

IMAGINE

An initiative of the Canadian Centre for Philanthropy

A Report on Phase II Activities

(1994 - 1999)

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PREFACE

Just as the world of business has rapidly evolved during the last decade, so has the Imagine Program. The program is now poised to move to the next stages with a strong vision of Canadian corporate citizenship--one that builds on the strength of the partnerships between the business community and the nonprofit and charitable sector. It is a vision that will contribute to building a stronger, more compassionate, Canada as we move into the next millennium.

Canadian business people, from presidents to rank-and-file employees, have created some of the finest examples in business and community engagement and, collectively, Canadian businesses are well-positioned to take a leading role on the international stage. There are many companies that are in every respect "neighbours of choice" and "employers of choice" and we should be very proud of these leading business examples. Imagine has worked hard to advance and showcase the work of these companies, but more importantly, has been instrumental in developing and advocating a set of fundamental principles encouraging companies to contribute to a more vibrant and healthy society.

In speaking to business leaders around the country, I know there is a genuine respect for the Imagine Program and a commitment to see its work carried forward. Although there have been considerable successes along the way, there still is much work to be done. We need "more companies giving more" and more citizen involvement in our communities. We need a model for the business leaders of tomorrow, and programs to educate our youth on the importance of community involvement. We all need tools and resources to assist with effective collective problem solving through partnership development with governments, businesses, charitable and nonprofit organizations and individual citizens. We still need the Imagine Program and I firmly endorse the program's bold new vision.

This document tells the Imagine story, from its inception to its current status. As well as providing an update on the program, it is also an opportunity to publicly thank the many sponsors and volunteers that have been associated with the program. Your investment in the Imagine Program has meant that literally millions of dollars have been made available to Canada's nonprofit and charitable sector - at a time of growing need and changing expectations. It has been with great pleasure and honour that I have served as the chairman for Imagine and I look forward to seeing the program continue its good work for many more years.



Mr. Courtney Pratt, Chair of Imagine

FOREWORD

I am pleased to submit this report on the completion of the second phase of the Imagine program, 1994 to 1999.

Imagine has gone through several successive stages in its evolution. In its early years, beginning in the late 1980s, the primary purpose was to raise the level of individual giving among Canadians by increasing public awareness of the need to give--both time and money--in order to support and strengthen Canada's charities. Many organizations and businesses across the country took part enthusiastically in this campaign. Canadian corporations were challenged to become "Caring Companies" by committing to a policy of contributing a minimum of 1% of pretax profits to charity and encouraging employee giving and volunteering.

As Phase II began, the environment for giving in Canada changed dramatically. Real disposable incomes declined and governments were beginning to drastically cut back their support for services and the voluntary sector. At the same time, public expectations for corporate support for community were rising rapidly and charities were increasingly turning to business to replace lost government support.

In this environment, and with more limited resources than in Phase I, it was decided that Imagine could obtain greater leverage and impact for the remainder of the '90s by focusing on a corporate program to promote increased corporate citizenship and business engagement in community building. To increase and encourage individual giving, it was decided that this could most effectively be accomplished by using some of Imagine's resources to support the taxation reform and other public affairs activities of the Canadian Centre for Philanthropy designed to improve the climate for charitable giving by individuals.

Under the banner "A New Spirit of Community", Imagine has worked to create new levels and a new framework for corporate support for the community. The steady decline in corporate giving as a percentage of pretax profits that preceded Imagine has been reversed. Corporate giving in Canada during the Imagine period has increased to close to Imagine's target of a minimum of 1% of pretax profits. This compares favourably with the U.S., where corporate giving as a percentage of pretax profits has decreased significantly in the same period.

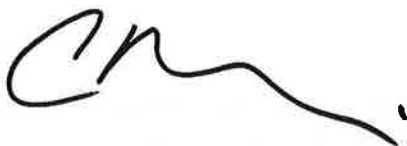
Perhaps more importantly, Imagine has helped identify, champion, and orient both charities and businesses to new models for business-charitable partnerships. These partnerships move beyond cash to also leverage the expertise and other assets that business can contribute in working with charities to find new ways to address community problems and support community services. They also provide business with better recognition and value for their social investment.

We have also succeeded in creating a new level of dialogue on corporate citizenship and social responsibility with senior business, voluntary sector and government leaders. Working with partners such as *The Globe and Mail*, the Canadian Business Council on National Issues, the Public Policy Forum, the Conference Board and others, Imagine has played a leadership role in articulating a new vision and agenda for corporate citizenship in Canada. In keeping with this, our representations to senior government officials have called for creating a more "enabling environment" for corporate philanthropy and citizenship.

Finally, it is gratifying to report that Imagine is now regarded globally as one of the most successful programs of its kind in the world. In 1998, Imagine was invited to shape a global corporate engagement agenda and strategy for CIVICUS, a global alliance of civil society organizations headquartered in Washington, D.C. Through this work, Imagine is now partnering with several leading global organizations working to promote corporate citizenship.

The work of creating a new framework for partnership between business and society has, however, only just begun. Much still remains to be accomplished. We have outlined the challenges in an ambitious new business plan based on our 1998 vision paper *"More Than Charity: A New Agenda for Canadian Corporate Citizenship."* During 2000, we will be testing the feasibility of this plan and seeking support for it from key supporters from among our Caring Companies. A brief summary of the plan is outlined as Appendix II to this report.

The success of Imagine is a direct result of the involvement and support of our sponsors and Caring Company members. It is their work, through our volunteer planning committee, public affairs committee, and communications and marketing committee, that has given life to our Phase II program. I would particularly like to thank Courtney Pratt, the Chair of Imagine, for the unflagging energy and commitment he has brought to his task and for the support and inspiration I have gained from him. Last but not least, I offer my sincere thanks to my colleagues here at the Canadian Centre for Philanthropy, and, in particular, Li-Hsien Fan and Maxwell Brem.



Christopher Pinney
Director of Imagine and
Vice-President, Corporate Citizenship
Canadian Centre for Philanthropy

OVERVIEW AND EXECUTIVE SUMMARY

This report provides an overview of the activities undertaken by Imagine during Phase II -- the years 1994-1999. Phase I of the program, **A New Spirit of Giving** (1988-1993), concluded with a firm base from which to launch Phase II. Phase II, **A New Spirit of Community**, commenced in 1994 although limited financial resources restricted some planned program activities. Nonetheless, a tightly targeted program with the business community has produced impressive results. Building on these results, Imagine is now well positioned to introduce Phase III of this successful initiative--**Citizenship for the New Millennium**.

Over the past 11 years Imagine has:

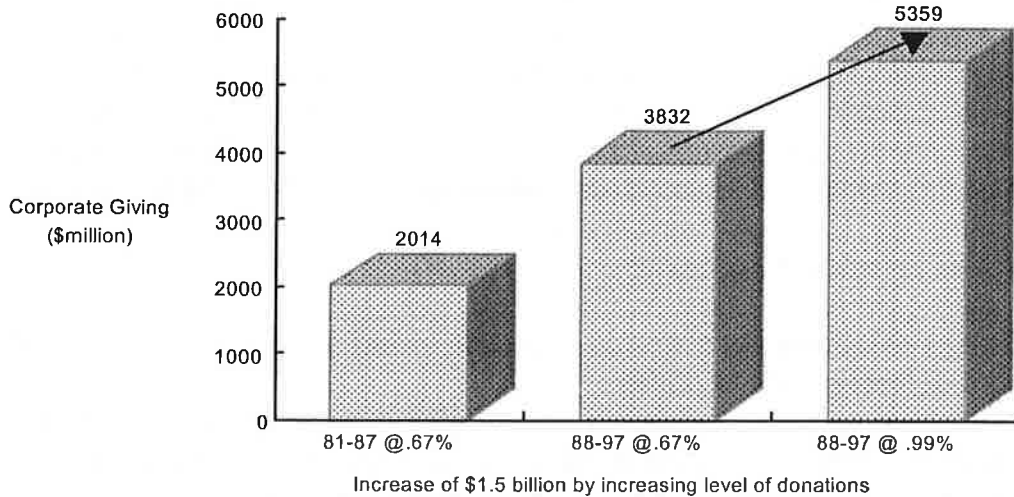
- Established a national standard for corporate giving of a minimum of 1% of average, domestic pre-tax profits.
- Introduced the designation "Caring Company" for businesses that meet the minimum 1% standard and encourage employee giving and volunteering.
- Recognized over 500 Caring Companies, including large businesses such as the chartered banks, Rogers Communications Inc., Imperial Oil and IBM, as well as many small and mid-sized businesses, all committed to the minimum 1% charitable giving level.
- Won credibility in the media, corporate, voluntary and public sectors for its knowledge and leadership in corporate philanthropy and corporate citizenship.
- Enlisted support for its objectives from 1300 community-based non-profit and charitable organizations, known as Imagine Community Partners.

Increased corporate giving

Although Imagine does not claim to be the only influence on corporate giving, the setting of a standard and continuous promotion of corporate community investment has had a significant influence. Since the inception of Imagine, donations to Canadian charities from the private sector have risen markedly compared to preceding years.

- From 1988 to 1997, following the start of Imagine, Canadian businesses contributed an average of 0.99% of pre-tax profits to charity. Prior to that, from 1981 to 1987, business donations stood at 0.67% of pre-tax profits. Though the difference may look small in percentage terms, it translates as **over a billion dollars** (in constant dollars) in increased contributions to Canadian charities during the first 10 years of Imagine. The graph below shows the trend.

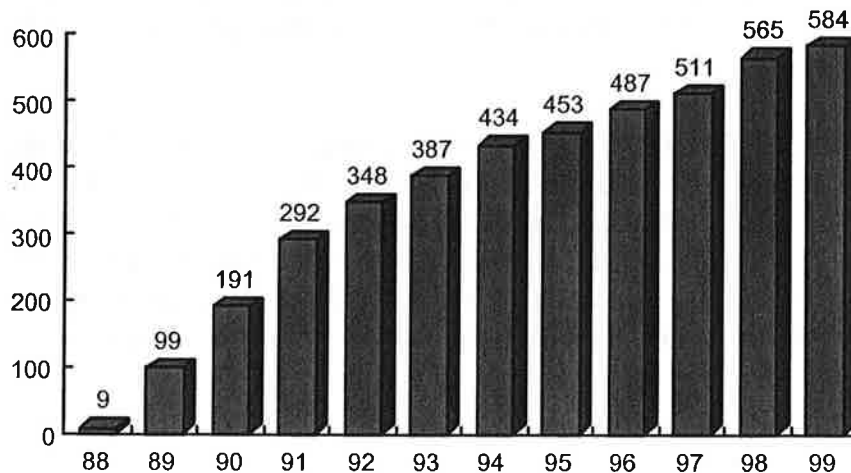
INCREASE IN CORPORATE GIVING (\$million)



More companies recognized as Imagine Caring Companies

During Phase II of the program (1994-99), Imagine recognized nearly 200 additional companies and subsidiaries as Caring Companies for having made a commitment to a corporate policy of donating a minimum of 1% of average, domestic pre-tax profit to the charities of their choice and encouraging employee giving and volunteering. Of these additions, approximately 50% were "Top 1000" firms, with the rest being small and mid-sized businesses.

Growth of Caring Companies



A partnership framework for Canadian corporate citizenship

In response to the challenges created by the reduction of public expenditures for social, educational and health programs, Imagine actively has fostered new models of partnership development between the private and voluntary sectors.

- The "New Spirit of Community" Partnership Awards and Media Program celebrated up to 100 innovative business-community partnerships in fields ranging from the arts, community development and social services to education and the environment.
- Imagine has developed practical information products to help charities and businesses work effectively together and form partnerships. Through workshops, the Internet and publications, Imagine spread new ideas and promoted best practices for corporate community investment.
- In concert with other organizations, Imagine brought senior business, voluntary sector and government leaders together to better understand the nature of the new challenges facing Canadian communities and highlighted the need for inter-sectoral collaboration. These high-profile meetings included two national forums and seven regional forums.

A new vision of Canadian corporate citizenship

Imagine set out a new vision of Canadian corporate citizenship suited to the late 1990s.

- Imagine's agenda for building corporate citizenship, embodied in its discussion paper *"More Than Charity: A New Agenda for Canadian Corporate Citizenship"*, elicited a positive response from many corporate leaders. The document grew out of 18 months of consultations with business and voluntary sector decision-makers, including the convening of a national conference with senior business leaders. The Business Council on National Issues and the Public Policy Forum are just two of the leadership groups that participated in this process.
- On the basis of this feedback, Imagine has developed a business plan for Phase III of the program (2000-2005) containing new and expanded initiatives designed to deepen the involvement of corporations and citizens in community building.

Leadership internationally

Imagine is helping to shape the evolving global agenda on business-civil society relations.

