

# Resilience

## 2020 Annual Report



# Message from the CEO and Chair: Resilience

2020 began with promise: a year of community and celebration for Saskatoon Community Foundation's 50th anniversary, a new brand and a million-dollar awareness campaign, and the culminating gala, Walk with the Wind, infusing funding for reconciliation work. But 2020 quickly turned. It proved to be a year of crisis response to a global pandemic which impacted all of us, but most seriously threatened vulnerable members of our community. We were challenged to be bold and nimble, to act as more than a grant maker, to add our voices and our actions to address inequities exposed and exacerbated by COVID-19.

Like many organizations, we were forced to pivot to new ways of working, adopt new strategies, and address budget constraints. We threw our full support into the city-wide emergency response, taking an active role in the Saskatoon Inter-Agency Response to COVID-19. More than \$2.3 million was directed for this response, including \$100,000 in dedicated funds from Saskatoon Community Foundation, and over \$800,000 in charitable gifts.

In 2020 we achieved growth of \$9.14 million in new donations and contributions, including endowed, flow-through, and managed funds; this exceeded the target of \$5 million. We were also responsible for administering over \$2 million in COVID-19 funds. We are proud to report we exceeded the strategic plan target for new asset growth of \$10 million, achieving \$17 million. The ten-year average net investment return continued at a strong 6.92 percent.

While the community continues to navigate the crisis, Saskatoon Community Foundation has a responsibility to aid in its healthy recovery, helping rebuild our community with justice, equity, diversity, and inclusion. We see reason for hope as the charitable sector continues to work closely with supporters, businesses, and government.

It is said "we do what we can with what we have." We know that our community and its members possess the resilience to recover and build back better than before.

***This report is dedicated to the resilience within each of you.***

To our donors who trust us to channel their charitable giving to meet our community's needs, thank you. To our partnering organizations who are serving our community with dedication, thank you. We are grateful for all you are doing. Together we are building a vibrant community where everyone belongs.

**Carm Michalenko**, BComm, MBA  
Chief Executive Officer

**Curtis Kimpton**, CFP®, CLU®, RRC, BComm  
Chair, Board of Directors



Photos by David Waldner Photography.

# Your Story Never Ends

In 2020, Saskatoon Community Foundation launched a multi-year marketing campaign, “Your Story Never Ends,” and developed a refreshed, more contemporary brand.

The marketing investment was made possible thanks to the gift of a philanthropist who recognized great potential in promoting future charitable giving through the foundation and stepped forward to finance the initiative fully: an unprecedented gift among Canadian community foundations.

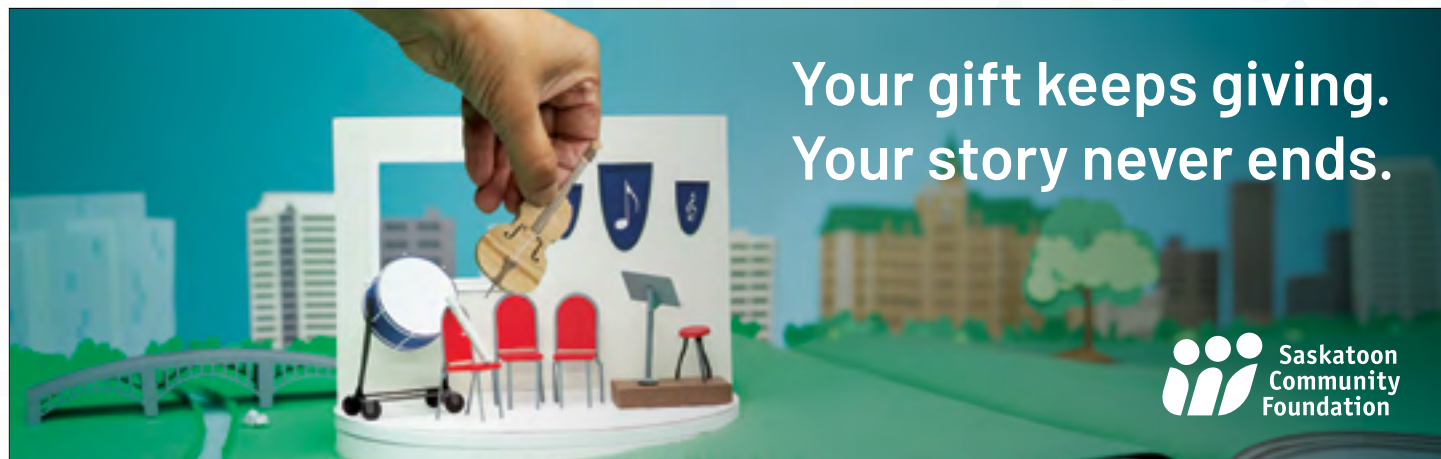
Centred on philanthropic goals that are unique to every person, the campaign targeted prospective donors who desire to give back to the community where they live. It highlighted important reasons for giving through Saskatoon Community Foundation:

- The opportunity for highly personal, values-based giving;
- The ability to support multiple organizations;
- The focus on local community;
- The power to create a lasting legacy.

