



## **Minerva Foundation for BC Women**

*Connected and empowered women building stronger communities*

Report to the Directors  
Period of January 1 to December 31, 2010

### ***INTRODUCTION and SUMMARY***

The past year, 2010, was an exciting year for the Minerva Foundation for BC Women.

The organization reviewed its leadership programs, created a values-driven leadership model, and aligned leadership programs to the model. Learning to Lead™ and Follow a Leader™ were linked more closely to deepen the leadership experience of women. A new leadership program for advancing women leaders was established called Women Leading the Way™, and all three programs were linked to parallel the leadership journey.

A Patrons Circle was formed and operationalized to expand the reach of Minerva to other communities.

The Foundation moved to include men in its Board and Patrons Circle, which now have two male members each, all strong advocates and champions of women.

An alumni event was held, the first after some time, and has since been repeated in 2011, indicating solid steps in the direction of renewed alumni engagement with Minerva.

Strategic planning that started in June, continued through Fall, resulted in the restatement of Minerva's purpose.

Minerva moved its offices to the Woodward's building, after having won a request for proposal for a long term free rental arrangement with the City of Vancouver, increasing stability.

The economic decline that started in the fall of 2008 (operational shortfall of \$190,014), eased off in 2009, and moreso in 2010. Through increased fundraising and cost saving measures, the Foundation built a financial surplus in 2010 (approximately \$55,000), adding to the surplus of 2009 (approximately \$33,000),

With the help of volunteer Committees, an active Board and staff, the Foundation delivered its core programs, and a new leadership program, maintaining the quality Minerva is known for.

The Foundation made a difference in the lives of over 333 women and girls directly in 2010. Their success stories and testimonials were emphasized in 2010 as protégées and alumni took to the stage telling their inspiring stories at the AAG, WINR and Education Luncheon events.

### ***MISSION STATEMENT***

"The Minerva Foundation for BC Women inspires and empowers motivated women to explore and develop their potential in the workplace and the community, by creating opportunities and offering programs through trusted partnerships in the areas of leadership skills, connectivity and education."



(replacing the former mission statement: The Minerva Foundation for BC Women inspires and empowers women and girls to reach their full potential by creating opportunities and offering programs through trusted partnerships in the areas of education, leadership development, economic security, and safety.)

### **OUR VISION**

Connected and empowered women building stronger communities

### **OUR VALUES**

The core values of the Minerva Foundation are:

- We value personal power, courage and growth
- We believe that with opportunity comes responsibility to make a difference
- We have a passion for excellence, innovation and collaboration
- We embrace diversity
- We treat all of our stakeholders with respect and integrity and are accountable to them

### **STRATEGIES**

The Minerva Foundation for BC Women has created key strategies:

- Partner with business, government, service organizations, public institutions and individuals.
- Offer programs and educational awards to develop women's full potential.
- Grow our endowment fund to ensure financial sustainability of the Foundation for the long term.

### **ADMINISTRATION**

In 2010 the number of staff was returned to 6.95 FTE, an increase from the 2009 5.99 FTE (still not the same level as 2008 which had 7.4 FTE) representing almost 94% of the pre-economic decline level. As well, through a foundation grant, we hired a part time fundraising consultant to primarily facilitate on-boarding Patrons Circle connections and undertake some strategic work in fundraising and coaching staff in fundraising, resulting in increased fundraising capacity in the Foundation.

A new contracting staff team was created to deliver the new Women Leading the Way leadership program, coincident with the 3 year funding secured.

A large leadership steering committee was engaged to explore various aspects of leadership numbering about 10 volunteers skilled in areas like marketing, finance, curriculum, and involving all leadership staff.

The office move from TD Canada Trust building at W. Georgia to the Woodward's Building at W. Hastings went smoothly.

### **Financial and Fundraising**

In 2010 we successfully raised funds in total of \$ 1,055,000 (up from \$949,702 in 2009 or 11% increase) through individuals, corporations, institutions, government, foundations and events, broken down as follows: 28% from corporations, 21% from special events 17% from individuals, 16% from government, 11% from foundations, and 9% from interest and investment income/other.

Total revenue from sponsorships and donations for the year was \$849,516 up from \$770,404 in 2009.