- Selected for its expertise and track record in Canada, Imagine facilitated a global corporate citizenship project for an international organization--CIVICUS, the World Alliance for Citizen Participation--focusing on new approaches to business-voluntary sector collaboration. The initiative was launched at the biennial World Assembly of CIVICUS in Manila in September 1999. Imagine is part of an international network, including the World Bank and the Prince of Wales Business Leaders Forum, promoting innovative approaches to corporate citizenship. This project is of particular interest to Canadian companies with international operations.

1. HISTORY AND IMPACT OF IMAGINE

Introduction

Imagine is a national program to encourage individual and corporate philanthropy and corporate citizenship. The Canadian Centre for Philanthropy established the program after research it commissioned in 1987 demonstrated that "giving" was in decline. Its mandate was to dramatically increase the level of individual and corporate charitable giving and volunteerism in Canada.

Imagine urges individual Canadians and Canadian companies to play an active role in supporting their communities through acts of giving, volunteering and other forms of participation. In recent years, Imagine has emerged as a leader in promoting partnership building between the corporate and private sectors and has illuminated best practices.

Imagine is not a public fundraising program. It aims to increase the financial and volunteer support for the entire non-profit sector. The Imagine program does not speak to or for a single charitable group. Rather, it speaks to all participants in philanthropy-- donors and sponsors, service providers and consumers.

Generosity and volunteerism are shared values that bind Canadians together. These values embrace all regions and ethnic groups, contributing to our sense of national identity. Through acts of philanthropy and citizenship, we are able to address society's needs and enhance the quality of life for present and future generations.

Ultimately, Imagine's challenge is to help shape that quality of life by stimulating more active citizen and corporate engagement.

About the Canadian Centre for Philanthropy

The Canadian Centre for Philanthropy is a national member-based charitable organization dedicated to advancing the role and interests of the charitable sector for the benefit of Canadian communities. It is one of the leading, most respected national organizations representing Canada's charitable and voluntary sectors. With more than 1,000 organizational members, it is also one of the largest. The Centre helps to strengthen charitable, voluntary and non-profit organizations through public affairs, research, information resources and the Imagine program.

In 1998 the Centre spearheaded the landmark National Survey of Giving, Volunteering and Participating, updating the sector's knowledge on the generosity of Canadians; participated on the Voluntary Sector Roundtable responsible for the

Panel on Accountability and Governance in the Voluntary Sector; developed an Ethical Fundraising and Financial Accountability Code; and used its annual symposium to tackle the issue of accountability amongst the voluntary, government and corporate sectors.

Government liaison, Issue Alerts, Research Bulletins, the Centre's Web site and Front & Centre newspaper along with The Canadian Directory to Foundations & Grants On-line Database, are all regular activities conducted by the Centre on behalf of its members. For more information, contact the Canadian Centre for Philanthropy at (416) 597-2293.

Phase I (1988-93) - A New Spirit of Giving

The first phase of Imagine ran from 1988 to 1993. This phase had two main components.

- A primarily media-based social marketing program aimed at increasing individual giving and volunteering. Numerous sponsored and special projects—such as the “Care and Share Bank” and “Local Hero” programs—supported this objective.
- A corporate program aimed at increasing business giving and volunteering by recruiting companies to a set of leadership standards. The standards include a commitment to donate a minimum of 1% of average, domestic pre-tax profit to charity and to encourage employee giving and volunteering.

A total of \$8.75 million was raised, from nearly 100 sources, for Phase I. One-third of these funds came from the federal and provincial governments, with most of the remaining two-thirds provided by the private sector along with some support from the voluntary sector. In addition, the program benefited from substantial in-kind media support. The majority of Imagine’s resources in Phase I were spent in support of the social marketing campaign. This campaign attracted significant media and opinion leader interest and support. Imagine’s Caring Company program attracted support from over 350 companies by the end of Phase I, including some of Canada’s leading firms.

In late 1991 a decision was made to launch a fundraising campaign for a second phase of Imagine. The view was that, in a climate of economic recession and government cutbacks, there was a need to continue to build on the foundations for giving that Imagine had established. A fundraising target of \$7.5 million was set. A total of \$3.0 million, primarily cash, was raised from the Phase II fundraising drive from a range of sponsors—companies, foundations, and government sources.

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Phase II (1994-1999) - A New Spirit of Community

In 1993 the Canadian Centre for Philanthropy underwent a major restructuring. As part of this revamp, the Imagine program was integrated into the Centre.

After considering the reduced resources available to Imagine, the Centre's Board decided in the fall of 1994 that the primary focus for Phase II of Imagine would be the corporate program, with a view to increasing corporate community investment and encouraging new forms of support. It was also decided that Imagine would continue to support the Centre's public affairs and research activities that support Imagine's objectives. These functions were growing in response to the rising interest in the charitable and voluntary sector that Imagine's activities had in part created.

By 1994 it was clear that profound changes were taking place in Canadian society due to economic and social restructuring. Furthermore, as governments at all levels reduced funding and services, more responsibility for the well-being and the health of communities was shifting to individuals and voluntary and private sector organizations. New thinking and new models of collaboration were needed. It was with this background in mind that Imagine designed its Phase II program, "A New Spirit of Community". The program was formally launched in the spring of 1995.

Imagine Phase II - A New Spirit of Community

AIM

- To increase corporate and citizen support for community and the charitable voluntary organizations that serve community.

GOALS

- To be a catalyst for creating more corporate support for community and for the charitable, voluntary sector.
- To be a catalyst for creating a shift in social values towards a greater sense of individual responsibility for community and the voluntary organizations that serve community.

Overall impact of Imagine's corporate program

Research indicates that Imagine may have played an important role in increasing corporate community investment in Canada.

- Over the 10-year period 1988 to 1997 since the inception of Imagine, corporate donations have increased by over a billion dollars when compared to the previous seven-year period. Corporate donations as a percentage of pre-tax profits rose from 0.67% in 1980-87 to 0.99% in 1988-97, despite low corporate profits in the recession years of the 1990s. Much of this increase is no doubt attributable to Imagine's role in establishing a benchmark for corporate giving and promoting community investment extensively to the business community.
- Imagine has succeeded in putting the community investment issue on the corporate policy agenda and has established a generally-accepted business norm for corporate giving that has gained wide acceptance among business people and the media. Surveys have shown that the minimum 1% level for donations is regarded as "about right" by many business people.
- By the end of Phase II, Imagine had attracted over 550 companies, including subsidiaries, to the Imagine Caring Company Program. Nearly 200 of these were added during Phase II. Of these additions, about 50% were "Top 1000" Canadian firms, the remainder small and mid-size enterprises. It is estimated that Imagine Caring Companies account for about 40% of all reported corporate giving in Canada.

2. HIGHLIGHTS OF PHASE II

Increased corporate support for the charitable and voluntary sector

A major focus of Imagine's corporate program during Phase II was to build a knowledge base and disseminate information on trends and practices in corporate community investment.

- New research was commissioned on giving trends, corporate social responsibility benchmarks, best-practices of leading companies, citizenship propensities of young entrepreneurs, public perceptions of corporate responsibility and the charitable sector, corporate responsibility initiatives within select industry associations, and corporate volunteer programs (the latter research conducted in part with the Conference Board of Canada). Imagine also collected survey data from its business and community partners.

- Information was disseminated in a variety of ways: via publications, workshops, symposiums, roundtables, leadership forums, through the media, Imagine's own newsletters *New Directions* and *Inter Sector*, and its Web site. Of particular note in keeping decision makers informed were Imagine's annual supplements in *The Globe and Mail* and *Business In Vancouver*.
- Expanded reach to non-profit and charitable organizations was obtained by working closely with the Canadian Centre for Philanthropy through its annual conferences and special projects.

Specific resources were developed to help businesses and charities better understand each other and work more effectively together. Two major products were:

- "*Creating Effective Partnerships with Business - A Guide for Charities and Nonprofits in Canada*" released in 1997. 1600 copies were sold; 200 were distributed as complimentary.
- "*Connecting Companies to Communities - A Guide for the Design and Management of Community Investment Programs*" completed in the fall of 1999 and scheduled for book publication in January 2000.

In 1995 Imagine launched an annual awards program to celebrate outstanding partnerships between Canadian companies and charities. From anecdotal accounts, this program has played a significant role in promoting new concepts of business-community partnerships across Canada.

- The "New Spirit of Community" Partnership Awards program has honoured nearly 100 companies for their active engagement in working together with charities to address social and community needs--beyond simply giving donations. In fact, a hallmark of most of these efforts has been the leveraging of a wide range of corporate resources, including the use of employees as corporate volunteers providing community service. Award winners and other finalists received national exposure in *The Globe and Mail*, a generous co-sponsor of the program.
- In 1998 Imagine created a special "New Spirit of Community" corporate citizenship award for the mutual fund industry, co-sponsored by Vorg Incorporated. Winners were presented with the award at the annual industry gala each December.

Companies, the media, and public sector agencies frequently sought information and comment from Imagine about community investment trends and the charitable sector. In this way, Imagine helped to guide the debate in favour of a more constructive engagement by corporations and citizens in the community.

- Imagine's director gave presentations on leadership trends in corporate citizenship to numerous bodies, including the Prime Minister's Office and Privy Council Office in Ottawa.
- Numerous companies, it appears, started their first forays into expanded corporate giving by contacting Imagine for information about trends and resources. This is particularly true for small and mid-size companies.

An indication of the growing profile of corporate community investment was that by 1998, 10 years after Imagine began, the subject was being discussed more actively than before in Canadian senior management circles, according to the majority of respondents to an Imagine survey.

Increased understanding about new roles and responsibilities among private and voluntary sector leaders

Imagine served as a catalyst bringing together leaders of the three sectors for thoughtful discussion and action. Among these activities:

- Imagine co-initiated and supported two national forums and seven regional forums that brought senior business, voluntary sector and government leaders together to explore issues created by the downsizing and changing roles of governments in community service delivery. These innovative conferences aimed to build a better understanding of the changing roles, relationships and responsibilities affecting the three sectors and the opportunities for effective collaboration for community benefit.
- Imagine played a lead role in the development of the Public Policy Forum's third annual Canadian Leaders Forum which focused in 1999 on the relationship between business and the voluntary sector.
- The Business Council on National Issues (BCNI) co-sponsored Imagine's January 1998 Forum on the Future of Corporate Citizenship in Canada. A BCNI representative was an active participant in Imagine planning sessions and preparations for Phase III.

Regional partnerships

Strong partnerships were developed with regional organizations to help deliver Imagine's programs outside Ontario. They included:

- The Vancouver Foundation, which anchored the "Tomorrow's Vancouver" tri-sectoral dialogue program.
- The Calgary Volunteer Centre in Calgary, which developed Imagine's Employee Volunteerism initiative for Phase III.
- The Wild Rose Foundation, which developed and delivered Imagine's symposium program in seven Alberta communities.
- Le Conseil de la philanthropie - Imagine provided direct support to the creation of a new provincial coalition of voluntary sector organizations in Quebec which has adopted the Imagine Phase III business plan as its major focus of activity.

A new vision of Canadian corporate citizenship

In 1995 an advisory group of senior business people suggested there was a need for a more compelling and comprehensive strategy for engaging business in community building beyond the traditional "philanthropic" appeal. Following extensive consultations with Caring Company and industry representatives in 1996-97, Imagine organized its Forum on the Future of Corporate Citizenship in January 1998 in partnership with the Business Council on National Issues (BCNI).

Facilitated by the Boston Consulting Group, the forum brought together senior business leaders and associations including the Canadian Chamber of Commerce, the Conference Board of Canada, the Canadian Federation of Independent Business, and the Public Policy Forum.

The consensus emerging from all these discussions was that:

- Imagine had made a significant contribution through its impact on corporate giving and the establishment of the widely recognized 1% giving benchmark.
- Community needs and public expectations concerning business support of communities had changed dramatically in the past 10 years in light of government restructuring and downsizing.
- A new vision for Imagine and corporate citizenship was needed to address this challenge.

The report on the forum was circulated to over 400 business leaders and decision makers. Consultations on the key subjects with senior voluntary sector leaders took place in April 1998. Imagine, serving in a leadership role, then developed a discussion paper based on the findings from the forum and the consultations, and written with the help of the Boston Consulting Group and a committee of corporate volunteers.

The paper set out a bold new vision for corporate citizenship in Canada and described an expanded role for Imagine in bringing this agenda to life. The discussion paper, entitled *"More than Charity: A New Agenda for Canadian Corporate Citizenship,"* was distributed for comment to over 600 senior corporate and voluntary sector leaders in the summer of 1998.

Based on expressions of support from key stakeholder groups, Imagine delineated a set of proposals for a third phase of Imagine (1999-2004) under the title *Citizenship for a New Millennium*. A business plan was developed, again with the assistance of the Boston Consulting Group. The goals and projected outcomes of this proposed Phase III program will be found in Appendix II to this report. In the first six months of 2000, Imagine will be testing the feasibility of, and level of interest in, this business plan among its key corporate supporters.

