



philanthropic
the definitive source of
philanthropic trends analysis
in Canada

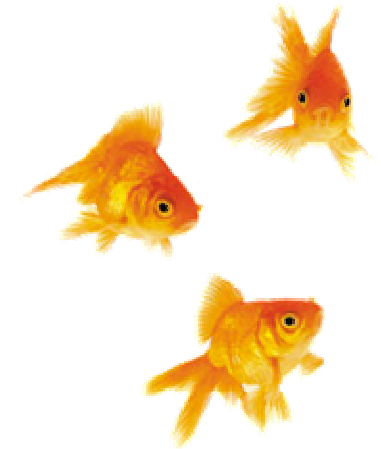
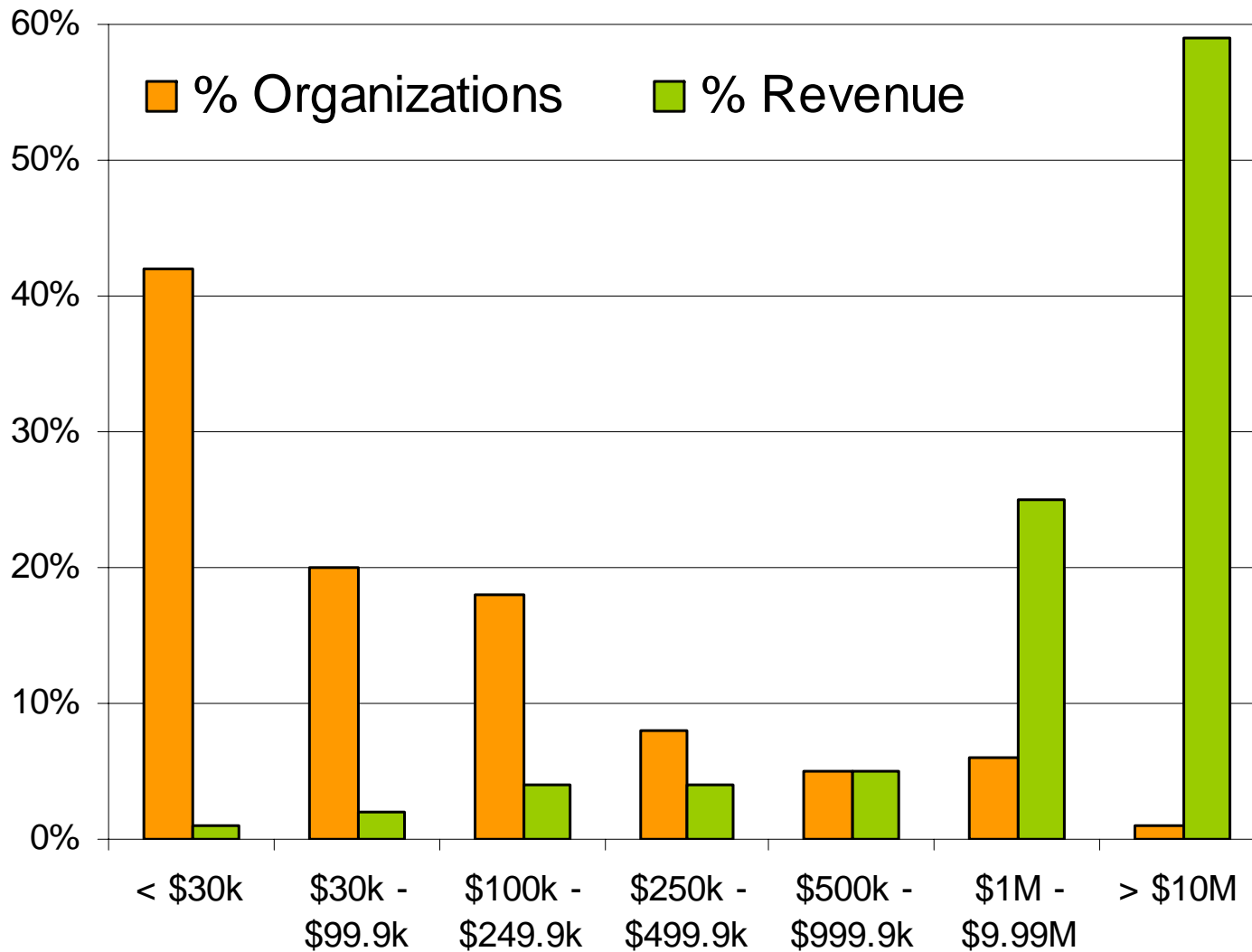
TRENDS 2007



grow.
evolve.
advance.

The [slow but steady] transformation of philanthropy in Canada.

> Many sizes, many 'sectors'.