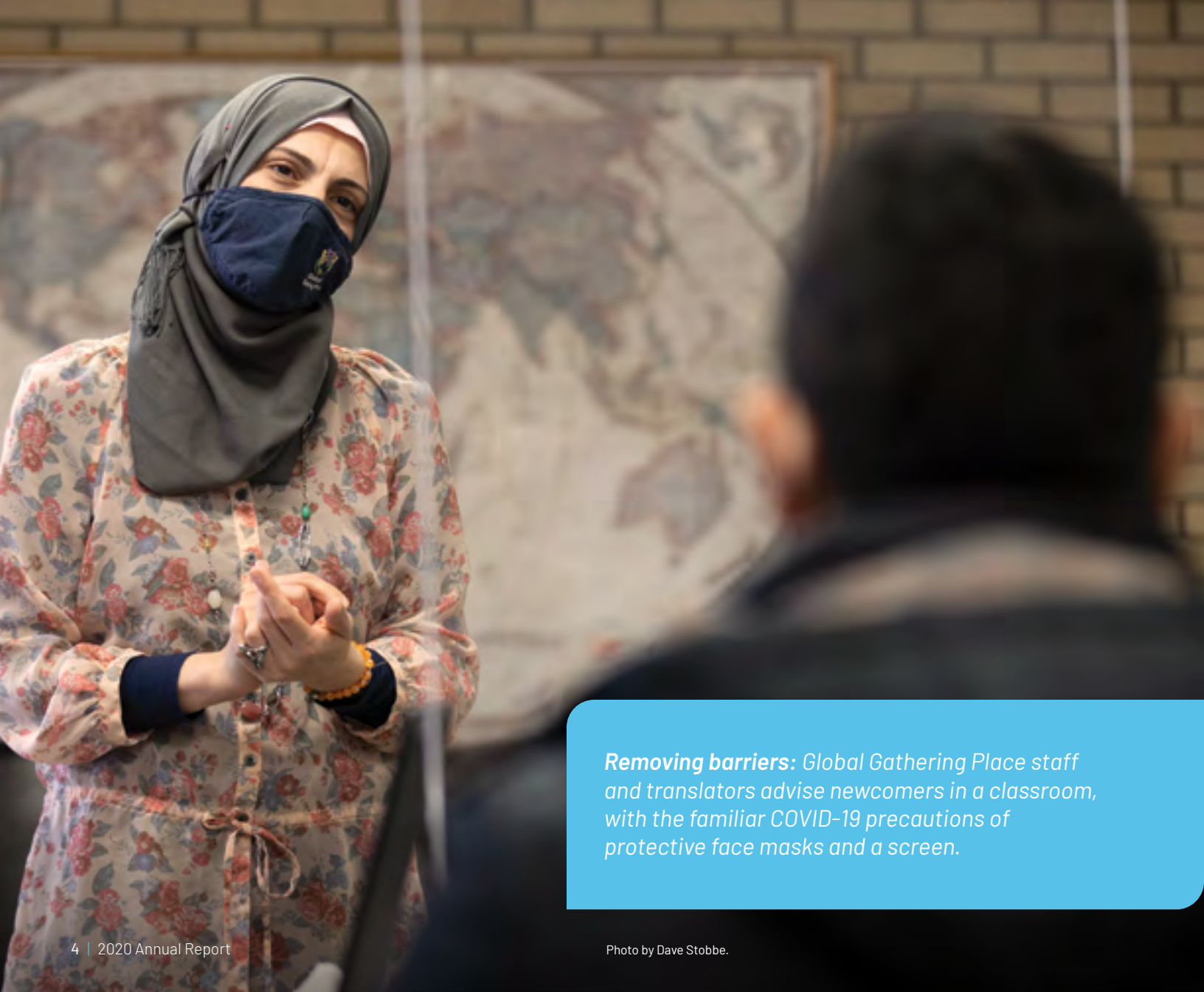
Stakeholder perspectives guided the messaging, design, and tactics throughout the rebranding and campaign. A brand positioning statement was developed describing who we are and what we do:

***“We are passionate stewards of philanthropy, helping every donor create their enduring legacy through charitable giving.”***

In late 2020 and early 2021, the foundation’s awareness campaign ads appeared on billboards, TV, video, print, and digital platforms, with a significant reach and positive response.







**Removing barriers:** *Global Gathering Place staff and translators advise newcomers in a classroom, with the familiar COVID-19 precautions of protective face masks and a screen.*

# Quality of Life Grants for COVID-19 Resilience

In 2020, Saskatoon Community Foundation moved to fast-track a targeted Quality of Life granting program to address emerging needs in the community stemming from the COVID-19 pandemic. Grants disbursed for essential services and supports provided funding for organizations such as Global Gathering Place, Core Neighbourhood Youth Co-op, The Lighthouse Supported Living Inc., Saskatoon Friendship Inn, Saskatoon Crisis Intervention Service, Saskatoon Food Bank and Learning Centre, and others. 27 grants were disbursed totaling over \$328,000.

These are highlights of just two of these grant recipients, describing the important work they are doing.



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## Global Gathering Place Cultural Health Navigators

The Cultural Health Navigators program offers one-on-one support for clients of Global Gathering Place. Newcomers to Canada receive support from friendly, knowledgeable staff for translator services and information, helping to remove barriers in navigating the health care system.