- 93% of those responding to Imagine's discussion paper felt the time was right for a new, broadly-based Canadian corporate citizenship initiative, given changing needs and changing public expectations.
- 85% of respondents wanted to see business add more value in its community contributions; 78% agreed there was a need for new partnership frameworks; and 89% saw rising awareness among the public as a key role.
- Imagine was ranked highly as a leader by 78% of respondents, as an advocate by 67%, as a connector and catalyst by 69%, and a capacity builder by 63%.

Global corporate citizenship

Imagine's track record as a leader in promoting understanding and collaboration between the private and voluntary sectors was recognized internationally in several ways.

- In 1998 Imagine was selected to facilitate a corporate engagement project by CIVICUS, a global alliance of organizations in more than 60 countries dedicated to strengthening citizen action and civil society. Imagine's director introduced the initiative at the CIVICUS World Assembly in the Philippines in September 1999. Through this work, Imagine has become a resource of information about

corporate citizenship initiatives around the world. This project is of especial interest to Canadian companies with international operations.

- Imagine has developed relationships with some of the world's leading programs in the field of corporate citizenship. They include the World Bank Business Partners for Development Program, the Prince of Wales Business Leaders Forum, Business for Social Responsibility in the U.S.A., and the Centre for Tomorrow's Company, U.K. These relationships have given Imagine access to new information resources and the most advanced thinking about corporate citizenship in the global community. They have also increased the international profile of the Imagine program. Imagine has also brought international leaders to participate in meetings in Canada.
- Organizations from as far afield as South Africa, Russia, Thailand and Australia have sought Imagine's advice for similar proposed initiatives in their countries. The head of the Canadian Centre for Philanthropy spoke extensively about Imagine at the request of his hosts during a speaking tour in Australia and New Zealand.

Phase II measurement and evaluation

During Phase II, Imagine conducted two program surveys with the companies associated with the Caring Company program. It also conducted a survey of its Community Partners. A more in-depth, extensive review of the program and its future was conducted with senior business leaders and decision makers during the latter half of Phase II as plans for a third phase of Imagine were developed.

In general, the evaluation of the corporate program by the Caring Company members and the participation and feedback to Imagine's leadership initiatives indicate the program was seen of significant value in encouraging and building corporate support and engagement in community building in Canada.

From Responses to the 1997-98 Imagine Caring Company Survey

- 69% felt that the Imagine program had a positive effect on corporate policy and/or practices of the Canadian business community, with slightly over 30% stating it had a significant effect.
- 70% find projects such as the "New Spirit of Community" Partnership Awards to be effective in showcasing the efforts of companies associated with Imagine, with 13% of those finding it to be very effective.
- 95% said it was important for Canadian businesses to support charities; 78% regarded it as "very important".

Corporate giving in Canada was tracked through annual Statistics Canada and Revenue Canada reports. There had been significant awareness of Imagine's goals among the Canadian public during Phase I when the program's major focus was encouraging individual giving and volunteering. However, absent a public outreach program between 1994 and 1999, the actual impact of Imagine on individual giving during Phase II was not measured.

In-kind sponsorship

In addition to core program funding from Phase II sponsors listed in Appendix III, Imagine received significant pro bono in-kind assistance from companies associated with the program.

- The Boston Consulting Group provided major assistance in the development and management of Imagine's corporate citizenship initiatives and planning for Phase III.
- ICE (Integrated Communications and Entertainment Inc.) contributed extensive creative strategy and design services; and
- *The Globe and Mail* newspaper furnished over \$300,000 worth of complimentary advertising space. A number of companies provided meeting space and facilities for Imagine meetings.

"The government pulled back really at our request, because we (the corporate sector) had been saying they should back off and get out of certain fields. And this means valuable services that used to be funded by the government have to be funded elsewhere. The only way we can take up the slack is for more corporations to give and become larger givers. Imagine is the vehicle to get this message out."

- Anthony Fell, Chair, RBC Dominion Securities

APPENDIX I: PROGRAM MANAGEMENT AND ORGANIZATION

Imagine is an initiative of the Canadian Centre for Philanthropy, a registered charity. The Board of Directors of the Centre is accountable for the ongoing operations of Imagine.

Imagine's day-to-day operations are managed by a Director who reports to the President of the Centre. As Director of Imagine since 1994, Mr. Christopher Pinney also holds the title of Vice-President, Corporate Citizenship for the Centre. Mr. Maxwell Brem is Communications Director for Imagine, and Ms. Li-Hsien Fan is the Program Co-ordinator and Manager, Member Relations and Development.

The volunteer Chair for Phase II of Imagine has been Mr. Courtney Pratt, and in that capacity he served as an ex-officio member of the Centre's Board of Directors. He has provided senior business leadership support and guidance to the program as the volunteer Chair since May 1997.

With only three core staff members, Imagine recruited and worked closely with national committees, composed of members from across Canada, to help guide and manage the program.

The Corporate Advisory Committee, comprising senior business leaders, provided guidance to Imagine's corporate program. The Committee helped shape key initiatives such as the Imagine Corporate Citizenship Forum, the discussion paper "More than Charity: A New Agenda for Canadian Corporate Citizenship", and Imagine's Phase III business plan.

The National Voluntary Sector Advisory Committee, comprising senior voluntary sector leaders, provided direction and feedback for Imagine, especially in developing a partnership framework.

The Imagine Communications and Marketing Advisory Council, comprising corporate affairs, marketing and communications professionals from a number of Imagine Caring Companies provided strategic counsel and direction to Imagine's recruitment, marketing and communications efforts.

Several Project Advisory Groups, made up jointly of private, public and voluntary sector members, played a critical role in shaping specific initiatives during Phase II. They included separate advisory committees for two handbooks, *"Creating Effective Partnership with Business: A Guide for Charities and Nonprofits in Canada"* and *"Connecting Companies to Communities: A Guide for the Design and Management of Community Investment Programs"*. In addition, various donations and corporate affairs

officers participated in roundtables to discuss corporate giving benchmarks and standards.

Lists of committee members are available from Imagine on request.

**APPENDIX II:
PHASE III PROPOSAL - CITIZENSHIP FOR A NEW MILLENNIUM
(2000-2005)**

In the fall of 1999, the Board of the Canadian Centre for Philanthropy approved a bold new vision and business plan for an extension of Imagine for the period 2000-2005.

Goals:

- To significantly increase engagement of business and individuals in community building and support for the charitable, voluntary sector.
- To contribute to the creation of a new framework for social partnership and community building between business, the voluntary sector and government.

Projected Outcomes:

- A projected increase in corporate giving by a minimum of \$500 million.
- An estimated increase in individual donations of \$1 billion.
- An additional 82,000 incremental volunteer hours per year.

A Plan for Action

To achieve these goals and outcomes, Imagine proposes an ambitious core program aimed primarily at Canadian businesses and employees, and a series of special initiatives to increase giving and volunteering among selected target audiences.

Core Program

1. *Hallmarks of Excellence Program:* Imagine will develop new standards for the measurements that reflect the many ways businesses support the charitable and voluntary sector.
2. *Recruitment and Recognition:* The total number of companies that meet the now widely-accepted minimum 1% standard of giving will be increased through a heightened recruitment drive. The best voluntary/private sector partnerships will be recognized and promoted through the "New Spirit of Community Partnership" Awards Program and other awards programs.

3. *Public Awareness and Media Program:* Successful private/voluntary sector partnerships will be widely promoted and publicized and a new Speakers Bureau will be developed.
4. *Partnership Development Symposium Program:* At least five national and ten regional consultations will be convened between private and charitable sector leaders.
5. *Capacity-Building and Information Program:* Case studies and other resources highlighting best practices will make it easier for businesses to set up partnership programs with voluntary organizations. Topical communications and a new corporate citizenship handbook will provide up-to-date information on new trends and techniques in corporate citizenship.
6. *International and National Leadership:* Imagine's next phase will build upon Canada's growing role as a recognized world leader in developing a framework for corporate citizenship and community building.

Special Initiatives

Six special initiatives will be developed with partner organizations:

- 1) an Employee Volunteer Program,
- 2) a Web-based Virtual Community,
- 3) a Program for Business Schools,
- 4) a Young Entrepreneurs Program,
- 5) a Youth Citizenship Program,
- 6) a Voluntary Sector Public Awareness program.

To learn more about Imagine's Phase III--"*Citizenship for a New Millennium*"-- please contact the Imagine office at (416) 597-2293 or e-mail us at imagine@ccp.ca. Copies of the detailed business plan are available on request.

APPENDIX III - FINANCIAL STATEMENTS

IMAGINE PHASE II								
Year ending	30/06/94	30/06/95	30/06/96	30/06/97	30/06/98	30/06/99	Program Totals	
Opening cash and investments	507,644	507,644	215,994	-324,909	-778,480	-1,481,108	507,644	
REVENUE								
Receipts	0	0	0	0	0	0	0	
Donations-in-kind			69,068	92,900	112,604	106,224	380,796	
Other & Investment income			79,716	101,275	61,729	34,970	277,690	
Total Revenue	0	0	148,784	194,175	174,333	141,194	658,486	
EXPENSES								% allocation
Program Expenses								95-99
Salaries & Benefits-Permanent (85%)		62,517	122,047	174,076	182,519	180,805	721,964	20.97
Salaries & Benefits - Temporary (85%)		14,133	16,829	18,292	47,397	66,564	163,215	4.74
Consultants' Fees/Expenses		46,113	86,685	95,437	148,544	155,747	532,526	15.47
Travel & Hospitality		9,765	19,280	16,991	21,794	44,942	112,772	3.28
Courier/Mailing/Postage		5,427	11,481	16,051	17,752	11,964	62,675	1.82
Printing & Photocopying		11,713	79,174	27,874	5,602	10,905	135,268	3.93
Advertising & Marketing		46,017	2,479	94,047	106,265	282,615	531,424	15.43
Creative Design		5,926	24,972	17,227	10,224	10,086	68,435	1.99
Publications' Production		10,147	17,139	48,887	28,320	12,688	117,180	3.40
Conferences		9,628	25,000	10,000	66,563	0	111,191	3.23
Translations		1,091	110	2,032	6,229	3,137	12,600	0.37
Research - CCP			175,000		25,000		200,000	5.81
<i>sub-total</i>		<i>222,479</i>	<i>580,197</i>	<i>520,914</i>	<i>666,208</i>	<i>779,454</i>	<i>2,769,252</i>	<i>80.43</i>
Operating Costs								
Salaries & Benefits-Permanent (15%)		11,032	21,538	30,719	32,209	31,907	127,405	3.70
Salaries & Benefits - Temporary (15%)		2,494	2,970	3,228	8,364	11,747	28,803	0.84
Telephone (Equip., long dist., line)		1,298	1,590	5,185	2,627	4,292	14,991	0.44
Office Supplies		903	2,167	1,599	1,016	4,741	10,425	0.30
Memberships & Subscriptions		543	585	2,119	1,112	1,915	6,274	0.18
Staff Education & Development		515	1,235	2,741	1,454	0	5,945	0.17
Computer Upgrades		598	2,395	1,754	1,655	503	6,905	0.20
Bank Interest/Service Charges		480	0	2,108	985	1,976	5,549	0.16
Depreciation & Amortization		1,667	2,205	3,981	4,653	6,745	19,251	0.56
Miscellaneous		348	-190	66	3,226	573	4,023	0.12
Refund					75,000	0	75,000	2.18
<i>sub-total</i>		<i>19,879</i>	<i>34,494</i>	<i>53,500</i>	<i>132,300</i>	<i>64,398</i>	<i>304,572</i>	<i>8.85</i>
Overhead		49,292	74,996	73,332	78,452	93,169	369,241	10.72
<i>sub-total</i>		<i>49,292</i>	<i>74,996</i>	<i>73,332</i>	<i>78,452</i>	<i>93,169</i>	<i>369,241</i>	<i>10.72</i>
Total Expenses	0	291,650	689,687	647,746	876,961	937,021	3,443,065	100.00
Revenue/Expenses	0	-291,650	-540,903	-453,571	-702,628	-795,827	-2,784,579	
Closing Balance	507,644	215,994	-324,909	-778,480	-1,481,108	-2,276,935	-2,276,935	

Note: Expenses for 1994 were covered by CCP

APPENDIX IV: LIST OF IMAGINE PHASE II SPONSORS

\$100,000 and above

Boston Consulting Group of Canada Ltd., The *

Globe and Mail, The *

Government of Canada

ICE (Integrated Communications & Entertainment Inc.) *

Imasco Limited

Imperial Oil Limited

Max Bell Foundation, The

Province of Ontario

Royal Bank of Canada

\$50,000 - \$99,999

CIBC

George Weston Limited

Henry White Kinnear Foundation, The

NOVA Corporation (now Nova Chemicals Corporation)

Province of Manitoba

Rogers Communications Inc

\$49,000 and below

3M Canada Inc.

Anonymous

Atkinson Charitable Foundation, The

Bombardier Inc.

Border Paving Ltd.

Camdev Corporation (now O & Y Properties)

Canadian Pacific Limited

Canadian Satellite Communications Inc.

