

# 263 grants facilitated through BCF

*99 not-for-profit programmes received support*



**GIVE**  
Bermuda.org

Approximately  
170 completed  
transactions,  
and \$800,000  
donations  
initiated online



Newest online  
resource for  
development  
and protection  
of young  
children



130-plus  
donations  
facilitated  
resulting in  
\$1.3m to local  
nonprofits

**VitalSigns**<sup>®</sup> | SMART & CARING  
COMMUNITIES

Joining the worldwide community  
foundations movement in producing  
a customised quality of life report

**A PROUD PARTNER OF THE GLOBAL  
COMMUNITY FOUNDATION MOVEMENT**



BCF is one of  
just 46 community  
foundations  
worldwide  
with the UKCF  
accreditation



## BCF is here for GOOD

### MESSAGE FROM THE CHAIR & CEO

***With your support, we are moving the needle on impact.***

2017 was another excellent year of learning, sharing and evolving. Reviewing the year, it's important to note that the accomplishments and progress would not have been possible without your support:

- ◆ Donors, who continue to provide crucial support to Bermuda's nonprofit programmes
- ◆ Nonprofit leaders who agree to pilot the new systems we are introducing
- ◆ Nonprofits that bring forward new project ideas addressing the root causes of complex social issues
- ◆ Board, advisory committee and community members who help guide the Bermuda Community Foundation to make positive and lasting impact.

This year we became more closely engaged with the needs of the community through implementation of the remarkable Vital Signs® programme. It began with a survey which gave voice to the community, taking the pulse to determine major issues. Measuring like this provides a benchmark against which to gauge the success of programmes funded. While the research and survey offer encouraging news, there are some key areas—cost of housing, cost of living, employment—where work is clearly needed.

We hosted several convenings on income inequality with support from visiting author and activist Chuck Collins. The Dynamic Debaters and Learners set the tone for the visit with a lively debate—streamed live online—on how

these six youngsters (aged 12–18) viewed the discussion on closing the income gap between Bermuda's wealthiest and poorest residents. Over the next 48 hours, Chuck met with representatives of the public, private and third sectors, sharing his experience and stimulating discussion on the important topic of the wealth gap.

Building on the accomplishments of 2017, we have identified ten key objectives for 2018:

*We will re-evaluate our donor services and tools to:*

- 1 Make it easier for potential donors to determine support for local nonprofits or set up an endowment fund, as they make their philanthropic journeys from transactional to transformational
- 2 Produce information on issues like early childhood development and income inequality to assist potential donors
- 3 Create efficient and better evaluation by revamping the grant application process.

*We will encourage nonprofits to use GiveBermuda as a non-traditional, online opportunity to highlight their work to potential donors. Supported by GuideStar, the nonprofit snapshots help donors to:*

- 4 Find nonprofits and programmes that match their interests
- 5 View financial information to build accountability and trust
- 6 Assess nonprofit goals and strategies
- 7 Measure progress and results.

***'This year we became more closely engaged with the needs of the community through implementation of the remarkable VitalSigns® programme'***



We will introduce three ways of understanding community impact:

8 Vital Signs® reporting: provides insight into what is important to quality of life in Bermuda and how we can have impact at a community level

9 Universal Outcome reporting: generates a funding portfolio analysis aligned to programme outcomes developed from a comprehensive evidence base of what works in social change

10 Programme Impact reporting: adds a new dimension to our work, giving insight into what nonprofits are doing and why, based on a snapshot of the work of grantees.

### **These are our commitments**

As a new foundation, we know our pockets aren't as deep as some, but our value is in our approach.

When we research, we share what we learn, for the good of the community. Pursuing a high level of open access to our research findings and approach has brought us to new and deeper levels of work, with new groups of people. These folk are helping us to launch the novel ideas that will continue to shape our evolution in the coming years.

When we discover a tool or develop a relationship that makes our work more effective, we share it with other funders. The integrated grants application manager, the Friends of Bermuda Community Foundation 501c3 fiscal sponsorship platform and the online donation/credit card facility are examples of how we make our infrastructures and capacities available to all for the good of both the charitable and philanthropic sectors.

When we convene groups, we summarise and share the results. We make this information available to donors

***‘When we research, we share what we learn, for the good of the community...these folk are helping us to launch the novel ideas that will continue to shape our evolution in coming years’***

who wish to explore how their contribution can help make change happen.

Reflecting on how we are evolving, again we must acknowledge that our biggest achievements emerged when we had your support—our Board members and staff, our teams of supporters and contributors, grant recipients, and pilot programme testers.