Government income was \$169,521, up from \$158,426 in 2009.

Investment income in 2010 was \$35,954, up from \$20,871 in 2009.

Board designated funds increased by \$20,000 for a 2010 total of \$91,408 due to transfer from General Fund.

Externally restricted endowment funds grew by \$35,800 resulting in a total of \$874,042 at year end.

Increased revenues and frugal spending resulted in \$55,099 excess of revenues over expenditures, up from \$33,857 in 2009.

In 2010, the Foundation completed its third external audit, by Price Waterhouse Coopers.

2010 saw a better year for Minerva, with all programs being delivered, including a Follow A Leader™ program in Victoria. The Board committed to aligning the leadership programs, and in 2010, Learning to Lead™ BC program and Follow A Leader™ programs were closely linked for the first time. This meant that leaders from the Learning to Lead™ BC program flowed through into the Follow A Leader™ program. A special one off workshop was held in late September to reconnect the leaders. This strategy meant that Minerva was able to successfully 'sell' leader spots on both programs, with 8 leader spots being taken by sponsored leaders on Learning to Lead™ BC and 5 spots being taken at Follow A Leader™.

The Ministry of Advanced Education continued their support of the MHWW funding and areas of application with commitment of \$72,000 to be used by March 2011. Other successful Foundation grants saw The Carraresi Foundation provide Minerva with \$97,500 in funds in 2010. Some of these monies went to fund the programs, with \$20,000 being used to support the fundraising process. This included the hiring of a Fundraising Consultant who, with the help of the Resource Development Manager, implemented a Fundraising Manual. The consultant also put together a Fundraising Plan, and facilitated the engagement of the new Patrons Circle.

AAG Vancouver, Victoria, and WINR were all run successfully, with WINR netting \$30,000 more than the 2009 WIF event.

Direct mail campaign targeted 4,505 individuals in total with one letter being used to target Minerva's Alumnae and another letter for past donors and prospects. The Alumnae letter was sent to 1,472 individuals. Two separate stories were used for the two different letter versions, with \$23,564.30 received to date from 52 individual donors. This is an average of \$453.00 per gift. This was a slight decrease on 2009 which saw \$28,096.50 raised through 57 donors, which was an average of \$492.00 per gift. Minerva's overall donations however were higher, which indicates that people gave generally throughout the year rather than only through the annual Direct Mail Campaign.

2010 saw the formation of the Minerva Patrons Circle. The 10 members are Nancy McKinstry, Yuri Fulmer, Peter Ladner, Jody Wilson-Raybould, Patricia Graham, Debi Hewson, Jill Leversage, Zahra Mamdani, Lis Welch and Elise Rees, who chairs the group. The first meeting was held in May 2010, which saw a plan created for their activities which included the planning and implementation of Minerva's 10 year commemorative event in June 2011, and a 'boys night' which was hosted by Yuri Fulmer and Peter Ladner in February 2011 and was aimed at bringing the Foundation to the awareness of more men.

## **BOARD GOVERNANCE**

The Board of Directors met for a one day planning session on June 19, 2010 at Blake, Cassels and Graydon offices in Vancouver with facilitator, Ludmila Jagielicz, a certified management consultant with Western Management Consultants Group. The objectives of the session were to



review the past year and achievements of the last 10 years and set the stage for updating Minerva's strategic plan for the next 10 years.

Subsequently, the Governance Committee and some Board members met over 3 sessions in the Fall to review options for strategic directions, which resulted in a revised statement of purpose endorsed by the Board in December 2010.

In January 2011, the Board identified its key priorities for 2011 namely: COS and Minerva alignment, communications to focus on Minerva's 10 years and success stories, and structure/operations in consideration of succession and 10 year landmark.

The Board created a Patrons Circle, with its own terms of reference, and appointed 10 members. The Patrons Circle began to operate in the Fall of 2010.

The 2009 strategic priority of including male presence in governance was implemented in 2011, resulting in 2 male members of the Board and 2 male members of the Patrons Circle.

## **PROGRAM HIGHLIGHTS**

### **Education**

Our Education Awards portfolio consisted of \$101,394 in awards for 2010, roughly the same as in 2009 which was \$101,411. We gave awards to more than 100 women in need in BC, or 11% more women benefited in 2009. To deliver these awards we partnered with 10 universities, 11 colleges, and 3 private institutions.