CHUM Ltd.

CIBC Wood Gundy Securities Inc.

Digital Equipment of Canada Limited (merged with Compaq Canada Inc.)

Empire Company Limited

Empire Life Insurance Company, The

F.K. Morrow Foundation

Geoffrey H. Wood Foundation, The

Great-West Life Assurance Company, The

Hallmark Canada

Investors Group Inc.

\$49,000 and below cont'd

IPSCO Inc.
J.P. Bickell Foundation
Jackman Foundation, The
James Richardson & Sons, Limited.
LOEB Inc.
Mackenzie Financial Corporation
MDS Inc.
Merrill Lynch Canada Inc.
Midland Walwyn Capital Inc.
Mutual Group, The (now Clarica)
Navion Financial Development Systems Inc.
Nortel Networks
OSF Inc. - Ontario Store Fixtures
Oshawa Group, The
Pollard Banknote Limited
Prenor Group Limited
Printing House Ltd., The
Saskatchewan Power Corporation
Senator Norman M. Paterson Foundation, The
T.R. Meighen Foundation, The.

** In-kind Contributions*

APPENDIX V: IMAGINE CARING COMPANIES

Academy Alliance Association & Insurance
ACC TelEnterprises Ltd.
AchieveGlobal Canada Inc.
Adecco Canada
Adeena Holdings Ltd.
ADM Milling
Agra Core
Agricultural Group, The
Air Canada
Albarrie Canada Limited
Alberta Energy Company Ltd.
Alcan Aluminium Limited
All-Purpose Realty Services Inc.
Allstate Insurance Companies of Canada
Amdahl Canada Limited
Amoco Canada Petroleum Company Ltd.
Andrés Wines Limited
Aon Reed Stenhouse Inc.
Apotex Inc.
ARAMARK CANADA LTD.
Arthur Andersen LLP
Artsmarketing Services Inc.
Astral Communications Inc.
AstraZeneca
AT & T Canada
Atlantic Packaging Products Ltd.
Atlantic Shopping Centres Limited
Atlantic Wholesalers Ltd.
Aventis Pharma Inc.
Aventure Électronique Inc.
Avestel Savings & Credit Union Ltd.
Avon Canada Inc.
Bank of Montreal
Bank of Nova Scotia
Banque Nationale du Canada
Bata Limited
Baxter Foods Limited
Bayer Inc.
BCE Emergis
Beaumier, Richard (Avocats)
Beaver Lumber Company
Bell Canada
Bell Spagnuolo Legal Offices
Benjamin James Integrated Marketing Communications
Betsy Clarke & Associates
Bissett & Associates Investment Management Ltd.
Blackburn Group Incorporated
Blenheim Realty Ltd.
Body Shop Canada, The
Boiler Inspection and Insurance Co. of Canada, The
Bombardier Inc.
Border Paving Ltd.
Boulangeries Weston Québec Inc.
Bouza & Associates Inc.
Brickenden Group Inc., The
Bristol Group Inc.
Bristol-Myers Squibb
Brookfield Homes Ltd.
Brunswick Mine
Buck Consultants Limited
Bunting Warburg Inc.
Burrows Lumber Inc.
Cabre Exploration Ltd.
Cadbury Chocolate Canada Inc.
CAE Inc.
Caisse populaire des fonctionnaires du Québec
Caldwell Capital Corporation
Calgary Co-operative Association Limited
Cambrian Credit Union Limited
Canada Life
Canada Post
Canada Trust
Canadian Airlines International Ltd.
Canadian Corporate News
Canadian Hunter Exploration Ltd.
Canadian Imperial Bank of Commerce
Canadian Occidental Petroleum Ltd.
Canadian Pacific Hotels Corporation
Canadian Pacific Limited
Canadian Pacific Railway
Canadian Western Bank
CanWest Global Communications Corp.
Cara Operations Limited
Cargill Limited

Carlson Wagonlit Travel
Carruthers Insurance and Investment Centre
CaTECH Systems Ltd.
Cathexis Associates Inc.
CCL Group, The
CEI Fund Management Inc.
Ceridian Canada Ltd.
CFMG-FM Edmonton's EZ Rock
CGU Group Canada Ltd.
Chapters Inc.
Chieftain International, Inc.
Chorley & Bisset Ltd.
CIBC Mortgages Inc.
CJJR-FM/CKBD-AM
Clairvest Group Inc.
Clarica
Claybelt Lumber Limited
Club de Hockey Canadien
Colliers International
Colony Lincoln Mercury
Community Credit Union Ltd.
Community Savings Credit Union
Compaq Canada Inc.
Compton International Fundraising Ltd.
Connors Bros. Limited
Co-operators General Insurance Company
Cooper's Office Supply Co. Limited
Cornerstone Creative Communications
Corporate Communications Limited
Corporate Insurance Consultants
Coughlin & Associates Ltd.
Counsel Corporation
Credit Union Central of Manitoba
Credit Union Central of Nova Scotia
Credit Union Central of Saskatchewan
Creighton & Co. Insurance Brokers Ltd.
Crosstown Credit Union Limited
CSP Foods
CTV Inc.
David Gray & Associates
Davis + Henderson Ltd.
Deevan
Deloitte & Touche LLP
Delta Credit Union
Desjardins-Laurentian Life Assurance
Devon Construction Limited
Devon Structural Limited
Devtek Corporation
Dillon Consulting Limited
Dofasco Inc.
Dominion Construction Development Inc., The
Dominion of Canada General Insurance Company, The
DPA Communications Corporation
Duffus Romans Kundzins Rounsefell Ltd.
Dufresne Furniture & Appliances
Dundee Bancorp Inc.
DuPont Canada Inc.
Dynacare Inc.
E.H. Price Limited
Eastern Construction Company Limited
Eaton Foundation, The
élan Data Makers
Electrohome Limited
Eli Lilly Canada Inc.
EMJ Data Systems Ltd.
Empire Company Limited
Empire Life Insurance Company, The
Empire Theatres Limited
Enbridge Inc.
Enbridge Pipelines Inc.
EthicScan Canada Limited
Express Software Development, Ltd.
Fairfax Financial Holdings Limited
Fairmount Books Inc.
Farm Credit Corporation (FCC)
Finning International Inc.
First Calgary Financial Savings & Credit Union Ltd.
FLA Group Inc., The
Fluor Daniel Canada Inc.
Ford Motor Company of Canada, Limited
Fording Coal Limited
Fortino's Supermarkets Ltd.
Four Seasons Hotel Inc.
Freedom International Brokerage Inc.
Friesens Corporation
Funding Matters Inc.
Fundy Communications Inc.
FWS Construction Ltd.

G.L. Goldie Company Ltd.
Gantrex Limited
Gap
Gemini Fashions of Canada Ltd.
Gendis Inc.
Genesis Publications Inc.
George Weston Limited
Glaxo Wellcome Inc.
Globe and Mail, The
Go Direct Marketing
Goldfarb Corporations, The
Goodman Phillips & Vineberg
GPC Communications
Great Little Box Company Limited, The
Great-West Life Assurance Company, The
green grass productions inc.
Greystone Capital Management Inc.
Groupe Alimentaire St-Hubert
Groupe BMR Inc.
Groupe Canam Manac Inc., Le
Groupe Conseil Aon
Groupe DMR Inc.
Groupe Jean Coutu (PJC) inc., Le
Groupe LGS Inc.
Groupe Vidéotron Limitée, Le
Gulf Canada Resources Limited
Gustin-Kramer Limited
Hallmark Canada
Hawk Communications Inc.
Heritage Credit Union
Hewitt Associates
Hewlett-Packard (Canada) Ltd.
Hilborn Group Ltd., The
Hiram Walker & Sons Ltd.
Holt Renfrew & Co., Limited
Home Depot, The
HSBC Securities (Canada) Inc.
Hudson's Bay Company
HumanaCare
Hummingbird Communications Ltd.
Hy's of Canada Ltd.
IBM Canada Ltd.
ICE (Integrated Communications & Entertainment Inc.)
Imagico Inc.

Imasco Limited
Imperial Oil Limited
Inco Limited
Insurance Corporation British Columbia
Interior Savings Credit Union
International Flag & Banner Inc.
Intersocietal inc, Communication & Marketing
Intracorp Developments Ltd.
Investors Group Inc.
IPSCO Inc.
Island Savings Credit Union
Ivest Corporation
J.M. Schneider Inc.
Jake Marks Communications
James Reimer International Inc.
James Richardson & Sons, Limited
John Deere Limited
Johnson & Johnson Inc.
Johnston Group (Benefit Plans) Inc.
Jumpstart Productions
Kawartha Credit Union Limited
Kearns Capital Limited
Keilhauer Industries Ltd.
Kelly Douglas & Company Limited
Ken Wyman & Associates Inc.
Ketchum Canada Inc.
Keystone Ford Sales Ltd.
Kingbeach Corporation
Kingston Whig-Standard, The
Kinross Gold Corporation
Kitchen Craft of Canada Ltd.
Knebel Watters & Associates Inc.
Kodak Canada Inc.
KPMG
Kruger Inc.
Lang & Associates Limited
Lawton Partners Financial Planning Services Ltd.
Lawton's Drug Stores Limited
Lebel Laquerre Ingenieurs-conseils
Ledcor Industries Limited
Leeford Investments Limited
Levesque Beaubien Geoffrion Inc.
Levi Strauss & Co. (Canada) Inc.
L'Industrielle-Alliance Compagnie d'Assurance-Vie

Livingston Group Inc.
Loblaw Brand Limited
Loblaw Companies Ltd.
Loblaws Properties Ltd.
London Free Press Printing Company Limited
London Life Insurance Company
London Telecom Group, The
M & M Meat Shops Ltd.
MacLaren McCann Canada Inc.
Maclean Hunter Limited
Manifest Communications Inc.
Manitoba Hydro Electric Board
Manitoba Telecom Services Inc.
Manpower Services (Vancouver) Ltd.
Manulife Financial
Maple Leaf Foods Inc.
Maritime Life Assurance Co., The
Maritime Medical Care Inc.
Maritime Telegraph and Telephone Company Ltd.
Maritz Canada Inc.
Marketing Solutions Corp.
Marsh Canada Ltd.
Mastromartino & Co. Inc.
Mawer Investment Management
McCain Foods Limited
McDonald's Restaurants of Canada Limited
McInnes Cooper & Robertson
MDS Inc.
Megill-Stephenson Company Limited, The
Melcor Developments Ltd.
Merrill Lynch Canada Inc.
Metro Credit Union Ltd.
Metropolitan Ice Cream Company
Mindszenty & Roberts - Communications Counsel
Minto Developments Inc.
Mintz & Partners
Mitsubishi Electric Sales Canada Inc.
Mitsui & Co. (Canada) Ltd.
Moffat Communications
Molson Breweries
Molson Inc.
Monitor Company Canada Ltd.
Monsanto Canada Inc.
Moore Corporation Limited

Morneau Sobeco
Morris Studios & Associates Inc.
Munro & Wood Barristers and Solicitors
Murchie's Tea & Coffee
National Life Assurance Co. of Canada, The
National Public Relations Inc.
Navion Financial Development Systems Inc.
Naylor's Kitchen & Bath
Neil's Soup Kettle Inc.
Neilson Dairy
Nesbitt Burns Inc.
Nestlé Canada Inc.
New PL, The
New-Burn Capital Corp.
Niagara Credit Union Limited
Nissan Canada Inc.
Noranda Inc.
Nortel Networks
North West Company Inc., The
Northwest Life Assurance Company, The
Nova Chemicals Corporation
Novartis Pharmaceuticals Canada Inc.
NutraSweet Kelco
Off Broadway Photography
Ontario Power Generation
OSF Inc. - Ontario Store Fixtures
Oxford Properties Group Ltd.
Palliser Furniture Ltd.
Peter W. Ufford Inc.
Petro-Canada
Pimlico Apparel Ltd.
Pioneer Group Inc.
Pioneer Hi-Bred (Canada) Limited
Placer Dome Inc.
Pollard Banknote Limited
Potentials Unlimited Inc.
Power Corporation of Canada
Prenor Group Ltd.
Prince Albert Credit Union
Printing House Ltd, The
ProGas Limited
Prospero International Realty Incorporated
Publicis - SMW
Quadra Credit Union