With your support, we are making a meaningful and lasting impact that far surpasses the expectations for a community foundation of our age and size. Together we are building a healthier, vibrant and livable community across our islands. Thank you.

**PETER DURHAGER, CHAIRMAN**

**MYRA VIRGIL, CEO  
& MANAGING DIRECTOR**



---

## Background

---

# ABOUT BERMUDA COMMUNITY FOUNDATION

The purpose of the Bermuda Community Foundation is to make grants, facilitating and cultivating gifts from donors to non-profits, causes and public institutions, from arts and education to health and community services that serve the Island's residents. The foundation provides donors with a simple, convenient and flexible way to make an impact—now and forever.

BCF also enables corporations, individuals and families to establish customised charitable funds without the burden of tax or administrative liabilities such as setting up private foundations, or trusts or distributing grants.

We work directly with donors to understand their

philanthropic vision and create funds to support causes that are most important to them. Funds from different donors are aggregated, invested and managed to achieve greater returns for Bermuda's nonprofit sector.

To fulfill our mission to create an enduring source of funds forever dedicated to the good of Bermuda, we direct our efforts and dollars into funding long-term solutions to priority issues for the community.

Established in early 2013, the BCF a registered Bermuda charity (#948), is a company limited-by-guarantee and segregated accounts company registered under the SAC Act 2000.

## OUR PROFILE

Endowment Fund Established	Dec 31, 2015
Accredited UKCF	May 31, 2016
Friends of BCF US 501c3 Established	Aug 20, 2015
Opened as Registered Charitable Foundation	Jan 31, 2014
Established as Limited Liability Company	Jan 31, 2013
Active funds under management as at June 30, 2017	50
Pooled Endowment Fund value (average) as at June 30, 2017	\$3.06m
Total assets under management (average) as at Jun 30, 2017	\$8m
Size of staff	2.5
Population area served (average per 2016 Census)	63,779

# The strategy for change



## INCREASED PHILANTHROPIC RESOURCES AND CAPACITIES

ROBUST, MULTI-PURPOSE PHILANTHROPIC INFRASTRUCTURE		FIT-FOR-PURPOSE, ADVANCED TECHNOLOGY		PROVEN FUND INVESTMENT STRATEGIES	DEEP SECTOR KNOWLEDGE
Build and operate the community foundation	Develop funds/build permanent endowments	Enable online and tax-deductible donations	Develop and manage information and technology	Manage and invest funds	Make grants, manage programmes, provide donor services
Platform for structured, sustained giving addresses ever-changing sector and social needs	Planned and legacy gifts become a sustaining revenue stream for the nonprofit sector	Simplified, more efficient, more accessible giving and fundraising systems to enhance transactions	Donor decisions are influenced by data and metrics resulting in better access to information on social programmes	Pooled investment portfolio yields returns while segregated accounting ensures that funds go to intended purposes	Shared philanthropic services/systems reduce fees; improve efficiencies, and increase and diversify investments in solutions to address community needs
<b>Permanence</b> <i>Local giving</i>	<b>Endurance</b> <i>Lasting giving</i>	<b>Effectiveness</b> <i>Easier giving</i>	<b>Quality</b> <i>Smarter giving</i>	<b>Growth</b> <i>More funding</i>	<b>Efficiency</b> <i>Less waste</i>

Community philanthropy in Bermuda positively impacts how giving is done (donor's philanthropic wishes are respected; giving is impactful); how the philanthropic environment operates (accessible, equitable); and how the sector is sustained.



## By the numbers

# BY THE NUMBERS

BCF reviewed over 150 grant applications, resulting in more than 200 grants to programmes from multiple donor funds and through fiscal sponsorships. Donor funding:

- ◆ Supported the development of the public education strategy and provided critical tools to school programmes and classrooms, such as core literacy resources
- ◆ Funded the human service sector with over \$170,000, which enabled organisations to provide critical social services such as food, emergency shelter and counselling
- ◆ Helped launch young people from school to college,

building their personal and educational capacities

- ◆ Supported seven nonprofit leaders to earn nonprofit management certifications
- ◆ Bolstered the sector's infrastructure with support for nonprofit certification and accreditation
- ◆ Improved the delivery of care services to seniors by sponsoring the development of standards of practice for senior residential homes
- ◆ Improved the chances for better student performance by supplying breakfast to children in need.