## Core Neighbourhood Youth Co-op

A skill building and alternative education program for youth, the Core Neighbourhood Youth Co-op is committed to providing a safe learning space for youth ages 15 to 20. They earn academic credits, learn life skills, and gain trades skills in a compassionate and supportive environment.

For a complete list of all 2020 grant recipients, or to direct your donation to the Quality of Life granting program, visit [saskatooncommunityfoundation.ca](https://saskatooncommunityfoundation.ca).



**Skills for life:** A young man learning and working at the Core Neighbourhood Youth Co-op is building his talents hands-on in the wood shop, creating beautiful and functional pieces for sale.

# The Foundation Partners with Youth

The Saskatoon Community Foundation's Youth Endowment Saskatoon (YES) granting program demonstrates the power of youth granting for youth. In 2020, our Youth Advisory Council (YAC) recommended emergency grants for organizations serving youth, working proactively to direct YES funds to respond to COVID-19. Grants disbursed included Care and Share Saskatoon, SaskAbilities, Prairie Harm Reduction, Saskatoon Food Bank and Learning Centre, and CHEP Good Food. Other grants addressed education, mental health and social supports for youth. 19 grants were disbursed totaling over \$68,000.

These are two highlights of the life-changing youth-focused programs selected to receive YES grants.

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## Care and Share Saskatoon

Through the Saskatoon Community Foundation YES granting program, Care and Share Saskatoon received funding for clothing, winter boots, and personal hygiene items for school-age children.

When children do not have these necessities provided at home, the Care and Share program steps in to meet those needs in the school. Children are free to "just be kids" and can better focus on learning. The long-lasting outcomes can be seen in quality of education and dignity.

## SaskAbilities

The Foundation's YES granting program supported the SaskAbilities Social Leisure Youth Program (SLYP-out) and 365 Fun. Youth chose and participated in their favourite recreational activities such as swimming, bowling, and attending plays or museums.

For the youth participants, these were fun experiences that also provided a wealth of short-term and long-term benefits, including social engagement, community integration, healthy lifestyles, confidence building, and respite for their families and caregivers.

For a complete list of all 2020 grant recipients, or to direct your donation to the YES granting program, visit [saskatooncommunityfoundation.ca](https://saskatooncommunityfoundation.ca).





chep  
good food inc.

**Mobilizing for Hunger:** the CHEP delivery truck driver with his van. The community came together in a time of need during COVID-19 to address food insecurity for school-age children, families, seniors, elders, and others.



# The Community Responds to COVID-19

Since March 2020, COVID-19 has profoundly impacted our world. Illness, death, isolation, limited services, and business closures have touched everyone. In crisis, existing inequities have worsened.

In Saskatoon, the closure of community services during the crisis made it difficult for many people to access basic needs, food, shelter, and safety. Even self-isolation was a challenge for some people. Services normally provided by charitable organizations, civic facilities, and businesses were unavailable or limited. The most vulnerable people in Saskatoon had no place to sleep, no place to get warm, and no access to washroom facilities.

## A Rapid Response

When the COVID-19 pandemic hit, organizations and individuals serving Saskatoon's vulnerable community members braced for a devastating impact. The community of help and expertise came together rapidly. In only two weeks, a coalition of 60 plus organizations was formed, the Saskatoon Inter-Agency Response to COVID-19 (SIRC).

The group worked together to ensure needs would be met. A command structure and working groups were formed for key areas of need, plus communications, allocations, logistics, and finance. Among other tasks, the group's work involved purchasing and distributing personal protective equipment, maintaining access to shelter and food, communicating safety guidelines to community organizations still operating, providing technology and connectivity, and advocating with the provincial and federal government for resources needed in Saskatoon.

## Community Response Fund

Saskatoon Community Foundation worked in partnership with United Way of Saskatoon and Area to raise funds for relief work, creating the response fund to accept donations.

The Foundation committed \$100,000 in unrestricted funds, and received major funding from the City of Saskatoon, Nutrien, the Stephen and Micheline Worobetz Foundation, the Lawson Foundation, and other supporters.

More than \$800,000 in charitable donations was raised for water, food containers, cleaning supplies, PPE, emergency staffing, cultural supports, connectivity supports, and other urgent needs. A generous anonymous donor provided \$385,000 to address unmet community needs for the COVID-19 response.





**Resilience:** Photo taken at Station 20 West. Agencies in Saskatoon faced closures, restriction, and exhaustion as they stretched to serve vulnerable populations seriously affected by COVID-19.



# Emergency Community Support Fund

The \$350 million Emergency Community Support Fund (ECSF) from the Government of Canada was implemented in partnership with Community Foundations of Canada, the Canadian Red Cross, United Way Centraide Canada, and local community foundations across Canada. Its purpose was to direct support to charities and non-profit organizations serving vulnerable Canadians.

"The much-needed funds are greatly helping our community combat COVID-19. Community foundations are trusted partners in philanthropy and service, with strong local networks and a deep knowledge of their communities." – Carm Michalenko, CEO, Saskatoon Community Foundation

ECSF Round 1 grants totaling \$629,660 were disbursed in early summer, addressing issues of food security, access to services, and mental health needs resulting from the COVID-19 pandemic. ECSF Round 2 grants provided an additional \$230,403 for 11 charities in December.

