	
1. Effect change that advances the common good (Slide 10)	1a. Include community betterment in mission 1b. Consistently act on clearly articulated values that undergird community betterment 1c. Passionately create a better future for all through board, staff and volunteer commitment 1d. Subordinate the self-interest of board, staff, volunteers and donors to the common good
2. Increase opportunity, diverse participation and fairness (Slide 11)	2a. Examine and articulate its values of increasing opportunity, diverse participation and fairness 2b. Understand that diversity and inclusion enhance credibility and improve effectiveness 2c. Adopt internal policies and practices that reflect and support diversity and inclusion 2d. Use inclusion and equity values in choosing community leadership issues and actions 2e. Recognize and address class and other power imbalances in work with diverse constituencies 2f. Advocate for and commit resources to inclusion and equity in all work 2g. Respect and account for the differences, needs, resources and interests of specific constituencies
3. Focus on results-driven learning (Slide 12)	3a. Focus community leadership efforts on issues with significant or long-term impact on the community 3b. Determine the nature and duration of community leadership engagement in terms of the sought outcomes 3c. Examine and make internal changes to increase impact and effectiveness 3d. Learn from and adapt actions based on routine examination of successes and failures
4. Be humble, respectful and transparent (Slide 13)	4a. Be prompt, courteous and caring in all interactions with the community 4b. Be respectful when disagreeing with others 4c. Share or decline to take credit when necessary to advance community leadership goals 4d. Accept criticism and admit mistakes

Second –level building blocks	Third-level building blocks
Building block B	
<i>The community foundation continuously builds the relationships to exercise community leadership.</i>	
<p>1. Join with or convene those involved in or concerned about an issue (Slide 14)</p>	<p>1a. Make relationship building and outreach core expectations for staff, board and volunteers 1b. Nurture relationships and foster trust throughout the community 1c. Obtain access to a diverse group of leaders through board, staff, donors, volunteers, grantees, and partners 1d. Be actively and directly involved in neighborhoods and places where community leadership work is taking place 1e. Engage the vulnerable and voiceless in community problem-solving 1f. Build relationships with those outside the community whose connections, resources, interests and abilities may support community leadership work</p>
<p>2. Engage and support other community leaders (Slide 15)</p>	<p>2a. Follow or join efforts initiated and led by others 2b. Work to build the capacity of leaders throughout the community 2c. Engage and support new leaders, especially from groups underrepresented in the community's leadership structure, to succeed and gain influence 2d. Believe that groups within the community should choose their own leaders</p>

Second-level building blocks	Third-level building blocks
BUILDING BLOCK C <i>The community foundation accesses and develops the resources necessary to exercise community leadership.</i>	
1. Use internal information and implementation systems to maximize ability to influence community change (Slide 16)	1a. Integrate community leadership efforts across all functional areas 1b. Put consultative processes in place to identify emerging, critical or persistent community issues 1c. Use a system to match donor interests with community leadership needs and issues 1d. Align grantmaking systems and operational processes to support community leadership 1e. Be user-friendly in all processes 1f. Ensure information systems are transparent and accessible
2. Use human resources to exercise community leadership (Slide 17)	2a. Ensure board, staff, volunteers, donors, grantees and vendors are broadly reflective of the community and its shifting demographics 2b. Use community leadership as a primary criterion in selecting and evaluating the CEO 2c. Encourage the board and staff to be entrepreneurial, take risks and learn from their mistakes 2d. Take new or courageous stands, when necessary, to move an issue forward 2e. Have a board that reflects the diverse points of view and levels of influence necessary to effect change 2f. Provide ongoing professional development for board, staff and volunteers around community leadership 2g. Have board, staff and volunteers that can relate to the cultures that make up their community
3. Engage donors and other co-investors in community leadership work (Slide 18)	3a. Systematically help current and prospective donors deepen their understanding of community issues 3b. Connect donors and potential co-investors to opportunities to increase the impact of their investments 3c. Use donors influence and connections to advance community leadership efforts 3d. Provide feedback to donors and other coinvestors about the impact of their support 3e. Encourage donors to structure gifts in ways that can flexibly address changing community needs over time 3f. Provide donors with philanthropic options outside the community foundation when donor interests are incompatible with its values
4. Ensure business model provides flexible financial resources (Slide 19)	4a. Promote efficient operations, freeing resources for community leadership 4b. Have income-generating, budgeting and leveraging strategies to support community leadership, such as:

	<ul style="list-style-type: none"> · fees from donor funds · earned income · unrestricted endowment income · public sector funds · corporate and foundation grants · annual campaigns and special events. <p>4c. Know the cost of each service provided, relative to the revenue it generates, and align subsidies as needed to serve community leadership efforts</p> <p>4d. Know how to use community and portfolio investments outside of grantmaking to support community leadership efforts</p>
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Second-level building blocks	Third-level building blocks
BUILDING BLOCK D <i>The community foundation accesses and develops the understanding and skills to exercise community leadership.</i>	
1. Actively learn about, with and for the community (Slide 20)	1a. Have current and historical knowledge of the institutions, leadership, economy, demographics, natural and built environment, and culture of area 1b. Reach out to people in the community to understand their perspectives, gain their knowledge and engage them in identifying solutions 1c. Find or generate needed objective information 1d. Look beyond current strategies for solutions
2. Understand the processes that lead to community improvement: (Slide 21) <ul style="list-style-type: none"> · community development · economic development · community organizing · cultural change · systems change 	
3. Stimulate dialogue, promote understanding and build consensus (Slide 22)	3a. Obtain the skills and ability to use convening to produce results 3b. Obtain the skills, strategies and capacity to effectively tell community leadership stories 3c. Tailor communications to diverse audiences 3d. Use non-traditional communication outlets and new media to ensure community-wide reach 3e. Frame issues in ways that resonate with those who can make change happen 3f. Stay current with communication technology 3g. Become or remain a trusted source and provider of information about the community
4. Strategically craft and act on community	4a. Understand the multiple roles and range of tools it can use to leverage change

leadership opportunities (Slide 23)	<p>4b. Identify the ways you are willing and able to add value to a community leadership issue</p> <p>4c. Know when to work behind the scenes, when to take a stand, when to partner, and when to build the capacity of others to effect change</p> <p>4d. Nimblely anticipate and respond to emerging opportunities and challenges</p> <p>4e. Sustain efforts to achieve outcomes</p>
5. Engage in public policy to advance the common good (Slide 24)	<p>5a. Understand the public policy process and resource streams</p> <p>5b. Cultivate relationships in all three levels of government, at the federal, provincial and local levels</p> <p>5c. Know when and how to effectively participate in the policy process</p> <p>5d. Know and take advantage of the range of advocacy options the law allows</p>
6. Evaluate the impact of community leadership work (Slide 25)	<p>6a. Have a long-range vision, plan and outcome-oriented goals for community leadership work</p> <p>6b. Gather data, information and community feedback to measure, inform and adjust community leadership work</p>

Workbook Tools (Slides 26 – 29)

These slides can be removed from the presentation if time does not permit the use of the tools.

Story Reflection Tool (Slide 26)

Use the framework to assess your community foundation's community leadership strengths and gaps.

One easy way to start is to reflect on a specific community leadership experience at your foundation – it may be completed, or still in progress.

See pages 10 and 11 of the *CF Framework Guide and Workbook* for more information on this exercise, with worksheets and detailed instructions.

Instructions (Slide 27)

Gather Assemble a board and staff team.

Identify Recall a story about past or current community foundation leadership activities.

Complete Document and analyze the elements of the story by filling out the boxes below.

Repeat Different community leadership efforts require or emphasize different capacities. To get a good baseline, apply this exercise to more than one story. Conduct this exercise periodically to track the ways your foundation is building its community leadership capacity.

Assessment and Planning Tool (Slide 28)

Use this as a checklist for considering the attributes and capacities your community foundation has in place to engage in community leadership.

Identify the next steps you need to take to achieve those attributes and capacities that you want to have, but do not yet have.

See pages 12 to 16 in the *CF Framework Guide and Workbook* for detailed assessment and planning tools for each of the building blocks.

Instructions (Slide 29)

Gather Assemble up to 12 board and staff members and break the group into four teams. (It is always good practice to have board members involved on planning teams.) Assign each team one of the first-level building blocks.

Review Have each team review its relevant second-level building blocks, referring to the third-level building blocks for detail.

Identify Walk through the second-level building blocks, indicating whether your community foundation has each in place by choosing Y (yes) or N (no). In the next column, indicate whether the building block under consideration addresses an immediate need by choosing Y (yes) or N (no).

Inventory With the Community Leadership Framework as your reference, identify third-level building blocks needed to achieve the second-level building blocks. It's important to complete this process—your inventory of the entire framework—before developing actions for any of the building blocks because the best strategies address multiple building blocks.

Plan Once you've identified all of the second- and third-level building blocks germane to your community leadership challenge, it's time to think about action steps: how you're going to develop or otherwise acquire the attributes and capacities you need. Determine action steps to address the building blocks you've identified. Note any other building blocks your action steps address.

Act You have limited time and resources, and this tool is intended to assist you in making informed choices about the best "bang for the buck." In determining which action steps are priorities, focus attention on those that strengthen capacity in more than one building block.

For Your Information (Slide 30)

The “Building Community Vitality: A Leadership Toolkit”, in the members’ area of the CFC website, has more information on community leadership by and for community foundations. On this site you can find other tools, resources, stories, and news about upcoming events, activities and learning opportunities. Go to the members’ area for this information.