## More than 260 grants & fiscal sponsorships *(period ending June 2017)* totalling more than \$1.23m

<b>Grants by Programme Area</b>	<b>Amount</b>	
Education	\$233,300	19.0%
Community Improvement and Capacity Building	\$228,500	18.6%
Human Services	\$170,330	13.8%
Recreation and Sport	\$137,696	11.2%
Youth Development	\$77,995	6.3%
Environment	\$61,623	5.0%
Public Safety, Disaster Preparedness and Relief	\$50,191	4.1%
Extracurricular Education	\$37,801	3.1%
Civil Rights, Social Action and Advocacy	\$36,000	2.9%
Substance Abuse	\$34,480	2.8%
Performing Arts	\$31,002	2.5%
Fiscal Sponsorship (donor-directed)	\$23,145	1.9%
Patient Care / Health Care Delivery	\$19,613	1.6%
Employment	\$16,000	1.3%
Mental Health	\$15,500	1.3%
Patient and Family Support	\$13,500	0.9%
International aid (local programmes)	\$11,591	0.9%
Housing & Shelter	\$11,000	0.9%
Music	\$9,500	0.8%
Visual Arts	\$5,480	0.4%
Animal Related / Animal Care	\$4,738	0.4%
Museums	\$1,000	0.1%
Race Relations	\$1,000	0.1%



# BERMUDA'S VITAL SIGNS®

As part of its mission to create sustainable solutions for local priority issues, BCF carried out Bermuda's first Vital Signs® study, resulting in a comprehensive report on key quality of life issues. The study reveals that residents are somewhat concerned about aspects of Bermuda's quality of life, as defined by factors such as employment, healthcare, accessibility to healthcare services, quality of education, cost of living and economic status, and crime and violence. Based on this information and the review of secondary data regarding Bermuda and its people, the seven Vital Signs® that were identified as most relevant to establishing the vitality of Bermuda, are:

- ◆ Health and Personal Wellbeing
- ◆ Economy and Work
- ◆ Housing
- ◆ Education

- ◆ Safety and Security
- ◆ Community Wellbeing
- ◆ Diversity and Inclusion

BCF set out to determine a set of metrics that we could use to evaluate where help is most needed in the community. In addition, we developed a methodology to enable us to revisit this information and measure effectiveness of resources applied to key areas. This is a service we can now offer donors. The information also enables BCF to ensure it is bringing value to the community with its own grant-making. We will follow this survey with a series of "Seven Vital Conversations" to delve more deeply into the seven primary quality of life elements. By convening stakeholders to discuss the issues and plan how we could improve outcomes, we are working together towards a common goal.

## WHY THE VITAL SIGNS® PROGRAMME IS IMPORTANT

Vital Signs® is an initiative which identifies key issues affecting a local community. Using a combination of existing research and surveys with local residents, Vital Signs® reports give a check-up on local social trends; key community needs; and what people think of the place where they live and work.

Vital Signs® identifies how well the

community is performing, assessing local perceptions of the key issues which matter most to them.

Understanding the needs of a community and the issues it faces is the first step to being able to solve them. This is what Vital Signs® does. Vital Signs® is a periodic community check-up conducted by community foundations across the globe.

It measures the vitality of our communities, identifies significant trends and shares opportunities for action in issue areas critical to quality of life.

The 2017 grants have been classified by Vital Sign priority to help us understand how our social investments line up with the community's priorities.



## Priority areas

<i>Grantmaking by Vital Sign® Priority Area</i>	<i>Amount</i>	
Community Wellbeing – Arts, Culture & Heritage	\$46,982	4%
Community Wellbeing – Citizen Engagement & Civic Responsibility	\$375,166	30%
Community Wellbeing – The Environment	\$61,623	5%
Community Wellbeing – Volunteering & Charitable Contribution	\$66,591	5%
Diversity & Inclusion	\$30,500	2%
Economy & Work – Cost of Living	\$13,470	1%
Economy & Work – Employment	\$16,000	1%
Education – Access to Higher Education	\$49,500	4%
Education – Quality of Education	\$211,601	17%
Health & Personal Wellbeing – Accessibility of Health Care Services	\$62,495	5%
Health & Personal Wellbeing – Availability of Health Care Services	\$14,238	1%
Health & Personal Wellbeing – Mental Health	\$143,107	12%
Health & Personal Wellbeing – Physical Health	\$55,375	4%
Housing – Cost of Housing	\$11,000	1%
Safety & Security – Safety	\$50,191	4%
Misc.	\$23,145	2%

Bermuda's 2017 Vital Signs® report can be downloaded at  
[www.bermudacommunityfoundation.org/Portals/0/Uploads/Documents/About-Us/Vital%20Signs%20Report\\_10062017.pdf](http://www.bermudacommunityfoundation.org/Portals/0/Uploads/Documents/About-Us/Vital%20Signs%20Report_10062017.pdf)

---

## Community foundation assets

---



## HOW ARE RESOURCES DEPLOYED?

Managed grant programmes (non-endowed) and fiscal sponsorships comprise the majority of BCF's portfolio (49%) and are the most heavily resourced.