The annual Education Awards recognition luncheon was held on September 30, 2010 at the Terminal City Club with 98 guests attending.

### **Leadership Development**

#### *Realignment of Leadership Programs around a Values-Driven Leadership Model*

Leadership Development Programs were reviewed in 2010. Focus groups were held in Spring with over 75 women identifying what they believed were important for women leaders today. Based on these discussions and Minerva's own experience and goals, a values-driven leadership model was created. A stronger linkage between Learning to Lead™ and Follow a Leader™ was established through emerging leaders in L2L deepening their leadership journey through Follow a Leader™, in accordance with the 'rich versus reach approach'. A new leadership program for advancing women leaders called Women Leading the Way™ formed the third program in the stepped leadership journey offerings of the Foundation.

The review of leadership programs indicated a possible market niche for Minerva's leadership programs. The financial review indicated a high dependence on volunteers for program delivery, resulting in a recommendation to develop an internship program that would engage alumni in Minerva, and help sustain the volunteer base. A need was identified for common evaluation metrics and curriculum alignment of the programs. These recommendations are being followed through in 2011.

#### *Learning to Lead™ and Follow A Leader™*

Learning to Lead™ and Follow a Leader™ programs were in full operation in 2010, with volunteer committees developing and managing the programs. In summary we offered development opportunity to 39 community leaders, 39 emerging leaders, and 21 Grade 11 girls in British Columbia.



We held:

BC Learning to Lead™ in Vancouver on May 28-30, 2010, with

- 63 participants:
  - 21 Community Leaders;
  - 21 Emerging Leaders; and
  - 21 Grade 11 Future / Student Leaders
  - 6 Welch Award winners from the 2009 Grade 11 participants
- Keynote speakers: Donna Wilson, Worksafe BC and Jody Wilson-Raybould

Follow A Leader™ Vancouver, October to November, with:

- 18 Participants:
  - 9 Community Leaders
  - 9 Emerging leaders
- Keynote Speaker: Launi Skinner, CEO First West Credit Union

Follow A Leader™ Victoria, October and November, with:

- 18 participants:
  - 9 Community Leaders
  - 9 Emerging Leaders

### *Women Leading the Way™*

In March of 2010 Minerva Foundation was thrilled to receive a grant from the Status of Women Canada to develop a new Leadership Development program aimed at Advanced Leaders. This program, aptly called **Women Leading the Way™ (WLW)** is a year-long advanced leadership development pilot program for women. It is based on a values-driven leadership model and how women do it “differently”. The program is specifically designed for “Advancing Leaders” who have a desire to take the next step in their career. WLW offers advancing leaders the tools and techniques to expand their practical leadership knowledge and expand their networks which will enable them to move in to positions of greater influence and responsibility, and increase their ability to affect change in communities in which they live and work. Leadership skills learning is complemented by application of skills in an actual leadership project.

### Program Goals

- To increase the representation of women in leadership roles in business, politics and communities, to affect change that will benefit all sectors
- To create a leadership development model that can be adapted to other agencies, corporations and non-profits, nationally and internationally, to better utilize and develop women in business, political, and social sectors

Women Leading the Way™ will culminate in March 2013 with a Global Conference where lessons learned from this pilot project will be shared with participants, agencies, organizations,



communities and social change agents from around the globe using the latest technology and other social media tools.

### Women Leading the Way™ 2010 Activities

The development of the **Women Leading the Way™** program began in March 2010. Through a series of focus groups and dialogue Minerva reached out to over 250 men and women from diverse backgrounds and sectors, asking for their ideas, input and participation, which created the framework for the program.

In addition to receiving funding from the Status of Women, the Minerva Foundation successfully secured additional cash and in-kind support from generous supporters including: HSBC, Ernst & Young, First West/Envision Credit Union, SAP and the Vancouver Sun. The generous support of these organizations ensure that the Foundation is able to offer high quality programming at a minimal cost to the participants.