Saskatoon Crisis Intervention Service received funding to continue pandemic emergency and crisis response for vulnerable individuals and families.

The Lighthouse Supported Living received funding to keep residents and essential workers safe during outbreaks.

For a complete list of all 2020 grant recipients, visit [saskatooncommunityfoundation.ca](https://saskatooncommunityfoundation.ca)

**"Charities and non-profit organizations are leading the charge to build back better in pandemic recovery. These projects are helping set the stage for more inclusive, resilient, and sustainable communities."**

— Andrea Dicks, President of Community Foundations of Canada



**Emergency  
Community  
Support Fund**

Funded by  
**Canada**



COMMUNITY  
FOUNDATIONS  
OF CANADA

# Investment Readiness Program

Funded by the Government of Canada, the Investment Readiness Program (IRP) was designed for social purpose organizations across Canada. Its goal was to enable organizations to build capacity, participate in the growing social finance market, and prepare for investment through the government's Social Finance Fund.

Federal funding for 11 Saskatchewan social purpose organizations was awarded through the Saskatchewan Consortium in Round 1, and nine in Round 2, enabling social enterprises to become investment ready.

The organizations selected are creating jobs, strengthening the charitable and non-profit sector, and addressing social challenges during and after COVID-19 in Saskatchewan. These organizations are well positioned to receive investment, including through the Government of Canada's Social Finance Fund.

The work of social purpose organizations strengthens local economies and creates more resilient individuals and communities. In creating and advancing new earned revenue opportunities for charities and non-profits, IRP plays a key role in pandemic recovery and in moving Canada toward the United Nations Sustainable Development Goals.

For a complete list of all 2020 grant recipients, visit [saskatooncommunityfoundation.ca](https://saskatooncommunityfoundation.ca)

**"The Investment Readiness Program is ground-breaking on many levels. Now more than ever our community is reimagining our business and social sectors, and seeing the essential role of business in social enterprise."**

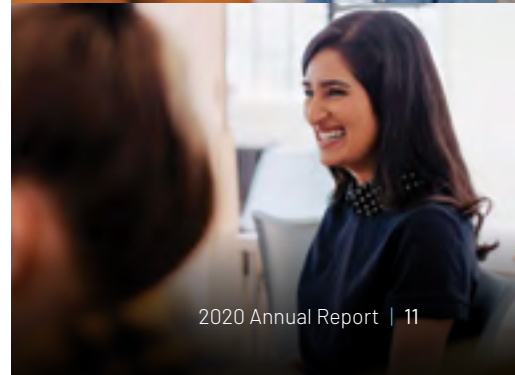
— Carm Michalenko, CEO,  
Saskatoon Community Foundation



COMMUNITY  
FOUNDATIONS  
OF CANADA



*Ready for investment: social purpose organizations are solving pressing social, cultural, and environmental challenges in Saskatchewan.*





**Keeping the light on:**  
Anita Smith, Executive  
Director, 25th Street  
Theatre, pictured on  
stage at Persephone  
Theatre with the empty  
house and the constant  
light of the theatre's  
"ghost light" behind her.



# The Robert Steane Funds for the Arts

Bob Steane made a final legacy gift to the Saskatoon community in 2019, trusting Saskatoon Community Foundation and two hospital foundations to bring his gift to life.

A lifelong supporter of the arts, his desire was to give significant support to several community arts organizations, enabling them to flourish artistically and grow their resources and impact. In 2020, Bob's estate gift proved essential for eight organizations which were forced to adapt during the pandemic.

- 25th Street Theatre's Fringe Festival evolved into a virtual summer festival called This Is Not That.
- Gordon Tootoosis Nikāniwin Theatre continued to develop their Circle of Voices program for youth in the far north.
- Saskatoon Symphony Orchestra invested in equipment to carry out digital performances during the pandemic, reaching audiences as far away as Australia.
- Saskatoon Summer Players produced a well-attended virtual *Addams Family* musical at Halloween.
- The fundraising campaigns for Shakespeare on the Saskatchewan, SUM Theatre, and Broadway Theatre were infused with success, and they were able to leverage additional charitable giving.
- Persephone Theatre received much-needed operational funding at a time of transition.

For information on legacy giving, visit [saskatooncommunityfoundation.ca](https://saskatooncommunityfoundation.ca).



Photo courtesy of St. Paul's Hospital Foundation.





***Great giving to address great suffering: Irene and Leslie Dubé***

# The Leslie and Irene Dubé Endowed Funds

In late December 2019, Saskatoon Community Foundation accepted a transformational charitable gift from Les and Irene Dubé. The Dubés have established six endowed funds of one million dollars each, funded 50% now and 50% in the future through life insurance.

Through their strategic approach to philanthropy, the couple has determined the best way to respond to needs in the present while ensuring significant long-term support for the future. They have created a legacy of compassion through many designated gifts that have saved lives and changed our community forever. The focus of every principled gift they make continues to be addressing suffering and improving the lives of the community's most vulnerable members.

## The Leslie and Irene Dubé Endowment for the Lighthouse

Establishes a source of long-term, permanent financial support for Lighthouse operations, serving some of Saskatoon's most vulnerable community members experiencing extreme poverty, chronic homelessness, mental illness, and substance abuse.