Endowment	32%
Non-endowment	49%
Quasi-endowed	11%
Special Projects	1%
Programmes & Operating	7%

The majority of BCF's endowed funds (47%) are donor-directed. The majority of the foundation's resources go towards providing support to non-endowed, fee-based programmatic activities. This breakdown of fund type, donor engagement and resource allocation is fairly common among community foundations.

Advised Programme	34%
Donor-Directed	24%
BCF Project Fund	12%
Field of Interest	12%
Agency	10%
BCF Endowment	2%
Bermuda Community Fund	2%
Designated	2%
Donor Services	2%

*If there is one defining characteristic of community philanthropy, according to British social scientist Barry Knight, roundtable facilitator, report author and Community Foundation Atlas project research partner, it is: "Local people put in some of their own money to develop long-term assets for a community."*

### WORKING BEYOND ASSET SIZE: WHAT IS A COMMUNITY FOUNDATION AND WHAT IS ITS REMIT?

A community foundation is a philanthropic organisation focused on building permanent endowments to tackle long-term community challenges as well as meeting immediate needs. Community foundations generally meet the following criteria:

- ◆ Officially registered as a charity and/or assigned a business designation that reflects charitable status;
- ◆ Independent and autonomous (not controlled directly or indirectly by government, corporations, associations, individuals, related family members, or religious, cultural or ethnic groups) and governed by a body of volunteers, usually independently appointed, which strives to represent and be accountable to the community it serves
- ◆ Maintain a broad grants programme providing funding to grantees in a range of fields of interest and segments of the population
- ◆ Structured primarily as a collection of permanent and non-permanent endowment funds, including a pool of unrestricted dollars, to support charitable purposes determined by donors and the governing body
- ◆ Focus its grant-making and charitable services primarily in a defined geographic area
- ◆ A prudent and responsible steward and investor of charitable funds, maintaining complete and accurate financial records
- ◆ Regularly monitor its internal processes and activities with the goal of meeting the highest standards of practice in all its activities.



## ***Evolving activities: a snapshot of our work***

### **Encouraging Innovation & Initiative**

Cushioned from both political pressure and bottom-line expectations, community foundations are well positioned to take risks to support creative new ideas, experimental programmes and social ventures.

Funding of the pilot Nonprofit Executive Leadership Certificate Programme was driven by the belief that building nonprofit leadership capacity is crucial for creating and sustaining knowledge and expertise in the sector. The phased development programme, framed around the lifecycle of a nonprofit leader, successfully graduated seven individuals in 2017. In 2018, 21 participants are registered.

### **Doing Much With Little**

Emerging community foundations with modest annual incomes and more established philanthropies engaged in grassroots grantmaking are proving that even small monetary awards can have an outsized influence.

Our “lift” grants went to many small, emerging or volunteer-run programmes such as the Alpha Beautillion, Troika the Children’s Reading Festival, the Annual guitar festival and OutBermuda.

### **Strengthening Capacities**

Training, technical assistance, consultative services, research, site visits, benchmarking—these are among the tools provided by community foundations to enhance the capabilities of nonprofit organisations and governmental services/policies and thus strengthen civil society.

Our new social impact measurement tool replaces the previous grant reporting and evaluation process. This tool aligns the groups and projects we support to a set of universal outcomes and builds evaluation capacity among grant recipients and other nonprofits. Other funders will soon be invited to report through the system.

### **Adding Knowledge**

Community foundations are often a source of new information, ideas and solutions that spur social innovation. They can help citizens understand larger trends and identify problems, conduct sophisticated research and analysis and serve as a catalyst or forum for discussion and debate.

The Vital Signs® convenings bring experts from public, social and community sectors together to discuss and prioritise outcomes to improve quality of life in Bermuda.