A Steering Committee of staff and volunteers was formed. Curriculum was developed. Promotion and marketing included a well-attended Media Conference with Status of Women Minister Rona Ambrose in the summer of 2010 hosted by Ernst and Young. It included a roundtable discussion with Minister Ambrose regarding the needs/priorities for women leaders today. Staff met with many community organizations and corporations to recruit potential host organizations for Women Leading the Way participants' community projects. A call for applications in summer/fall in the resulted in 48 women expressing interest of whom 26 were selected for the first cohort.

### WLW Leadership Speaker Series

As part of the Women Leading the Way™ project, Minerva is developing ongoing learning opportunities that WLW participants and leaders from across Canada and beyond can access online. The Speaker Profiles are 15 minute, broadcast quality interviews produced for Women Leading the Way. The Speaker Series will tell a powerful story about values-driven leadership through the eyes of 20 inspiring individuals noted for their accomplishments in the worlds of finance, philanthropy, the arts, education, etc.

WLW team interviewed a number of inspiring senior community leaders. Each profile provides insight into the personal and professional journey of selected leaders who have made a significant difference in their field, and who have a commitment to helping others tap into their own unique leadership capabilities.

### **Economic Security**

Our Minerva Helping Women Work™ (MHWW) program increased in size due to the increase in Government funding.

As of 2010 the MHWW program trained over 300 protégées, and had over 400 registered mentors in a wide variety of fields throughout BC.

The programs and activities delivered included:

MHWW Career Program – March – June 2010

- 15 protégées selected to participate in the 5 month program

- Combined Private and public funding

MHWW Career Program – September to January 2011

- 8 participants in the 5 month program
- Combined private and public funding

MHWW COS Program

- Fort St. John –Jan-Feb 2010, 12 participants
- Cranbrook –Oct-Nov 2010, 13 participants

## **Combining Our Strength™ Initiative**

2010 was the 4<sup>th</sup> year for the Combining Our Strength™ initiative. The team of Courtney Daws and Lisa Tallio changed to witness Courtney move to the position of Director of Operations of the BC Assembly of First Nations, and Lisa taking on the role of Director of COS. Nicole-Ann Poitras joined the team in delivering strong programs in this initiative.

## **COS Council**

The COS Council was chaired by Kim Brooks and Eva Cheung-Robinson in 2010. The Council had 14 Aboriginal and non-Aboriginal women provide direction and guidance to our unique program initiative. In addition, the Council began to see that their focus on Community Outreach and Program Delivery must shift dramatically to focus on Fundraising and on Media and Communication. This has led to significant conversations between Council, Board and Staff regarding COS: 1) COS will now go beyond the 5 year initiative and 2) Minerva wishes to be more purposeful regarding Board/Council relationships.

In late 2010, Courtney Daws left as Program Director but stayed to commit her leadership skills to the COS Council, while Marcia Guno stepped off the Council due to other commitments. We thank them so much for their hard work and commitment.

## **Education**

Through our Combining Our Strength™ initiative, \$49,250 in awards were presented to Aboriginal Women in 2010. The awards are distributed by the following institutions: Simon Fraser University, Thompson Rivers University, BCIT, College of the Rockies, Douglas College, JIBC, North Island College, Northern Lights College, Northwest Community College, BC Housing.

In 2010, conversations started between COS staff and Laurie Sterritt, Director of BC Aboriginal Mine Training Association regarding creating a \$30,000.00 award for one Aboriginal woman working towards getting her diploma in Human Resources, Sciences, Geology, Engineering or any other field that could bring her to employment within the Mining sector.

## **COS Learning To Lead™**

The fourth Learning to Lead™ COS program was held in at St. John's College on the campus of UBC in Vancouver from June 12-14, 2009. There were over 50 Aboriginal and non-Aboriginal women from 5 different regions in BC (Cranbrook, Nass Valley, Prince George, Fort Nelson and the Lower Mainland) as participants. Our Curriculum Committee led its first themed weekend:



Celebration and developed curriculum that allowed women to recognize and celebrate their leadership strengths.

The program was developed by a Curriculum Committee with the help of COS Council and staff. We had an “Elder in Residence” to provide support to participants during the weekend. Five elders participated in workshops over the weekend. In addition, continuing education for these participants, with trained facilitators, was developed for each of the 5 communities. These Community Circles continued to meet, followed the curriculum and planned projects in their local communities. The feedback was very positive on these Circles.