## The Leslie and Irene Dubé Endowment for Mental Health Family Support

Enables the Canadian Mental Health Association of Saskatoon to assist caregivers as they care for family members experiencing mental illness.

## The Leslie and Irene Dubé Endowment for Elder Care

Enhances day programming, dementia care, and the physical environment at the Sherbrooke Community Centre.

## The Leslie and Irene Dubé Endowment for Disaster and Emergency Response

Provides targeted Saskatchewan funding for emergency support, food, and shelter for 72 hours after events like a house fire or flood, through the Canadian Red Cross in Saskatchewan.

## The Leslie and Irene Dubé Endowment for Hope for Malawi

Improves the lives of residents in communities served by Hope for Malawi, with an emphasis on expanding service to additional communities.

## The Leslie and Irene Dubé Endowment for World Hunger

In support of Food for the Hungry Canada, provides life-saving nutrition for the poorest of the poor outside Canada, enabling communities to better support themselves.





Photo submitted.

## Remembering Peter Zakreski

Peter Zakreski, MC, was known for the “twinkle in his eye” and his reputation as a community volunteer who got things done. He had a long career with Federated Cooperatives, served as a City Councilor and as a citizenship judge, and worked in dozens of community roles, including the Rotary Club and Knights of Columbus. He worked with Saskatoon Community Foundation as a creator and long-term Advisory Committee Chair of the James P. Mahoney Institute of the Family.

Peter was recognized as a Member of the Order of Canada; received the Queen Elizabeth's Golden Jubilee Medal, the CFQC Citizen of the Year Award, the B'nai Brith We're Proud of You Award, the USask Humanitarian Award, the St. Thomas More Distinguished Graduate Award; and was inducted to the Saskatoon Sports Hall of Fame as a builder.

Peter and Elaine Zakreski received the Saskatchewan Red Cross Humanitarian Award for their charitable work in Malawi. Their foundation, the Hope for Malawi Foundation, has built schools, churches, bridges, wells, and a medical clinic in Malawi. The Peter and Elaine Zakreski Fund for Single Parent Education at Saskatoon Community Foundation has granted nearly \$59,000 since 2005 and is just one piece of his legacy. Today, a park in Saskatoon's Stonebridge neighborhood bears Peter's name: a true 'gentle' man, whose story will never end.

## Cherry Insurance Celebrates 75 Years

Former board chair Scott Cherry has been a longstanding advocate for the community granting programs of Saskatoon Community Foundation, directing his family and business philanthropy toward an unrestricted fund which invests in the foundation's strategic priorities as disbursed by its grants committee.

In 2020, Cherry Insurance celebrated the 75th anniversary of its three-generation family business. The foundation was humbled to accept a gift of \$75,000 to commemorate this 75th anniversary milestone.





# Alphonsine Lafond: A Transformative Woman

Chief Alphonsine Lafond SOM (Venne) was a transformative woman in a transformative time.

Born in 1926 in Muskeg Lake Cree Nation, she grew up in a time of stark discrimination, where both women and Indigenous peoples had few opportunities. She attended St. Michael's Indian Residential School in Duck Lake, then worked in Vancouver as a waitress and in Saskatoon as a domestic worker. In 1953, she married Albert Lafond, a World War II and Korean War veteran from Muskeg Lake Cree Nation.

Chief Lafond achieved many important firsts, and her heart was always with her people. In 1960 she was elected Chief of Muskeg Lake First Nation. In 1975, she was appointed as a Saskatchewan Justice of the Peace. She was the first elected Indigenous person as a provincial school board trustee representing a First Nation community. In 1992, she was the first woman appointed as a Senator in the Federation of Sovereign Indigenous Nations, and in 1999 she became Chair of the FSIN Senate. Chief Lafond was recognized for her contributions with the Saskatchewan Order of Merit and Canada 125 Medal.

In the spirit of transformative change, Chief Lafond's granddaughter Alphonsine R. Lafond and family are establishing the Alphonsine Lafond Initiative, marking the 60th anniversary of Chief Lafond's election by investing in young Indigenous women through their Saskatoon Community Foundation fund.



Muskeg Lake Cree Nation Archives.

## The Owens-Jones Family's Greatest Gift

Constance Owens-Jones established her designated family fund with Saskatoon Community Foundation in memory of her husband, Geoff Jones, to create their philanthropic legacy as a couple. She chose to support the Saskatoon Youth Orchestra, the Heart and Stroke Foundation, and initiatives for seniors and youth. The foundation's Youth Endowment Saskatoon (YES) is one of the beneficiaries of the Owens-Jones family fund.

It is said that your greatest gift is your final gift, and the Owens-Jones legacy for the community of Saskatoon is proof of this wisdom.

For information on current funds, visit [saskatooncommunityfoundation.ca](https://saskatooncommunityfoundation.ca).



# Community Fund for Reconciliation

Funding Indigenous-led projects advancing reconciliation continues to be the firm commitment of Saskatoon Community Foundation. The Community Fund for Reconciliation funds partnerships among Indigenous and non-Indigenous organizations which promote Indigenous leadership in the community and address one or more of the Truth and Reconciliation Commission Calls to Action.