### **Building Trust & Collaborative Relationships**

Because community foundations are perceived as honest brokers, they can be effective peacemakers, creating safe spaces in which factions can set aside grievances and begin to build productive relationships. A common role is that of convener. When mobilising communities to address problems or plan, they can insist that representatives of marginalised groups are at the table.

By hosting a series of convenings on income inequality, BCF helped to inform the community about a current pressing topic: how to narrow the wealth gap, poverty and social welfare. The event and programme summaries are available on the Tackling Income Inequality forums.

### **Preparing Youth**

Education is a preeminent concern of the community foundation movement. At every step along the path from early childhood to productive citizenry, foundations can be counted on to offer educators and mentors programmatic, administrative and technical support. Dedicated to ensuring that every child achieves at the highest possible level, they are frequently advocates or catalysts of education reform.

We have continued our work in the early childhood space, developing an online resource that will make it easier for caregivers, parents and professionals to determine when a child is at risk, to find help and connect with professionals. In July 2018, this programme will take a new step forward with our “Bermuda’s Red Flags” resource.

***‘By hosting a series of convenings on income equality, the BCF has helped to inform a current pressing topic: how to negotiate the wealth gap, poverty and social welfare’***

---

## Evolving activities: a snapshot of our work

---



### Seizing Opportunity

Community foundations do not exclusively focus on solving problems. They also look for ways to help their communities make the most of situations by assisting others to act. By listening attentively and making thoughtful grants, community foundations enable individuals and organisations to realise their ideas for community improvements. This often occurs during more challenging times.

By attending nonprofit group meetings on grantmaking, by meetings with grantees, by convening with representatives of sponsored programmes, and by attending many community events, we are aware of a wide range of community activities and are able to identify opportunities that then inform our work.

### Growing New Leaders

As top-down decision making is often counterproductive, identification and development of community leaders is critical.

The new normal for the social sector is evidence-based programming, so to bolster how nonprofits present their work, we delivered workshops on how to write better grant applications. When we learned about the growth of a nonprofit working towards training and certifying people to serve as Directors on Boards, we made a donor match to support programme participants with registration bursaries.

### Stimulating Reform

Because many issues that communities face cannot be addressed solely through philanthropy, community foundations are increasingly playing a role at all levels as advocates for policy change. They also spur reform of inefficient social service, educational and governmental systems by helping leaders develop strategies to strengthen performance and accountability.

This year, BCF has helped to inform policy by writing position papers, on early childhood development, income inequality, reform of charity regulations and anti-money laundering, and developing a resource to inform the care, development and protection of young children.

### Offering Programmes

Intimately familiar with the competencies of local nonprofits, community foundations sometimes fill gaps in civic infrastructure by starting and operating needed programmes, providing missing services or taking direct action when no other entity is equipped to do so.

When our “Early Childhood in Bermuda” study revealed a gap in access to information on how young children thrive and how to best support and protect young children, we acted. The “Bermuda Early Years” initiative aims to increase public awareness of the significance of early childhood development.

### Cultivating Charity

Community foundations stimulate local giving to the endowments they hold in trust for their communities by demonstrating wise stewardship. Offering creative options for giving is another way to build permanent resources.

More than 170 transactions and \$800,000 in gifts to local programmes were initiated through GiveBermuda.org—adding philanthropic infrastructure, better sector information and US tax benefits for Bermuda’s community of donors.

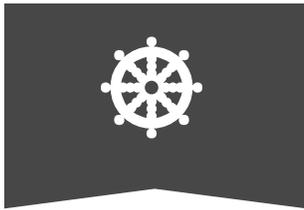
### Responding to need

Supporting effective responses to local needs is at the core of most community foundations’ work.

BCF’s new Vital Signs® report helps to identify community priorities that need support.

**‘When our Early Childhood Bermuda study revealed a gap in access to information on how young children thrive and how to best support and protect young children, we acted’**

Adapted from [www.communityfoundationatlas.org/stories/struggles-successes](http://www.communityfoundationatlas.org/stories/struggles-successes)



# 2018 Roadmap

## PROGRAMMES & RELATIONSHIPS



**VitalSigns®**  
Vital Community Priorities

### WHAT IT'S ABOUT

Understanding community wellbeing in global context

### HOW WE WILL DO IT

Evaluate progress on Vital Signs® performance areas via VS Report and Social Impact Measurement reporting

Taking an aerial view on how we are doing as a whole: population goal setting and measurement for improved community wellbeing

- ◆ Convene to identify key Indicators/ benchmarks of Vital Signs® sub-factors
- ◆ Generate systemic rule change proposals for programmes & services, government policy, structures and infrastructures