Quebecor Inc.
Quinterra Property Maintenance Inc.
Raymond Aaron Group, The
RBC Dominion Securities Inc.
RC Purdy Chocolates Ltd.
ReadyBake Foods, Inc.
Reimer Express World Corp.
Revlon Professional Products Inc.
Rice Financial Group Inc.
Richmond Savings
Ricoh Canada Inc.
Rio Algom Limited
Rogers Communications Inc.
Roman Investments Inc.
Royal Bank of Canada
Royal LePage Real Estate Services Ltd..
Royce Corporation
Rozsa Petroleum Ltd.
SAAN Stores Ltd.
SaskEnergy
Sceptre Investment Counsel Limited
Scott Paper Limited
Seagram Company Ltd., The
Seagull Pewter & Silversmiths Ltd.
Searle Canada Inc.
Sears Canada Inc.
Second Cup Ltd., The
Sensors Quality Management Inc. (SQM)
Serdek Automated Systems Inc.
Shandwick Canada Inc.
Shaw Communications Inc.
Shaw Group Limited, The
Shell Canada Limited
Shelter Canadian Holdings Limited
Sherwood Credit Union
Sifton Properties Limited
SmithKline Beecham Pharma
Smith's Funeral Service (Burlington) Limited
Sobeys Inc.
Sony of Canada Ltd.
Source Medical Corporation
Southam Inc.
Spar Aerospace Limited
Specialties Graphic Finishers Ltd.
Spencer Francey Peters Inc.
Spruce Falls Inc.
SSQ Vie
St. Willibrord Community Credit Union
Standard Broadcasting Corporation Limited
Stantec Inc.
Starboard Marketing Services Inc.
Stark Ireland Architects Inc.
Starpages Inc.
Stephen Thomas Associates
Strano Sysco Foodservice
Stuart Olson Construction
Sun Media Corporation
Sun Microsystems of Canada Inc.
Suncor Energy Inc.
Surrey Metro Savings Credit Union
Swan Valley Credit Union Limited
Symbioses Sponsorship Agency Inc.
T. Colton & Associates
T.F.I. Services Ltd.
T.S. Simms & Co. Limited
Taylor Financial Group Ltd.
Taylor Ford Sales Ltd.
Télesat Canada
Tembec Inc.
The Lombard, Canadian Pacific Hotels
Thomas Crnich & Partners Inc.
Tibbles, Bird & Company
Toronto Dominion Bank
Torstar Corporation
Tri Link Resources Ltd.
Trimac Limited
Trojan Technologies Inc.
Trust Général du Canada
Tyrella Inc.
UGG Ltd.
Uniselect
Upton Resources Inc.
Valley City Manufacturing Company Limited, The
Vancouver City Savings Credit Union
Via-Dons Inc.
Vox Communications
W.G. McMahon Canada Ltd.
Wascana Energy Inc.

Wawanesa Mutual Insurance Company, The
West Fraser Timber Co. Ltd.
Westeinde Construction Ltd.
Westminster Savings Credit Union
Weston Bakeries Limited
William M. Mercer Limited

Windsor Family Credit Union Limited
Winkler Credit Union Limited
Xentel DM Incorporated
Xerox Canada Ltd.
YTV Canada Inc.
Zehrmart Inc.
Zellers Inc.

Alberta Choral Federation	Edmonton, AB
Alberta College	Edmonton, AB
Alberta Colleges Athletic Conference	Edmonton, AB
Alberta Debate & Speech Association	Edmonton, AB
Alberta Environmental Protection, Natural Resources Service	Edmonton, AB
Alberta Foundation for Diabetes Research	Edmonton, AB
Alberta Hospital Edmonton Foundation	Edmonton, AB
Alberta Northern Lights Wheelchair Basketball Society	Edmonton, AB
Alberta Special Olympics	Edmonton, AB
Association for Adult Day Support Programs	Edmonton, AB
Association of Human Services in Alberta	Edmonton, AB
Bereavement Society of Alberta	Edmonton, AB
Better Business Bureau of Central & Northern Alberta	Edmonton, AB
Bissell Centre	Edmonton, AB
Black Women's Association of Alberta	Edmonton, AB
Boys & Girls Club of Edmonton	Edmonton, AB
Boys & Girls Clubs of Alberta	Edmonton, AB
Canadian Diabetes Association, AB/NWT Division	Edmonton, AB
Canadian Native Friendship Centre	Edmonton, AB
Capital Care Group, Dickinsfield	Edmonton, AB
Cerebral Palsy Association of Alberta	Edmonton, AB
Community Options - A Society for Children and Families	Edmonton, AB
Edmonton Art Gallery	Edmonton, AB
Edmonton Brain Injury Relearning Society (EBIRS)	Edmonton, AB
Edmonton Community Foundation; The	Edmonton, AB
Edmonton Multicultural Society	Edmonton, AB
Edmonton Neighbourlink	Edmonton, AB
Edmonton Opera Association	Edmonton, AB
Edmonton Parks & Recreation, Southwest District	Edmonton, AB
Edmonton Public Library	Edmonton, AB
Edmonton Realtors' Foundation	Edmonton, AB
Edmonton Space & Science Centre	Edmonton, AB
Edmonton Symphony Society	Edmonton, AB
Edmonton Telephones Historical Information Centre Foundation	Edmonton, AB
Employment Services for the Physically Disabled	Edmonton, AB
Excel Resources Society/Excel Foundation	Edmonton, AB
Friends of Rutherford House	Edmonton, AB
Girl Guides of Canada, Alberta Area	Edmonton, AB
Good Samaritan Society	Edmonton, AB
Grant MacEwan Community College Foundation	Edmonton, AB
Grey Nuns Hospital	Edmonton, AB
Health Unit Association of Alberta	Edmonton, AB
John Howard Society of Alberta	Edmonton, AB
Junior Achievement of Northern Alberta	Edmonton, AB
Junior League of Edmonton	Edmonton, AB

Life Enrichment Centre	Edmonton, AB
Meals on Wheels of Edmonton	Edmonton, AB
Metis Women's Council of Edmonton	Edmonton, AB
Millwoods P.A.T.C.H. Place Society for the Education & Support of Children	Edmonton, AB
Muttart Foundation; The	Edmonton, AB
Na'amat Canada Inc.	Edmonton, AB
NAIT Foundation	Edmonton, AB
Norwood Child and Family Resource Centre	Edmonton, AB
Primrose Place Day Care Centre	Edmonton, AB
Pro Coro Canada	Edmonton, AB
Society for SELECTIONS: A Career Support Service	Edmonton, AB
Steinhauer Community School	Edmonton, AB
United Way of the Alberta Capital Region	Edmonton, AB
University Hospitals Foundation	Edmonton, AB
University of Alberta, Institute for Stuttering Treatment & Research	Edmonton, AB
Vinok Folkdance Ensemble	Edmonton, AB
Volunteer Centre of Edmonton	Edmonton, AB
Wecan Society / Harcourt House Arts Centre	Edmonton, AB
Western Board of Music	Edmonton, AB
Western Canada Wilderness Committee, Alberta Branch	Edmonton, AB
Winnifred Stewart Association for the Mentally Handicapped	Edmonton, AB
Association canadienne-francaise de l'Alberta regionale de Riviere-La-Paix	Falher, AB
Family & Community Support Services	Fort Chipewyan, AB
Boy Scouts of Canada, Tar Sands District	Fort McMurray, AB
Fort McMurray Boys & Girls Club	Fort McMurray, AB
Fort McMurray Women's Crisis Centre Society	Fort McMurray, AB
Friends of the Oil Sands Interpretive Centre	Fort McMurray, AB
Northern Lights Regional Health Foundation	Fort McMurray, AB
United Way of Fort McMurray	Fort McMurray, AB
Boys & Girls Club of Fort Saskatchewan	Fort Saskatchewan, AB
Grande Cache Suicide Outreach Program	Grande Cache, AB
Prairie Art Gallery	Grande Prairie, AB
18 Wing Community Council	Lancaster Park, AB
Boys & Girls Club of Leduc	Leduc, AB
Flora Trust	Leduc, AB
Big Brothers & Sisters of Lethbridge & District	Lethbridge, AB
Lethbridge Community College Foundation	Lethbridge, AB
Lethbridge Regional Hospital	Lethbridge, AB
St. Michael's Health Centre	Lethbridge, AB
United Way of Lethbridge & District	Lethbridge, AB
Lloydminster Early Intervention Program	Lloydminster, AB
Nelson Lumber Foundation; The	Lloydminster, AB
United Way of Lloydminster & District	Lloydminster, AB
Mannville Hospital	Mannville, AB
Medicine Hat Women's Shelter Society	Medicine Hat, AB

REDI Enterprises
Volunteer Services, Town of Okotoks
Town of Peace River, Community Services Dept.
Canadian Mental Health Association, Red Deer
John Howard Society of Red Deer
Meals on Wheels of Red Deer
Pines Community School
United Way of Red Deer & District
Volunteer Centre
Rimbey Community Home Help Services
A New Day Begins...
Sherwood Park United Church
Spruce Grove Library Board
City of St. Albert
Family & Community Support Services
Good Samaritan (Stony Plain) Care Centre
Heritage Agricultural Society
Family & Community Support Services
Sylvan Lake Volunteer Center
Community Services
Society of Aboriginal Addictions Recovery
Wainwright & District Support Services
Family & Community Support Services
Boys & Girls Club of Wetaskiwin
Family & Community Services
Parks & Recreation, Whitecourt

Medicine Hat, AB
Okotoks, AB
Peace River, AB
Red Deer, AB
Red Deer, AB
Red Deer, AB
Red Deer, AB
Red Deer, AB
Red Deer, AB
Red Deer, AB
Rimbey, AB
Sherwood Park, AB
Sherwood Park, AB
Spruce Grove, AB
St. Albert, AB
St. Paul, AB
Stony Plain, AB
Stony Plain, AB
Sundre, AB
Sylvan Lake, AB
Thornhill, AB
Tsuu T'ina Nation, AB
Wainwright, AB
Westlock, AB
Wetaskiwin, AB
Wetaskiwin, AB
Whitecourt, AB

BRITISH COLUMBIA

Abbotsford Foundation
Deaf Children's Society of British Columbia
Neil Squire Foundation
United Way of the Lower Mainland
Volunteer British Columbia
Selkirk College Foundation
Chilliwack Community Services
Greater Coquitlam Volunteer Centre
United Way of Comox District
Big Brothers & Sisters of Kamloops
Elizabeth Fry Society of Kamloops & District
Kamloops Community Volunteer / Volunteer Kamloops
United Way of Kamloops
United Way of Central Okanagan
Kitimat Child Development Centre Association
Ridge Meadows Hospital Foundation

BRITISH COLUMBIA

Abbotsford, BC
Burnaby, BC
Burnaby, BC
Burnaby, BC
Burnaby, BC
Castlegar, BC
Chilliwack, BC
Coquitlam, BC
Courtenay, BC
Kamloops, BC
Kamloops, BC
Kamloops, BC
Kamloops, BC
Kamloops, BC
Kelowna, BC
Kitimat, BC
Maple Ridge, BC

Boys & Girls Club of Nanaimo	Nanaimo, BC
Nanaimo & District Harbourfront Centre Society	Nanaimo, BC
Nanaimo & District Hospital Foundation	Nanaimo, BC
Nanaimo Art Gallery & Exhibition Centre Society	Nanaimo, BC
Nanaimo Family Life Association	Nanaimo, BC
Douglas College	New Westminster, BC
Western Society for Children with Birth Disorders	New Westminster, BC
Capilano College	North Vancouver, BC
West Coast Violence Prevention Society	North Vancouver, BC
Penticton Regional Hospital Medical Foundation	Penticton, BC
Prince George Regional Hospital Foundation	Prince George, BC
Prince George United Way	Prince George, BC
Chimo Personal Distress Intervention Service in Richmond	Richmond, BC
Richmond Art Gallery Association	Richmond, BC
Richmond Youth Service Agency Society	Richmond, BC
Sunshine Coast Community Services Society	Sechelt, BC
Smithers Volunteer Bureau	Smithers, BC
British Columbia Recreation & Parks Association	Surrey, BC
Terrace Community Volunteer Bureau and Seniors Information Access	Terrace, BC
Terrace Little Theatre Society	Terrace, BC
24 Hour Relay Society	Vancouver, BC
British Columbia Association for Community Living	Vancouver, BC
British Columbia Lions Society for Children with Disabilities	Vancouver, BC
Dystonia Medical Research Foundation	Vancouver, BC
Early Music Vancouver	Vancouver, BC
Grace Hospital Foundation	Vancouver, BC
Information Services Vancouver	Vancouver, BC
John Howard Society of the Lower Mainland	Vancouver, BC
Kidney Foundation of Canada, British Columbia Branch	Vancouver, BC
Multiple Sclerosis Society of Canada, British Columbia Division	Vancouver, BC
Opera Club	Vancouver, BC
Physical Medicine Research Foundation	Vancouver, BC
Pitt Gallery	Vancouver, BC
Planned Parenthood, British Columbia	Vancouver, BC
Special Education Technology of British Columbia	Vancouver, BC
Sunny Hill Foundation for Children	Vancouver, BC
University Hospital Foundation	Vancouver, BC
University of British Columbia, Commerce Community Programs	Vancouver, BC
Vancouver Community College Foundation	Vancouver, BC
Vancouver Neurological Association - Centre for Ability	Vancouver, BC
Vancouver New Music Society	Vancouver, BC
Vancouver Opera	Vancouver, BC
York House School	Vancouver, BC
Zajac Foundation; The	Vancouver, BC
Greater Victoria Hospitals Foundation	Victoria, BC