Since 2017, this fund has disbursed over \$430,000 for a total of 33 projects.

The 2020 Community Fund for Reconciliation applications demonstrated innovative ways of building bridges in local communities, despite the realities of a global pandemic. Seven collaborative projects shared \$109,071 in grants, made possible because of the Nutrien Saskatoon Community Foundation EarthSong Gala held in 2019.

The Wîcihitowin Conference and nêhiyawak Language Experience are two of these projects.

## Wîcihitowin Indigenous Engagement Conference

The 2020 Wîcihitowin Conference included elders, survivors, and keynote speakers who provided a powerful virtual experience for a record number of attendees, showing the Truth and Reconciliation Commission Calls to Action in life and work.

## nêhiyawak Language Experience

The nêhiyawak Language Experience at READ Saskatoon virtually delivered language and cultural programming for Indigenous and non-Indigenous individuals and families, supporting revitalization of the Cree language, nêhiyawêwin, world view, and cultural practices.

For a complete list of all 2020 grant recipients, visit [saskatooncommunityfoundation.ca](https://saskatooncommunityfoundation.ca).

# Walk with the Wind

Walk with the Wind is the culmination of four Nutrien Saskatoon Community Foundation Cultural Galas which have given homage to the four elements. Powerful winds of change carry seeds of possibility for reconciliation, equity, and inclusion.

We are grateful to cultural advisors Eugene and Lorna Arcand, who continue to provide guidance in our reconciliation journey, and to our creative team and volunteers.

A strong group of supporters committed funding for the Community Fund for Reconciliation during the turbulence of 2020. We thank these individuals and businesses who continued to support Reconciliation, even without the opportunity to celebrate and gather socially for a spectacular gala: Nutrien, Graham Construction, PCL Construction Management Inc., Amberlea & Derek Chabot, Kelly Panteluk Construction Ltd., Ernst & Young, Orano Canada, Dr. Dean Kolbinson, David Edney, Laurel Kreuger, Iris Nicholaichuk, and Ms. Middleton's Class at Buena Vista School. Their support has enabled granting to take place in 2021.

For information about financially supporting Reconciliation through the Saskatoon Community Foundation, visit [saskatooncommunityfoundation.ca](https://saskatooncommunityfoundation.ca).

 **Nutrien**™

 **GRAHAM**

 **PCL**  
CONSTRUCTION LEADERS

 **KPC**  
DIRT MOVERS

 **EY**

 **orano**

Walk with  
the **Wind**

Postponed to 2022

# 2020 Numbers in Brief

**\$5,409,372** In Grants  
(endowed and non endowed)

**\$6,392,037** Donations  
(endowed and non endowed)

Financial Highlights		2020	2019	2018	2017	2016
Net Assets	Endowed Funds (including excess earnings)	\$ 55,351,934	\$ 50,549,648	\$ 41,509,127	\$ 41,967,417	\$ 37,571,438
	Non Endowed Funds	\$ 5,184,743	\$ 5,364,931	\$ 4,709,632	\$ 3,293,002	\$ 3,761,527
	Operations Fund	\$ 610,037	\$ 503,224	\$ 434,600	\$ 467,630	\$ 507,485
Revenue	Investment income (all sources)	\$ 4,829,287	\$ 6,275,682	\$ (68,178)	\$ 4,211,216	\$ 1,323,071
	Donations (including estate bequests and non endowed)	\$ 6,392,037	\$ 7,485,744	\$ 5,161,303	\$ 4,459,549	\$ 2,301,819
Expenditures	Grants	\$ 5,409,372	\$ 3,343,289	\$ 3,460,966	\$ 4,296,108	\$ 5,172,015
	Operating expenses	\$ 1,272,893	\$ 893,820	\$ 869,964	\$ 888,872	\$ 734,981
Net Fundraising		\$ (15,519) <sup>*</sup>	\$ 159,382	\$ 113,083 <sup>**</sup>	\$ 271,817	\$ 283,416

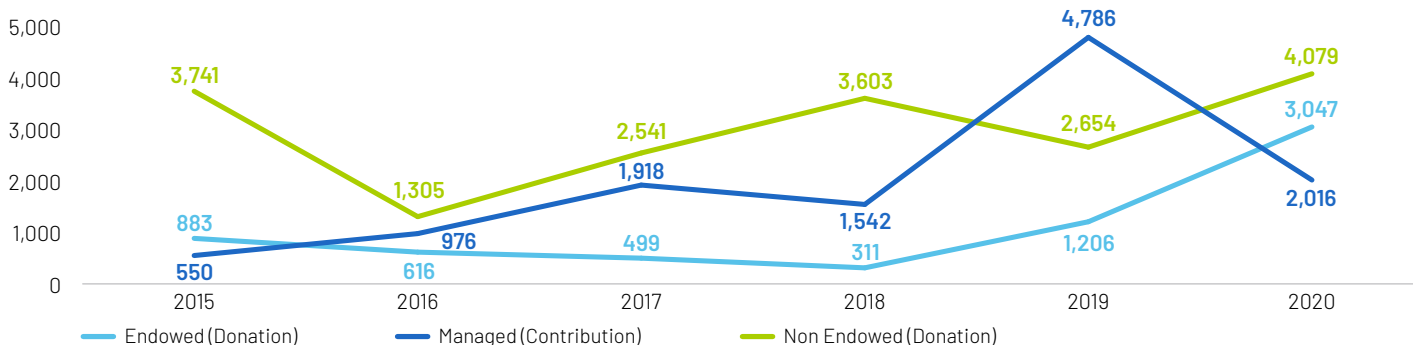
\*A net loss in fundraising revenue resulted from postponement of 2020 gala.