**VitalSigns®**  
Performance Areas

Collective impact reporting based on organisational and programme performance, client satisfaction/ wellbeing and standardised success indicators

- ◆ Showcase or pilot work in critical interest areas to stimulate discussion / uptake
- ◆ Seek funding proposals for vital activities based predicted outcomes
- ◆ Align funding strategies to indicators



**VitalSigns®**  
Priority Areas

Cross-sector community impact—beginning to assess the sum of all efforts

- ◆ Map Vital Signs® to universal outcomes
- ◆ Identify measurable outcomes / indicators for Bermuda's Vital Signs using evidence and industry standards

Reporting to standardised outcomes; gathering predictive programme data

- ◆ Map nonprofits programmes to outcomes
- ◆ Translate programme activities into standard outcomes (based on emerging evidence that approximately 150 standard outcomes drive 80% of all social change) made available through the Impact Genome Project®



Systematically surfacing and capturing local community priorities

Identify emerging critical social issues; gain deeper understanding of communities priorities / issues

Social Mission Classification and increasing the appetite of donors of all types and at all stages, for evidence-based giving

- ◆ Gather info on programmes: report out; populate platforms. High-level analysis
- ◆ Provide third sector/ social issue data/criteria with infrastructure supported by GuideStar



Building a permanent charitable endowment

- ◆ Establish donor-directed and operational endowed funds professionally managed by Orbis
- ◆ Develop donor products, i.e. planned giving instruments

## WHAT'S THE ENDGAME?

### System impact: third sector wide Sphere of Influence

- ◆ Increased presence of planned giving in sector; sustained charitable giving
- ◆ Increased funding for and investment in programme/product/service development/re-alignment, capacity building, research, policy development and evaluation in sub-factor areas

### BCF programme impact Sphere of Contribution

- ◆ Increased, targeted funding for most pressing social issues as identified by field/sector data
- ◆ Improved information on programme performance and grantmaking; metrics/indices capture state of conditions we all aim to improve
- ◆ Improved understanding of organisational health & best practices for programme and service delivery
- ◆ Increased availability of info on civic society, societal issues and community philanthropy

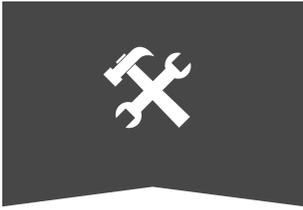
### Sphere of Attribution

- ◆ Information/ guidance for funders on funding options in their interest areas
- ◆ Endowment growth: endowed funds cover operational needs and fund an unrestricted grant programme; strong, market-linked ROI available for grantmaking to charitable sector