Health Sciences Centre	Winnipeg, MB
Health Sciences Centre Foundation	Winnipeg, MB
Heart & Stroke Foundation of Manitoba	Winnipeg, MB
John Howard Society of Manitoba	Winnipeg, MB
Junior League of Winnipeg	Winnipeg, MB
Kidney Foundation of Canada, Manitoba Branch	Winnipeg, MB
Manitoba Association of Community Arts Councils	Winnipeg, MB
Manitoba Cancer Treatment & Research Foundation	Winnipeg, MB
Manitoba Children's Museum	Winnipeg, MB
Manitoba Crafts Museum & Library	Winnipeg, MB
Manitoba Hospice Foundation	Winnipeg, MB
Manitoba Opera Association Inc.	Winnipeg, MB
River Heights Family Life Education Centre	Winnipeg, MB
Royal Winnipeg Ballet	Winnipeg, MB
South Winnipeg Family Information Centre	Winnipeg, MB
Spina Bifida & Hydrocephalus Association of Canada	Winnipeg, MB
St. Boniface Hospital Foundation	Winnipeg, MB
St. John Ambulance, Manitoba Council	Winnipeg, MB
St. John's-Ravenscourt School	Winnipeg, MB
St. Paul's College	Winnipeg, MB
Teen Touch	Winnipeg, MB
United Way of Winnipeg	Winnipeg, MB
Volunteer Association of Beacon Hill Lodge	Winnipeg, MB
Volunteer Centre of Winnipeg	Winnipeg, MB
Winnipeg Child & Family Services	Winnipeg, MB
Winnipeg Harvest	Winnipeg, MB

NEW BRUNSWICK

Canadian Mental Health Association, Albert Branch Inc.	Albert, NB
Bathurst Volunteer Centre Inc.	Bathurst, NB
AIDS New Brunswick	Fredericton, NB
Boys & Girls Club of Fredericton	Fredericton, NB
Canadian Diabetes Association, NB Division	Fredericton, NB
Conservation Council of New Brunswick	Fredericton, NB
National Exhibition Centre	Fredericton, NB
New Brunswick Sports Hall of Fame	Fredericton, NB
YMCA of Fredericton	Fredericton, NB
Boys & Girls Club of Grand Manan Island	Grand Harbour, NB
Boys & Girls Club of Moncton	Moncton, NB
City of Moncton, Community Services Dept.	Moncton, NB
Fondation hopital Dr. Georges L. Dumont inc.	Moncton, NB
Greater Moncton Association for Community Living	Moncton, NB
Moncton Volunteer Centre	Moncton, NB
YMCA of Moncton	Moncton, NB

NEW BRUNSWICK

Nova Scotia Special Olympics	Halifax, NS
Nova Scotia Visual Arts	Halifax, NS
Psoriasis Society of Canada	Halifax, NS
Public Legal Education Society of Nova Scotia	Halifax, NS
QEII Foundation	Halifax, NS
Recreation Association of Nova Scotia	Halifax, NS
Senior Citizens Secretariat	Halifax, NS
Symphony Nova Scotia	Halifax, NS
Ward 5 Community Centre	Halifax, NS
YWCA of Halifax	Kentville, NS
Big Brothers & Sisters of Kings & Annapolis County Association	Mahone Bay, NS
Bluenose Atlantic Coastal Action Program	New Glasgow, NS
Aberdeen Hospital Foundation	New Glasgow, NS
Big Brothers & Sisters of Pictou County	New Glasgow, NS
Summer Street Industries Society	Pictou, NS
De Coste Entertainment Centre	Pugwash, NS
Seagull Foundation	Sydney, NS
Cape Breton Regional Hospital Foundation	Sydney, NS
Island Community Justice Society	Sydney, NS
John Howard Society, Cape Breton Branch	Truro, NS
Big Brothers & Sisters of Colchester	Truro, NS
Boys & Girls Club of Truro	Truro, NS
Confederacy of Mainland Mi'Kmaq	Truro, NS
United Way of Colchester County	Wolfville, NS
Acadia University	Wolfville, NS
Landmark East School	Wolfville, NS

NORTHWEST TERRITORIES

Canadian Mental Health Association, Inuvik Branch
 N.W.T. Health Care Association
 Storefront for Voluntary Agencies

NWT

Inuvik, NT
 Yellowknife, NT
 Yellowknife, NT

ONTARIO

Niagara Peninsula Conservation Foundation
 Hopewell Children's Homes Inc.
 Wellington County Learning Centre
 Blue Hills Child & Family Services
 J&J Women's Counselling Services
 North Hastings Community Integration Association
 Volunteer Quinte
 Participation House, Hamilton & District
 Participation House, Hamilton & District

ONTARIO

Allanburg, ON
 Ariss, ON
 Arthur, ON
 Aurora, ON
 Aurora, ON
 Bancroft, ON
 Belleville, ON
 Binbrook, ON
 Binbrook, ON

South Muskoka Hospital Foundation	Bracebridge, ON
Against Drunk Driving	Brampton, ON
Children's Aid Society of the Region of Peel	Brampton, ON
Brantford General Hospital Foundation	Brantford, ON
ICOMM - International Telecommunications Discovery Centre	Brantford, ON
Prison Arts Foundation	Brantford, ON
United Way of Brant	Brantford, ON
Volunteer Brant	Brantford, ON
Volunteer Bureau of Leeds & Grenville	Brockville, ON
Big Brothers & Sisters of Canada	Burlington, ON
Halton Adolescent Support Services	Burlington, ON
Royal Botanical Gardens	Burlington, ON
Shaklee Canada Inc.	Burlington, ON
Joywind Farm Rare Breeds Conservancy	Cambellford, ON
Cambridge Memorial Hospital Foundation	Cambridge, ON
Cambridge Volunteer Bureau	Cambridge, ON
Graceland Canadian Foundation	Cambridge, ON
Huntington Society of Canada, National Office	Cambridge, ON
United Way of Cambridge & North Dumfries	Cambridge, ON
Donald Lamont & Associates	Carlisle, ON
United Way of Chatham-Kent	Chatham, ON
Canadian Scholarship Trust Foundation	Don Mills, ON
Hellyer Charitable Foundation; Audrey S.	Don Mills, ON
Tippet Foundation	Don Mills, ON
PHIACS-Physically Handicapped Independent Advancement Community Services	Downsview, ON
Voluntary Sector & Arts Management	Downsview, ON
Dryden Volunteer Centre	Dryden, ON
Te Deum Concerts Inc.	Dundas, ON
International Teams of Canada	Elmira, ON
East Wellington Advisory Group for Family Services	Erin, ON
Dorothy Ley Hospice	Etobicoke, ON
Etobicoke Social Development Council	Etobicoke, ON
Volunteer Ontario	Etobicoke, ON
Volunteers Etobicoke	Etobicoke, ON
Youth Without Shelter	Etobicoke, ON
Wellington County Museum	Fergus, ON
Community Living, Fort Erie	Fort Erie, ON
United Way of Greater Fort Erie	Fort Erie, ON
Canadian Canoe Association	Gloucester, ON
Canadian Lacrosse Association	Gloucester, ON
Canadian Lung Association	Gloucester, ON
Canadian Parks & Recreation Association	Gloucester, ON
Coaching Association of Canada	Gloucester, ON
Mouvement d'implication francophone d'Orleans	Gloucester, ON

Girl Guides of Canada, Mapleway Area	Goderich, ON
AIDS Committee of Guelph & Wellington County	Guelph, ON
Alzheimer Society of Guelph & District	Guelph, ON
Big Brothers of Guelph & Wellington County	Guelph, ON
Big Sister Association of Guelph	Guelph, ON
Blue Bird Club	Guelph, ON
Canadian Red Cross Society, Guelph-Wellington Branch	Guelph, ON
Centre for Employable Workers	Guelph, ON
Community Mental Health Clinic, Family Support Options	Guelph, ON
Dunara - Wellington Dufferin Homes	Guelph, ON
Edward Johnson Music Foundation	Guelph, ON
Family & Children's Services	Guelph, ON
Guelph & Wellington Career Education Council	Guelph, ON
Guelph Aboriginal Community Development	Guelph, ON
Guelph Arts Council	Guelph, ON
Guelph Humane Society	Guelph, ON
Guelph Museums	Guelph, ON
Human Service Community	Guelph, ON
Immigrant & Minority Women's Group of Guelph	Guelph, ON
John Howard Society of Waterloo-Wellington	Guelph, ON
Optimist Club of Guelph	Guelph, ON
Tetra, Guelph Area Chapter	Guelph, ON
Torchlight Services	Guelph, ON
United Way of Guelph & Wellington	Guelph, ON
University of Guelph, Alumni House	Guelph, ON
Wellington County Board of Education	Guelph, ON
Wyndham House Inc.	Guelph, ON
Literacy Council of South Temiskaming	Haileybury, ON
County of Haliburton Agency for Child Enrichment	Haliburton, ON
Hamilton Health Sciences Foundation	Hamilton, ON
McMaster University, Development Office	Hamilton, ON
McMaster University, Faculty of Health Sciences	Hamilton, ON
Mohawk College of Applied Arts & Technology	Hamilton, ON
Neuro-Oncology Foundation	Hamilton, ON
Pastoral Counselling Centre	Hamilton, ON
Salvation Army	Hamilton, ON
Volunteer Centre of Hamilton & District	Hamilton, ON
Hanover & District Hospital	Hanover, ON
Another Chance Rehabilitation Centre	Hawkesbury, ON
Partners for Children in Development from Ontario	Iroquois, ON
Lake of the Woods Historical Society	Keewatin, ON
Sheatre	Kemble, ON
Circle of Friends Day Care Inc.	Kingston, ON
Davies Charitable Foundation; The	Kingston, ON
Hospice Kingston	Kingston, ON

Kingston General Hospital Foundation	Kingston, ON
United Way of Kingston & District	Kingston, ON
AIDS Committee of Cambridge, Kitchener-Waterloo & Area	Kitchener, ON
Anselma House	Kitchener, ON
Freeport Health Centre of the Grand River Hospital	Kitchener, ON
YWCA of Kitchener-Waterloo	Kitchener, ON
Lakefield College School	Lakefield, ON
John Howard Society of Victoria/Haliburton	Lindsay, ON
United Way of Victoria County	Lindsay, ON
Big Brothers of London	London, ON
Community Living, London	London, ON
Glen Cairn Community Resource Centre	London, ON
Junior Achievement of London & District	London, ON
King's College Foundation	London, ON
Parkwood Hospital Foundation of London Ontario	London, ON
St. Joseph's Health Centre Foundation of London	London, ON
University Hospital Foundation of London	London, ON
Victoria Hospital, Visual Services Dept.	London, ON
Boys & Girls Clubs of Canada	Markham, ON
Canadian Decorative Artists Network	Markham, ON
United Way of York Region	Markham, ON
Canadian Recreational Canoeing Association	Merrickville, ON
Canadian Celiac Association, National Office	Mississauga, ON
Canadian Marfan Association	Mississauga, ON
Canadian Safe Schools Network	Mississauga, ON
Community Living, Mississauga	Mississauga, ON
High Road Foundation	Mississauga, ON
Maritz Canada Inc.	Mississauga, ON
Peel Children's Centre	Mississauga, ON
Peel Partners for a Drug Free Community Inc.	Mississauga, ON
United Way of Peel Region	Mississauga, ON
World Vision Canada	Mississauga, ON
West End Community Ventures	Nepean, ON
Greater Niagara General Hospital Foundation	Niagara Falls, ON
Big Sisters of North Bay	North Bay, ON
Canadian Centre for Social Justice	North Bay, ON
Nipissing University	North Bay, ON
North Bay Area Museum	North Bay, ON
YMCA of North Bay & District	North Bay, ON
Bob Rumball Centre for the Deaf	North York, ON
Hike Ontario	North York, ON
Mission Air Transportation Network	North York, ON
Morrow Foundation; F.K.	North York, ON
Na'amat Canada, Toronto	North York, ON
North York General Hospital Foundation	North York, ON