### **COS Minerva Helping Women Work™**

In 2008, building on the success of the seminar version of MHWW COS, and building on our goal to reach more Aboriginal and non-Aboriginal women in communities across the province, the Minerva Foundation developed a unique program, MHWW COS Community Outreach Program. This program took the curriculum out to the communities where the Aboriginal women had great need. It has been generously supported by the Imperial Oil Foundation and TD Bank Financial Group. In 2010, we were also sponsored by the Ministry of Advanced Education. We ran the MHWW COS program in Fort Nelson, Cranbrook, and Fort St. John thanks to these three sponsors and celebrated an overwhelming success.

### **COS Cross Cultural Awareness Learning**

The CCAL project was delivered two times, by facilitators Amanda Nahanee and Gerry Ambers, to employees at BC Hydro. By the end of 2010, we started conversations with BC Hydro to roll out this program to other organizations in BC. Our intention is to invite other COS sponsors or potential sponsors to witness the BC Hydro and Minerva facilitator deliver CCAL.

### **EVENTS**

Two major events were held in Vancouver by the Foundation as fundraisers and networking events in 2010. They were the All About Girlfriends™ gala and Women In™ Natural Resources luncheon:

#### **All About Girlfriends™ Cosmopolitan**

- Networking and Silent Auction cocktail party at the Four Seasons Hotel
  - March 11, 2010 ( to coincide with International Women’s Day);
  - 331 people attended (down from 434 in 2009). The Olympics were a factor.
  - Cheryl Muir and Kerri Brkich were co-chairs; and
  - Randene Neill from Global TV, emcee
  - Raised \$44,004 (net) (down from \$66,000 in 2009).

#### **Women In™ Natural Resources Luncheon**

- Recognition luncheon at the Four Seasons Hotel
  - December 1, 2010;
  - Tonya Louie and Marni Johnson, Co-Chairs
  - 460 tickets sold – sold out 4 weeks prior to luncheon;

- Raised \$81,341 (net) (up from \$59,000 in 2009).
- Honoured three distinguished women for leadership, excellence and philanthropy in natural resources:
  - 'Lyn Anglin
  - Barbara Caelles
  - Eira Thomas
- Guest speaker: no speaker was used; instead we utilized two Minerva protégées to speak. Zdenka Buric from National PR was our emcee.

## **Alumnae Event**

The Alumnae event was revived in 2010 with the event being hosted at the Executive Hotel on May 20<sup>th</sup> 2010. The event was free to attend and open to Minerva Alumnae only. Approximately 70 people attended. Attendees listened to testimonials from five Minerva Alumnae, and an impassioned rally for support from Jill Leversage. Marie and Manfred Stenzel kindly covered the costs of the food and refreshments.

## **Volunteer Event**

- No volunteer event was held in 2010. An event is planned for 2011.

## **BRANCHES**

### ***Victoria***

Our branch in Victoria held successful programs and events in 2010, delivering:

- All About Girlfriends, A History of Leading Through Style (with fashion historian Ivan Sayer), held October 6, 2010, raised over \$10,000; attended by a crowd of over 130. Funds raised at AAG went towards FAL Victoria Program.
- Two leaders from Victoria attended the Spring 2010 Learning to Lead Program
- Follow A Leader Victoria was held in Oct-Nov, and had 18 participants (or 9 pairs of emerging leaders and community leaders). It was sponsored by Derma Spa, Financial Management Institute, Hulko Cameron Wellburn LLP, KPMG, Sierra Systems, Sil Road Ted, TD Bank and Telus.
- Chair Bonnie Gunderson stepped down as a result of a move to Calgary at the end of 2010. In Spring 2011, Annette Wall was appointed as the new Chair.
- A leader from Victoria is participating in the first cohort of Women Leading the Way (started January 2011)
- An alumni event was held in Spring 2011.
- Planning is in progress for the following:
  - 2011 Follow a Leader (scheduled for Sept/Oct 2011)
  - 2011 All About Girlfriends – TBC



- An advisory group for Victoria is under consideration to assist in strategizing for the Victoria Chapter

***Prince George***

The Prince George Branch was dormant in 2010 with the absence of a Branch Chair.