# DONOR FUNDS & CONTRIBUTORS

<b>Fund name</b>	<b>Est.</b>	<b>Type</b>	<b>Fund name</b>	<b>Est.</b>	<b>Type</b>
The Flora Fund	2018	Non-Endowment	La Leche League Bermuda Agency Fund	2015	Non-Endowment
Charles E. & Lesley Marshall Family	2017	Endowment	XL Foundation Programme	2015	Special Projects
Age Concern Bermuda Fund	2017	Quasi-Endowment	De Weg Fund	2014	Endowment
Coalition for Community Activism Project Fund	2017	Non-Endowment	RenaissanceRe Charity Challenge	2014	Endowment
BCF Capacity Building in Sport	2017	Non-Endowment	Joan Darling Memorial Fund	2014	Endowment
Irene Dale Memorial Fund	2016	Endowment	Williams Legacy Fund	2014	Endowment
Stand with Congo Campaign –Hamilton Rotary Club	2016	Non-Endowment	BCF Endowment Fund	2014	Endowment
BCF Fiscal Sponsorships / Friends of BCF Fiscal Sponsorships	2016	Non-Endowment	Ida James Memorial Fund for Social Work	2014	Quasi-Endowment
Oxford University Bermuda Race & Resistance Conference Fund	2016	Non-Endowment	Bermuda Debate Society Agency Fund	2014	Quasi-Endowment
National Dance Foundation Archive Project	2016	Non-Endowment	BCF Read-Write Bermuda Campaign Fund	2014	Non-Endowment
Bermuda Principles Foundation Fund	2016	Non-Endowment	Atlantic Philanthropies Fund	2014	Non-Endowment
CEO Designated Fund	2016	Non-Endowment	RenaissanceRe Charitable Fund	2014	Non-Endowment
Bermuda Environmental and Sustainability Taskforce Campaign	2016	Non-Endowment	Buechner Society of Bermuda Fund for Family Literacy and Literature	2014	Non-Endowment
Atlantic Philanthropies Employee Designated Gift Fund	2016	Non-Endowment	Bridge Charitable Trust Charitable Fund	2014	Non-Endowment
A Piece of the Rock	2016	Non-Endowment	C.V. Zuill Family Fund	2013	Endowment
BCF Programmes (Vital Signs, Social Policy, Impact Measurement, etc.)	2016	Operating Programmes	O'Hara Family Fund	2013	Endowment
Toogood Family Fund	2015	Endowment	Quig Family Fund	2013	Endowment
Family Centre Designated Fund	2015	Endowment	Durhager Family Fund	2013	Endowment
Bermuda Audubon Society Agency Fund	2015	Quasi-Endowment	National Dance Foundation Designated (O'Hara & Kramer Families)	2013	Endowment
Family Centre Agency Fund	2015	Quasi-Endowment	BCF Bermuda Youth Development & Football Consortium	2013	Endowment
Bermuda Donor Forum	2015	Non-Endowment	BCF Key Capacity Building for Social Change	2013	Endowment
TalkWell.Org	2015	Non-Endowment	BCF Sterling House Endowment Fund	2013	Endowment
BCF Gender Project Fund	2015	Non-Endowment	Diversity Initiatives Fund	2013	Quasi-Endowment
BCF Technology Leader Study Tour Fund	2015	Non-Endowment	National Dance Foundation of Bermuda Agency Fund	2013	Quasi-Endowment
Aspen Bermuda Fund	2015	Non-Endowment	Bermuda High School PTA Excellence Prize Fund	2013	Quasi-Endowment
TEDx Bermuda	2015	Non-Endowment	Early Childhood Development Project and Research Fund	2013	Non-Endowment
CVZ Designated Gifts Fund	2015	Non-Endowment	BCF Bermuda Civil Society Project IT Design and Tech Platforms	2013	Non-Endowment
National Dance Foundation Programme Fund	2015	Non-Endowment	Hemera Foundation Fund	2013	Non-Endowment
Red Bull Youth Americas Cup Team BDA	2015	Non-Endowment			
America's Cup Endeavour Community Sailing Fund (Legacy)	2015	Non-Endowment			



---

## Get involved

---

# CREATE YOUR OWN DONOR-DIRECTED ENDOWMENT FUND

### *Four easy steps to leave a lasting legacy*

#### **1. Consider your charitable interests**

What are you passionate about? Performing arts? Helping children impacted by violence? Getting better health care on island? When you establish a Donor-Directed Endowment Fund (Donor Fund) at Bermuda Community Foundation, you will have the flexibility to support the charities and causes you care about most.

#### **2. Establish your fund**

It's easy to establish your own Donor Fund at Bermuda Community Foundation. With a gift of \$10,000 (or \$2,500 to start), a personally-named fund can be set up in just a day or two. The fund's capital is endowed and only the income is granted out, so the fund keeps on giving, year after year.

#### **3. Grant from your fund**

With a Donor Fund, you can have as little or as much involvement as you want. You can support any Bermuda-registered charity, or you can focus on a charitable cause and leave the decision making to our advisors who will evaluate a number of projects on your behalf.

#### **4. Plan for the future**

Planning for the future is important, as your Donor Fund is a lasting legacy that will continue to support the community for generations. You can appoint a trusted friend or family member as your successor fund advisor, or ask Bermuda Community Foundation to carry out your wishes in perpetuity.

### **Supporting Nonprofits—the Agency Fund**

We don't just work with individual and family donors. In fact, Bermuda Community Foundation manages endowment funds on behalf of more than eight charitable agencies. A charitable agency endowment fund provides for prudent capital growth coupled with a predictable source of income, which is particularly helpful in years where donations are down or government funding is reduced.

Since its inception (Sep 2014) the BCF investment portfolio has posted positive returns of 6.4% annualised, against the benchmark of 5.3%. At an annual spending policy of 4% of an average trailing balance of the fund, that's a good return on investment. Charitable agency endowment funds represent a broad spectrum of large and small organisations. Give us a call and find out how we can help support your organisation.