North York Seniors Centre	North York, ON
North York Symphony Association	North York, ON
Ontario Gymnastics Federation	North York, ON
Ontario Special Olympics	North York, ON
York University, Non-Profit Management and Leadership Program	North York, ON
Children's & Youth Foundation of Halton	Oakville, ON
De Maio Foundation; Alexander and Bernice	Oakville, ON
Camp Chrysalis, FACE AIDS	Oshawa, ON
John Howard Society of Durham Region	Oshawa, ON
Oshawa & District Unemployed Help Centre	Oshawa, ON
United Way of Oshawa-Whitby-Clarington	Oshawa, ON
YWCA of Oshawa	Oshawa, ON
Association of Universities & Colleges of Canada	Ottawa, ON
Boy Scouts of Canada, National Capital Region	Ottawa, ON
Canada Safety Council	Ottawa, ON
Canadian 4-H Council	Ottawa, ON
Canadian Co-operative Association	Ottawa, ON
Canadian Conference of the Arts	Ottawa, ON
Canadian Council on Social Development	Ottawa, ON
Canadian Hostelling Association, International	Ottawa, ON
Canadian Mathematical Society	Ottawa, ON
Canadian Organization for Development Through Education	Ottawa, ON
Canadian Psoriasis Foundation	Ottawa, ON
Centre Youville Centre	Ottawa, ON
Community Foundation of Ottawa-Carleton	Ottawa, ON
Environmental Illness Society of Canada	Ottawa, ON
Family Service Canada	Ottawa, ON
Humane Society of Ottawa-Carleton	Ottawa, ON
King's Daughters Dinner Wagon	Ottawa, ON
National Institute of Nutrition	Ottawa, ON
New Beginnings for Youth	Ottawa, ON
One Voice Seniors Network (Canada)	Ottawa, ON
Operation Go Home	Ottawa, ON
Ottawa Board of Education	Ottawa, ON
Partners in Rural Development	Ottawa, ON
Tel-Aide Outaouais	Ottawa, ON
Volunteer Centre of Ottawa-Carleton	Ottawa, ON
Georgian Bay Children's Choir	Owen Sound, ON
Grey Bruce Regional Health Centre Foundation	Owen Sound, ON
Wise Owl Day Care Centre	Pembroke, ON
Petawawa Civic Centre	Petawawa, ON
Alzheimer Society of Peterborough & Area	Peterborough, ON
Jamaican Self-Help Organization for the Relief of Poverty	Peterborough, ON
Kingswood Community Centre	Peterborough, ON
Trent University, Thomas J. Bata Library	Peterborough, ON

United Way of Peterborough & District	Peterborough, ON
Grenville County Historical Society	Prescott, ON
Crieff Hills Community	Puslinch, ON
Red Lake Indian Friendship Centre	Red Lake, ON
Helpmate & Information Services	Richmond Hill, ON
Big Brothers of Sarnia-Lambton	Sarnia, ON
Family Counselling Centre	Sarnia, ON
Cara Community Corporation	Sault Ste. Marie, ON
Family Services Centre of Sault Ste. Marie & District	Sault Ste. Marie, ON
United Way Volunteer Bureau	Sault Ste. Marie, ON
Christian Children's Fund of Canada	Scarborough, ON
Concerns Canada (Alcohol & Drug Concerns Inc.)	Scarborough, ON
Second Base Scarborough Youth Shelter	Scarborough, ON
West Scarborough Community Centre	Scarborough, ON
Community Access Support Services	Simcoe, ON
Norfolk General Hospital Foundation	Simcoe, ON
Simcoe Public Library	Simcoe, ON
Big Brothers & Sisters of Lanark County	Smiths Falls, ON
Bethesda Programs	St. Catharines, ON
Canadian Mental Health Association, St. Catharines & District	St. Catharines, ON
Niagara Grape & Wine Festival	St. Catharines, ON
Ridley College Foundation	St. Catharines, ON
United Way of St. Catharines & District	St. Catharines, ON
Art Gallery of St. Thomas-Elgin	St. Thomas, ON
Big Brothers of Stratford & District	Stratford, ON
United Way of Stratford-Perth	Stratford, ON
Strathroy Middlesex General Hospital Foundation	Strathroy, ON
Art Gallery of Sudbury	Sudbury, ON
Laurentian University	Sudbury, ON
Northern Cancer Research Foundation	Sudbury, ON
United Way/Centraide, Sudbury & District	Sudbury, ON
Volunteer Sudbury - A Division of Information Sudbury	Sudbury, ON
Reena Foundation	Thornhill, ON
Lung Association, Niagara Region	Thorold, ON
AIDS Committee of Thunder Bay	Thunder Bay, ON
Alumni Association of Lakehead University	Thunder Bay, ON
Canadian Diabetes Association, Thunder Bay & District Branch	Thunder Bay, ON
Canadian Mental Health Association, Thunder Bay Branch	Thunder Bay, ON
Dawson Court Home for the Aged	Thunder Bay, ON
Lakehead Social Planning Council	Thunder Bay, ON
Lakehead University	Thunder Bay, ON
Lung Association, Thunder Bay	Thunder Bay, ON
St. Joseph's Hospital	Thunder Bay, ON
Thunder Bay Regional Hospital Foundation	Thunder Bay, ON
Wesway Inc.	Thunder Bay, ON

United Way of Porcupine	Timmins, ON
Aboutface	Toronto, ON
African Medical & Research Foundation	Toronto, ON
AIDS Committee of Toronto	Toronto, ON
AIESEC Canada - Association internationale des etudiants en sciences economiques et commerciales	Toronto, ON
Aisling Discoveries Child & Family Centre	Toronto, ON
Alliance for Canadian New Music Projects	Toronto, ON
Alzheimer Society of Toronto	Toronto, ON
Amazing Greys Foundation	Toronto, ON
Association of Early Childhood Educators, Ontario	Toronto, ON
BACCHUS Canada	Toronto, ON
Bayview Community Hospice	Toronto, ON
Best Buddies Canada	Toronto, ON
Big Sisters of Ontario	Toronto, ON
Big Sisters of Toronto	Toronto, ON
Breakfast for Learning/Canadian Living Foundation for Families	Toronto, ON
Calmeadow	Toronto, ON
Canadian Bible Society, National Office	Toronto, ON
Canadian Breast Cancer Foundation	Toronto, ON
Canadian Council for Advancement of Education	Toronto, ON
Canadian Crossroads International	Toronto, ON
Canadian Diabetes Association, Metro Toronto Branch	Toronto, ON
Canadian Federation of Friends of Museums	Toronto, ON
Canadian Foundation for the Study of Infant Deaths	Toronto, ON
Canadian Institute for Environmental Law & Policy	Toronto, ON
Canadian Pensioners Concerned Inc., National	Toronto, ON
Canadian Stage Company	Toronto, ON
Casey House Hospice	Toronto, ON
Catholic Charities of the Archdiocese of Toronto	Toronto, ON
Childhood Cancer Foundation-Candlelighters Canada	Toronto, ON
Childhope Foundation Canada	Toronto, ON
Children's Aid Foundation	Toronto, ON
Choirs Ontario	Toronto, ON
Community AIDS Treatment Information Exchange (CATIE)	Toronto, ON
Council for Business & the Arts in Canada	Toronto, ON
Crohn's & Colitis Foundation of Canada	Toronto, ON
Danny Grossman Dance Company	Toronto, ON
Dovercourt Baptist Foundation	Toronto, ON
East York Meals on Wheels	Toronto, ON
Easter Seals / March of Dimes, National Council	Toronto, ON
Eaton Foundation; The	Toronto, ON
Family Service Association of Metropolitan Toronto	Toronto, ON
Help Line	Toronto, ON
Hope for Children Foundation	Toronto, ON

Hospice Association of Ontario	Toronto, ON
Institute of Child Study	Toronto, ON
International Education Foundation	Toronto, ON
Junior Achievement of Canada	Toronto, ON
Kids Help Foundation	Toronto, ON
Leukemia Research Fund of Canada	Toronto, ON
Mount Sinai Hospital Foundation of Toronto	Toronto, ON
Muscular Dystrophy Association of Canada, National Office	Toronto, ON
National Advertising Benevolent Society of Canada	Toronto, ON
National Foundation for Family Research and Education, Toronto Office	Toronto, ON
Ontario Ballet Theatre	Toronto, ON
Ontario Lung Association	Toronto, ON
Ontario Museum Association	Toronto, ON
Ontario Prevention Clearinghouse (OPC)	Toronto, ON
Operation Springboard	Toronto, ON
Paul Charitable Foundation Inc.; Peter	Toronto, ON
Power Plant	Toronto, ON
Pueblito Canada	Toronto, ON
Regent Park Health Centre	Toronto, ON
Rehabilitation Institute of Toronto	Toronto, ON
Ronald McDonald House	Toronto, ON
RP Research Foundation - Fighting Blindness	Toronto, ON
Salvation Army, Community Relations & Development Department	Toronto, ON
Senior Talent Bank Association of Ontario	Toronto, ON
Shakespeare in Action	Toronto, ON
Sharelife Trust	Toronto, ON
Soundstreams Canada	Toronto, ON
Starlight Children's Foundation	Toronto, ON
Sue Bochner & Associates	Toronto, ON
Sunnybrook Foundation	Toronto, ON
Toronto Association for Community Living, Head Office	Toronto, ON
Toronto Children's Chorus	Toronto, ON
Toronto Rehabilitation Institute Foundation	Toronto, ON
Toronto Symphony Foundation	Toronto, ON
UNICEF Canada	Toronto, ON
United Generations Ontario	Toronto, ON
University of Toronto, Division of Neurosurgery	Toronto, ON
University of Toronto, Trinity College	Toronto, ON
Upper Canada College	Toronto, ON
Variety, The Children's Charity - Ontario	Toronto, ON
Volunteer Centre of Metropolitan Toronto	Toronto, ON
Women's College Hospital Foundation	Toronto, ON
Woodgreen Community Centre of Toronto	Toronto, ON
Youth Corps	Toronto, ON
YWCA of/du Canada	Toronto, ON

Pleasant Manor Care Services
CNIB, Waterloo
Lung Association, Waterloo Region
United Way of Kitchener-Waterloo & Area
University of St. Jerome's College
Volunteer Action Centre of Kitchener-Waterloo & Area
Kenjgewin Teg
Durham Industry/Education Council
Wikwemikong Anishinabe Association for the Mentally Retarded
Wikwemikong Development Commission
J.D. Griffin Adolescent Centre
Upper Canada Playhouse
Art Gallery of Windsor
Hospice of Windsor & Essex County
Windsor Community Living Support Services
Big Brothers of Woodstock & District
United Way of Oxford County

PRINCE EDWARD ISLAND

Allied Youth International Inc.
Heart & Stroke Foundation of P.E.I.
P.E.I. Cerebral Palsy Association Inc.
P.E.I. Museum & Heritage Foundation
The Voluntary Resource Council
University of Prince Edward Island
Volunteer Resource Council

QUEBEC

Centre de benevolat du lac inc.
CLSC Le Norois
Les Amiramis de Pa Vallee inc.
Centraide Cote-Nord
Centraide Cote-Nord secteur ouest
Centraide Quebec
Fondation Robert-Giffard
Grands freres/Grandes soeurs de la region de Chateauguay
Orchestre symphonique du Saguenay-Lac-Saint-Jean
Centre de benevolat de Laval
Big Brothers & Sisters of West Island
Fondation canadienne du Parkinson, Division quebecoise
Grands freres et grandes soeurs de Drummondville
Centraide coeur du Quebec
Centre communautaire St-Pierre

Virgil, ON
Waterloo, ON
Waterloo, ON
Waterloo, ON
Waterloo, ON
Waterloo, ON
West Bay, ON
Whitby, ON
Wikwemikong, ON
Wikwemikong, ON
Willowdale, ON
Winchester, ON
Windsor, ON
Windsor, ON
Windsor, ON
Woodstock, ON
Woodstock, ON

PRINCE EDWARD ISLAND

Charlottetown, PE
Charlottetown, PE
Charlottetown, PE
Charlottetown, PE
Charlottetown, PE
Charlottetown, PE
Charlottetown, PE

QUEBEC

Alma, PQ
Alma, PQ
Amqui, PQ
Baie-Comeau, PQ
Baie-Comeau, PQ
Beauport, PQ
Beauport, PQ
Chateauguay, PQ
Chicoutimi, PQ
Chomedey Laval, PQ
Dorval, PQ
Dorval, PQ
Dorval, PQ
Drummondville, PQ
Drummondville, PQ