\*\*The 2018 accounting method changed to exclude revenues for grant program and transfers to endowed funds.

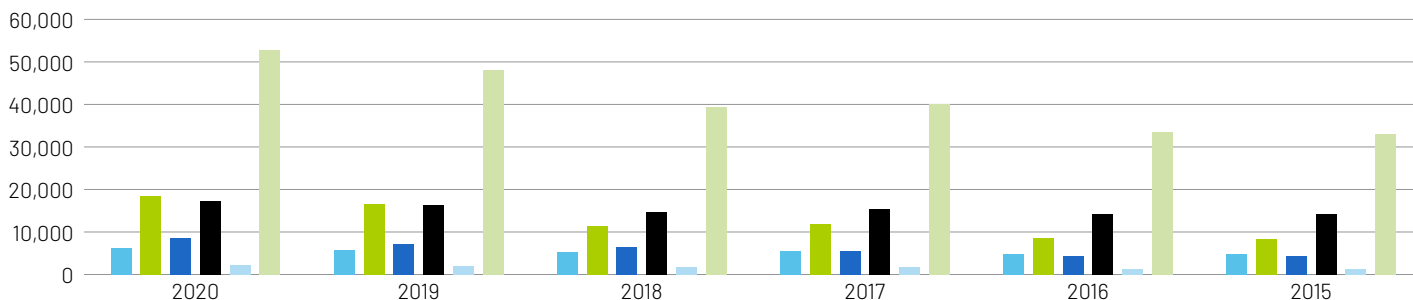
		Administration fees:		Number of:	
10-year average net investment return	6.92%	Endowed Funds	1.00 to 2.00%	Endowed Funds (including Agency Endowed Funds)	342
Grant disbursement as a % of net assets	8.85%	Non Endowed Funds	3.00% +	Agency Endowed Funds	24
Granting rate applied to Endowed Funds	3.5%	Managed Funds	0.50 to 1.00%	Managed Funds	23



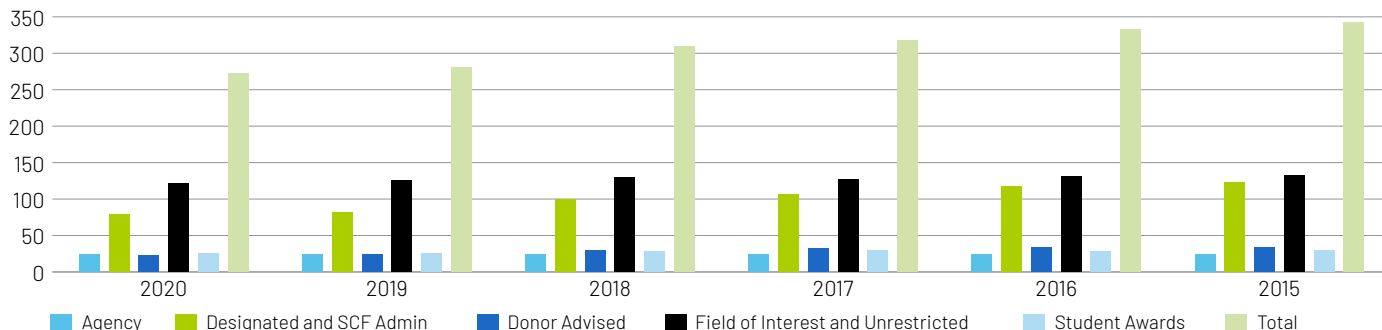
### Annual \$ Donation/Contribution Trend by Fund Category (in '000s)



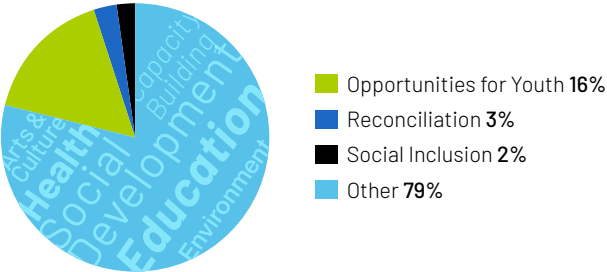
### \$ Fund Values by Endowed Fund Type



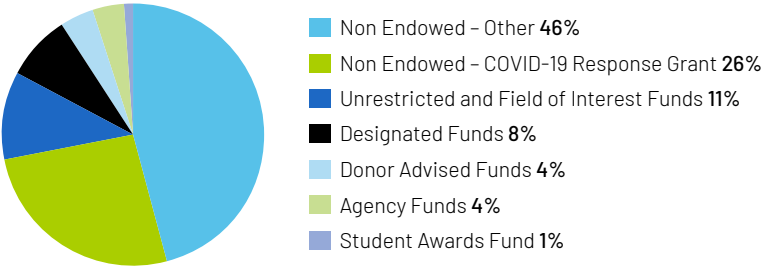
### Fundholders by Endowed Fund Type



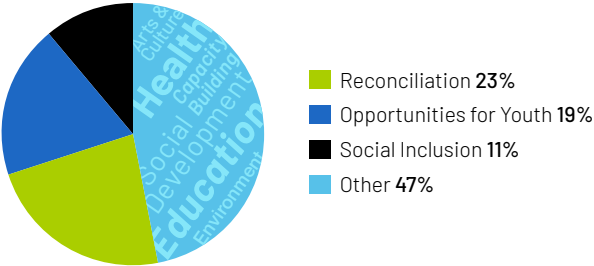
All Grants by Saskatoon Community Foundation Focus Areas