1. PROFESSIONAL AND DIVERSIFIED INVESTMENT MANAGEMENT
2. SUPPORT FOR COMPLEX GIFTS
3. EFFICIENT AND EFFECTIVE
4. LOW COST-RECOVERY FEES

*(Adapted from the Vancouver Foundation with thanks)*

---

## Our team

---



### **BCF Board of Directors**

Peter Durhager, *Chair*  
Amanda Outerbridge, *Communications*  
Michael Brace, *Investment*  
Brian O'Hara, *Ambassador Relations*  
Michael Schrum, *Treasurer*  
Nikkita Scott, *Tech Platforms*  
Myra Virgil, *Assistant Secretary*

### **BCF Staff / General Administration Support**

Myra Virgil, *CEO & Managing Director*  
Michelle Grant, *Programme Associate*  
Pamela Williams, *Accountant*

### **BCF Central Fund Contributors**

The Atlantic Philanthropies  
Buchanan Charitable Fund  
RenaissanceRe  
Bloomberg Philanthropies  
Bridge Charitable Trust  
XL Foundation  
Hemera Foundation  
Meritus Trust Limited  
Michael & Vanessa Schrum  
Brian & Nancy O'Hara  
Cummings Zuill  
Michael Brace (& Miss Julia Brace)  
Anonymous individual contributors

### **Grants Programme Support**

#### **Donor Project Teams**

Dr. Tamara Gathright Fritz, Vital Signs® Research  
Coordinator – Strategic Evaluation Consulting  
Sargasso Designs – Red Flags Programme  
Tony McWilliam, Editor, TalkWell  
Debbie Jackson, Facilitator, Inequality Convening

### **Volunteer Advisors, Consultants & Contractors**

#### **Strategy Advisors**

Sarah Cooke  
William Gray  
Frank Mutch  
The Rt. Wor. Charles R. Gosling  
Cummings V. Zuill

#### **Auditors (pro bono)**

PwC Partner Scott Watson-Brown,  
PwC Manager Gemma Bingham & their 2017 team  
members, Joshua Alvera & Aimee Piggott

#### **Finance & Audit**

Mark Wong, *Audit Chair*  
Steve Woodward, Partner, KPMG

#### **Editorial, Design & Communications Support**

Brimstone Media Ltd., Yabsta, Rhiannon Fox

#### **Legal & Corporate Secretarial Support**

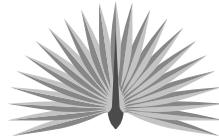
Peter Pearman, Director, CD&P  
Scott Davis & Laura Jane Mulligan, Codan  
Corporate Services (Bermuda) Limited

#### **Investment Committee & Advisory Support**

Alexander Cutler, Orbis Investment Management Ltd.

We would also like to acknowledge the work and support of the Friends of BCF Board and Team

Myra Virgil, *President*  
Robin Masters, *Vice President*  
William "Bill" Holmes, *Secretary*  
Peter Logie, *Volunteer Accountant*  
Sarah Cooke, *Volunteer – Advisor*  
Scott Slater, PwC (Americas), Tax Reporting



BERMUDA COMMUNITY  
FOUNDATION

**GIVE**  
Bermuda.org

Quality accredited by  
UK Community Foundations  
to standards endorsed by  
the Charity Commission



UK Community  
Foundations  
for thriving communities

**VitalSigns®**

**LEGACY INVESTORS**

*The*  
**ATLANTIC**  
*Philanthropies*

*RenaissanceRe*

**Buchanan**  
Charitable Fund

**LEGACY COMMITMENTS**

*Mr. & Mrs.*  
**C.V. Zuill**

*Mr. & Mrs.*  
**Michael Schrum  
& Family**

*Mr. Michael Brace  
& Miss Julia Brace*

*Brian &  
Nancy O'Hara*

**PROGRAMME SPONSORS & MAJOR ENDOWMENTS**

**Bloomberg  
Philanthropies**



HEMERA  
FOUNDATION

*Charles E. & Lesley  
Marshall Fund for  
Football*

**CONTRIBUTORS & MANAGED PROGRAMMES**



FRIENDS OF  
BERMUDA COMMUNITY  
FOUNDATION



**pwc**

**M**  
MERITUS



Conyers  
Dill &  
Pearman

**TalkWell**  
250 WORDS THAT COUNT



***Creating an enduring source of funds forever dedicated to the good of Bermuda***

**Get in touch: [info@bcf.bm](mailto:info@bcf.bm)**

A community foundation is an independent grantmaking organisation comprised of permanent and component funds established by many donors to carry out their philanthropy for the broader interests and benefit of local residents and nonprofits, and to simplify charitable giving.

**'We are in it for good'**