Centre d'action benevole de Gatineau	Gatineau, PQ
Ressources pour Hommes de la Haute-Yamaska	Granby, PQ
Villa Notre-Dame de Fatima	Ile Perrot, PQ
Bonne Etoile, Joliette inc.	Joliette, PQ
Fondation du CHRDL	Joliette, PQ
Centraide Lanaudiere	Joliette-Jol, PQ
Carrefour d'action communautaire du haut St-Maurice	La Tuque, PQ
Club Lions Lasalle Inc. et La Fondation Club Lions Lasalle	LaSalle, PQ
Fondation cite de la sante de Laval	Laval, PQ
Jewish Rehabilitation Hospital Foundation	Laval, PQ
Option Travail inc.	Laval, PQ
Bishop's University	Lennoxville, PQ
Centre de benevolat de la Rive-Sud	Longueuil, PQ
Centre d'action benevole de St-Alphonse/Nouvell inc.	Maria, PQ
Centre d'action benevole St-Alphonse-Nouvelle	Maria Cte Bonaventur, PQ
Centre de benevolat de Matane inc.	Matane, PQ
CLSC Malauze	Matapedia, PQ
Miaouf adoption pour les animaux	Mont St-Hilaire, PQ
Association de loisir pour personnes handicapees physiques	Montreal, PQ
Association des auxiliaires benevoles des etablissements de sante du Quebec	Montreal, PQ
Association des scouts du Canada	Montreal, PQ
Association quebecoise des troubles d'apprentissage	Montreal, PQ
Camp familial Rene Goupil inc.	Montreal, PQ
Canada World Youth / Jeunesse Canada Monde	Montreal, PQ
Canadian Hemophilia Society	Montreal, PQ
Canadian Human Rights Foundation	Montreal, PQ
CanSupport/Faire Face	Montreal, PQ
Centre culturel et sportif des faubourgs	Montreal, PQ
Centre d'accueil Father Dowd Home	Montreal, PQ
Centre d'action benevole Bordeaux/Cartierville	Montreal, PQ
CLSC NDG/MTL-O	Montreal, PQ
Club 2/3	Montreal, PQ
Concertation-Femmes	Montreal, PQ
Epilepsy Canada	Montreal, PQ
Federation nationale des services de preparation au mariage	Montreal, PQ
Federation quebecoise de ski nautique	Montreal, PQ
Fondation de l'hopital Riviere-des-Prairies	Montreal, PQ
Fondation de l'Hopital Sainte-Justine	Montreal, PQ
Fondation de l'universite du Quebec a Montreal (UQAM Foundation)	Montreal, PQ
Fondation du College Ahuntsic	Montreal, PQ
Grands freres et grandes soeurs de Montreal	Montreal, PQ
Hopital Maisonneuve-Rosemont	Montreal, PQ
International Council on Social Welfare	Montreal, PQ
Kidney Foundation of Canada, National Office	Montreal, PQ
Montreal Association for the Blind Foundation	Montreal, PQ

Parrainage civique de l'est de l'île de Montreal	Montreal, PQ
Philanthropic Athletes Medical Research Foundation	Montreal, PQ
Poirier Schweitzer	Montreal, PQ
Quebec Association for Adult Learning	Montreal, PQ
R.C.L. (Quebec) for the Disabled	Montreal, PQ
Regroupement quebecois du Loisir Municipal	Montreal, PQ
Residence Bonsecours	Montreal, PQ
Royal Victoria Hospital	Montreal, PQ
Royal Victoria Hospital Foundation	Montreal, PQ
Societe Huntington du Quebec	Montreal, PQ
Tendre La Main	Montreal, PQ
Universite de Montreal, developpement	Montreal, PQ
Volunteer Bureau of Montreal/Service Benevole de Montreal	Montreal, PQ
YWCA of Montreal	Montreal, PQ
Centre bienvenue inc.	Pierrefonds, PQ
Association des retraites, l'Universite Laval inc.	Quebec, PQ
Conservation faune aquatique Quebec	Quebec, PQ
Fondation du college Francois-Xavier Garneau	Quebec, PQ
Orchestre symphonique de Quebec	Quebec, PQ
Societe canadienne du cancer	Quebec, PQ
Universite Laval, bureau du soutien financier	Quebec, PQ
YWCA de Quebec	Quebec, PQ
Association canadienne pour la sante mentale, filiale de Quebec	Quebec City, PQ
Centraide bas St-Laurent	Rimouski, PQ
Universite du Quebec en Abitibi-Temiscamingue	Rouyn-Noranda, PQ
Centraide Richelieu-Yamaska	Saint-Hyacinthe, PQ
Grands freres et Grandes soeurs de Saint-Hyacinthe	Saint-Hyacinthe, PQ
Fondation du CHUL	Sainte-Foy, PQ
Centre d'action benevole de Sept-Iles	Sept-Iles, PQ
Association feminine d'education et d'action sociale	Sherbrooke, PQ
Caritas-Sherbrooke inc.	Sherbrooke, PQ
Centraide Estrie	Sherbrooke, PQ
Centre de benevolat, le Reseau d'entraide	Sherbrooke, PQ
Fondation hotel-Dieu de Sherbrooke	Sherbrooke, PQ
Sercovie inc.	Sherbrooke, PQ
Centre de benevolat St-Basile-le-Grand	St-Basile-le-Grand, PQ
Union quebecoise de rehabilitation des oiseaux de proie	St-Hyacinthe, PQ
Centraide Laurentides	St-Jerome, PQ
Centre de benevolat de la region de Mataneinc	St-Jerome, PQ
Paroisse St-Gilbert	St-Leonard, PQ
Societe d'histoire naturelle de la vallee du Saint Laurent	Ste-Anne-de-Bellevue, PQ
CLSC Haute-ville	Ste-Foy, PQ
Fondation canadienne reves d'enfants, division Quebec est	Ste-Foy, PQ
Fondation de l'universite Laval	Ste-Foy, PQ
Fondation hopital Laval	Ste-Foy, PQ

Ronald McDonald House	Saskatoon, SK
Royal University Hospital Foundation	Saskatoon, SK
Salvation Army, Community Relations & Communications Services	Saskatoon, SK
Saskatchewan Association of Rehabilitation Centres	Saskatoon, SK
Saskatchewan Literacy Network	Saskatoon, SK
Saskatoon City Hospital Foundation	Saskatoon, SK
Saskatoon District Health Board	Saskatoon, SK
Saskatoon Housing Coalition Inc.	Saskatoon, SK
Saskatoon Society for the Protection of Children Inc.	Saskatoon, SK
Saskatoon Symphony Society	Saskatoon, SK
St. John Ambulance, Saskatoon Branch	Saskatoon, SK
St. Paul's Hospital Foundation	Saskatoon, SK
St. Paul's Hospital Foundation	Saskatoon, SK
St. Thomas More College	Saskatoon, SK
United Way of Saskatoon	Saskatoon, SK
University of Saskatchewan, Office of Research Services	Saskatoon, SK
VMG - Volunteer Management Group of Saskatoon	Saskatoon, SK
YMCA of Saskatoon	Saskatoon, SK
Big Brothers & Sisters of Swift Current	Swift Current, SK
United Way of Weyburn & District	Weyburn, SK

YUKON

Yukon Arts Council
Yukon College
Yukon Literacy Council

YUKON

Whitehorse, YT
Whitehorse, YT
Whitehorse, YT

**APPENDIX VII:
SELECTED BIBLIOGRAPHY OF IMAGINE DOCUMENTS (1994-1999)**

Publications and reports by Imagine

Connecting Companies to Communities: A Guide to the Design and Management of Community Investment Programs. 1999

Corporate Citizenship: The Global Landscape: A Survey of International, Regional and National Initiatives. 1999.

More Than Charity: A New Agenda on Canadian Corporate Citizenship. White Paper for Imagine Phase III. 1998

Imagine Corporate Citizenship Forum, January 20, 1998. Summary Report and Presentations. 1998.

Imagine Program Evaluation and Caring Company Profile Survey. 1998.

Shifting Ground: Planning for Tomorrow's Community. Imagine/CCP Symposiums on Private, Public, Voluntary Sector Roles and Relationships. 1998.

Creating Effective Partnerships With Business: A Guide for Charities and Non-Profits in Canada. 1997.

Leadership for Tomorrow: Building Imagine's Caring Company Program. 1997.

Revising Imagine's Caring Company Program Criteria: A Discussion Paper. 1997.

Imagine's Impact: A Summary of the Achievements of the Imagine Program, 1998 to Date. 1997.

Imagine Caring Company Recruitment Program. 1996.

Imagine Corporate Standards Review. 1996.

Employee Volunteers: Business Support in the Community (co-published with the Conference Board of Canada). 1995.

Corporate Philanthropy: Overview of Current Trends. 1995.

Imagine's Bibliography on Corporate Philanthropy. 1995.

Newsletters (New Directions and Inter Sector). 1995-99.

Imagine inserts in *The Globe and Mail*. 1996, 1998.

Research commissioned by Imagine

Corporate Citizenship in Canada: The Path for Young Entrepreneurs (d-Code and the Angus Reid Group). 1998.

Corporate Social Responsibility Benchmarks: An Analysis. (Michael Jantzi Research Associates Inc.). 1998.

Corporate Responsibility. Results of A National Survey. (Angus Reid Group). 1998.

A Report on Corporate Social Responsibility Initiatives in Selected Associations (EthicScan Canada). 1997.

A Report on Corporate Social Responsibility within Selected Canadian Industries. (EthicScan Canada). 1997.

Perceptions of Charitable Organizations: Final Report of Qualitative Research (Angus Reid Group). 1997.

Emerging Imagine Standards: Research on New Wave Partnering and Giving. (EthicScan Canada). 1996.

Overcoming Constraints on Corporate Volunteer Programs in Canada (Mel Moyer, University of Toronto). 1995.

Imagine A New Spirit of Community

A Commitment by

Company Name

This company believes it and its shareholders have an important stake in the prosperity, health and quality of life of the society in which it operates. It recognizes the crucial role played in Canadian communities by charitable and other non-profit organizations, and agrees that supporting them represents a sound investment for the company. Accordingly, it commits itself to the following corporate policy:

- The company will donate to such organizations each year at least 1% of average domestic pre-tax profit, or equivalent.
(Imagine proposes a formula based on the average pre-tax profit of the three preceding years, excluding non-recurring items and profit from foreign operations. See notes and sample calculation attached.)

Either: This policy is already in effect

Or: This policy will be implemented within three years

- The company will encourage and facilitate the personal charitable giving of its current and retired employees, and their volunteer involvement with such organizations.
- These undertakings may be made public with the aim of persuading more companies to make similar commitments.

On behalf of the Company:

Signature

Name

Title

Date

Address

Postal Code

Telephone

Fax

Please return to:

Imagine – Corporate Program

425 University Avenue, Suite 700

Toronto, Ontario M5G 1T6

Tel: (416) 597-2293

Fax: (416) 597-2294

The Imagine 1% commitment

Some definitions and guidelines

Sample Calculation

Profit: Book profit before income taxes excluding non-recurring items and foreign operations-average over the three years preceding the year of donations.

Example:

1993	\$ 5,000,000
1994	\$ 3,500,000
1995	<u>\$ 6,500,000</u>
3-Year Total	\$15,000,000
Average	<u>\$ 5,000,000</u>

Donations Ratio Calculation: Donations as a percentage of three-preceding-year average pre-tax profit.

Example: $1\% \text{ of } \$5,000,000 = \frac{1 \times 5,000,000}{100} = \$50,000$

Guideline amount for 1996 Donations budget total: \$50,000

In making the Imagine 1% calculation, companies should ensure they include all disbursements which qualify as donations. Often, expenditures which are actually donations, but which are taken from budgets other than the "donations" budget, may be neglected. For companies to receive full credit for the true total of their donations, and for consistency and credibility in application of the 1% formula, Imagine recommends:

- Include all donations as defined by the Income Tax Act, Sec. 110(1)(a) and Interpretation Bulletin IT-110R2. All disbursements which qualify should be included, even though some may not actually have been claimed for income tax purposes, nor categorized in company books as a "donation".
- Gifts-in-kind may be considered as charitable donations, based on fair market value principles. Revenue Canada's Interpretation Bulletin IT-297R provides a straightforward procedure.
- Many sponsorship payments or fees associated with "event marketing" programs (and the cost of tickets/tables at some benefit events) qualify in whole or in part as donations and may be covered by charitable receipts from the receiving organization. These may be included as donations for the Imagine calculation.
- A holding company or parent company may calculate its donations ratio by consolidating donations using the same guidelines as used for consolidation of earnings.

(over)

- If a company has set up a "company foundation" which plays a role in its community investment program and the company (and/or its subsidiaries) is the sole source of funding for the foundation, the company should either:
 - (a) include donations made by the company and those made by the foundation, but exclude transfers from company to foundation; or
 - (b) include donations made by the company and transfers from company to foundation, but exclude donations made by the foundation. Otherwise, "double counting" results.
- Some organizations (e.g., cooperatives, credit unions, partnerships, etc.) may have no accounting line designated as "pre-tax profit", "net profit before income tax", or "net income before tax". In such cases, Imagine would expect a reasonable equivalent to be considered as the basis for the organization's commitment to charitable giving.
- While donations to federal or provincial political parties, riding associations or candidates are sometimes charged to company "donations" budgets, these should not be included in the donations total for purposes of the Imagine calculation. Under income tax rules and the electoral laws of Canada's various jurisdictions, these must be reported separately in any event.

Disclosure: Imagine publicizes the names of its Caring Company partners as part of its promotional activities. From time to time, Imagine also polls Caring Companies to inquire whether they still wish to and are able to maintain their Caring Company commitments. Information from this polling is kept strictly confidential and simply serves to ensure the integrity of the Imagine Caring Company program. No information on individual company donations programs or policies is released by Imagine unless specifically authorized by the company. Imagine does, however, encourage companies to publicize their donations programs and policies, and disclose their donations data to the public and company stockholder groups.

If you have any questions, please contact:

Imagine – Corporate Program

425 University Avenue, Suite 700
 Toronto, Ontario M5G 1T6
 Tel: (416) 597-2293
 Fax: (416) 597-2294

Ce document est également disponible en français