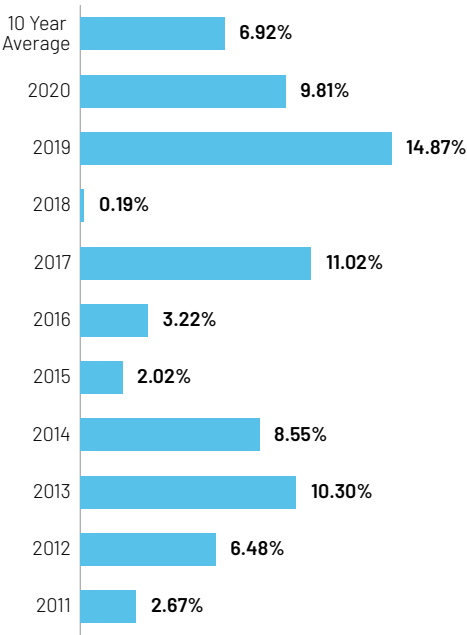
All Grants by Fund Type



Unrestricted Grants by Saskatoon Community Foundation Focus Areas



Annual Net Investment Returns (%)



# Board and Staff

## Staff

Our dedicated staff bring professional experience and excellence in finance, philanthropy, grant management, community development, non-profit management, business, marketing, and administration to serve the foundation's fund holders and community.

## 2020 Board of Directors

Saskatoon Community Foundation operates under the guidance of the Board of Directors, a diverse group of community-minded volunteers offering a wealth of expertise to direct the strategic priorities and high standards of the foundation.

## Staff



**Carm Michalenko**  
BComm, MBA  
Chief Executive Officer



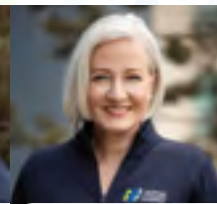
**Sameer Chhetry**  
CGA, CPA  
Director, Finance & Operations



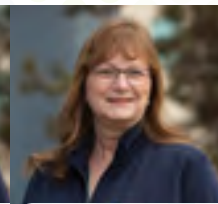
**Don Ewles**  
Grants Manager



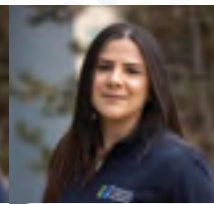
**Jen Pederson, CFRE**  
Philanthropic Advisor &  
Manager of Development



**Joy-Ann Allin**  
Manager, Marketing &  
Communications



**Krys Hertzke**  
Donor Services  
Administrator



**Sandra Isteevan**  
Office & Finance Assistant

## Board of Directors



**Curtis Kimpton**  
CFP®, CLU®, RRC, BComm  
Chair, Board of Directors



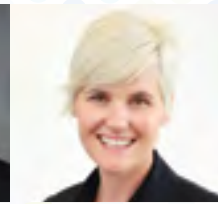
**Danielle Favreau**  
Chair, Audit and  
Finance Committee



**Cara Petrovicz**  
Chair,  
Governance Committee



**Raj Kavia**  
Chair,  
Grants Committee



**Wanda Hunchak**  
Vice-Chair,  
Investments Committee



**Tiffany M. Paulsen**  
Q.C.  
Past Board Chair



**Aftab Ahmad**



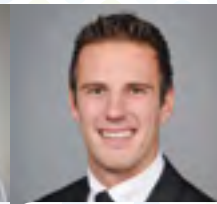
**Darlene Bessey**



**Amberlea Chabot**



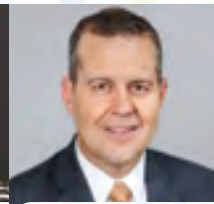
**Shirley Greyeyes**



**Carson Heagy**



**Bev Lafond**



**Jay Stark**



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CEO Carm Michalenko:  
[ceo@saskatooncommunityfoundation.ca](mailto:ceo@saskatooncommunityfoundation.ca)

For audited financials, donor rolls, fund balances,  
grant disbursements, memorial and tribute gifts,  
and volunteer lists please visit our website:  
[saskatooncommunityfoundation.ca](http://saskatooncommunityfoundation.ca)



*Cover artwork: Saskatoon artist  
Monique Martin's installation  
represents resilience during COVID-19*

The dandelion is a symbol for healing  
and surviving. It shows strength in the  
face of adversity, thrives in difficult  
conditions, and emerges victorious.  
Context is Everything.

– Monique Martin



We're a proud member of  
Community Foundations of Canada.