GROW.

individual giving
foundation giving
corporate giving

EVOLVE.

donors
volunteers
models

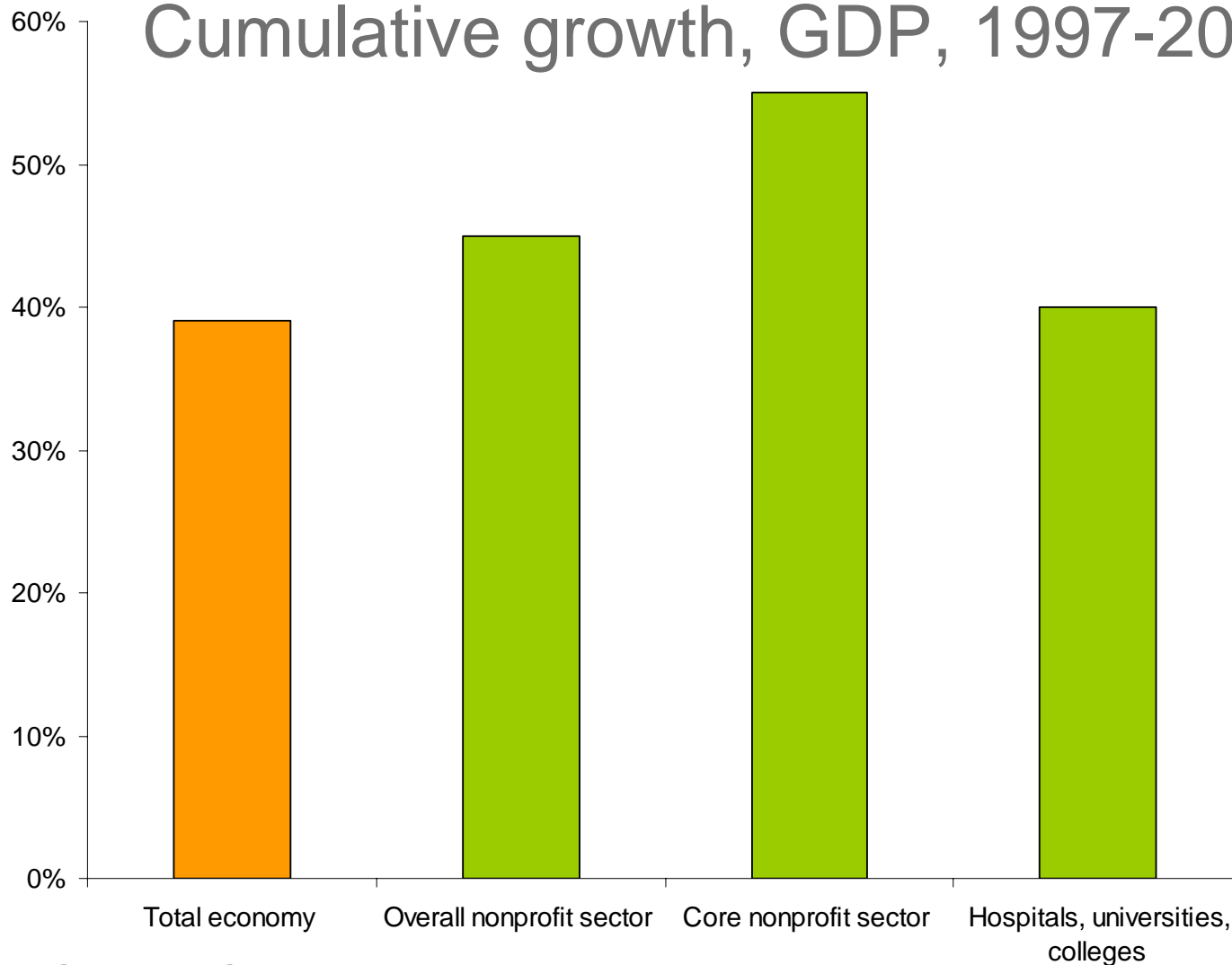
ADVANCE.

human resources
performance mgmt
brand awareness

Source: NSNVO, 2004

> Growth outpaces economy.

Cumulative growth, GDP, 1997-2003



> **GROW.**

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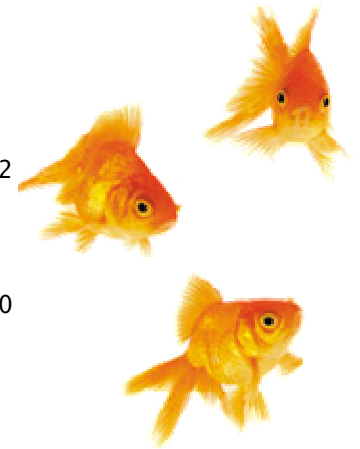
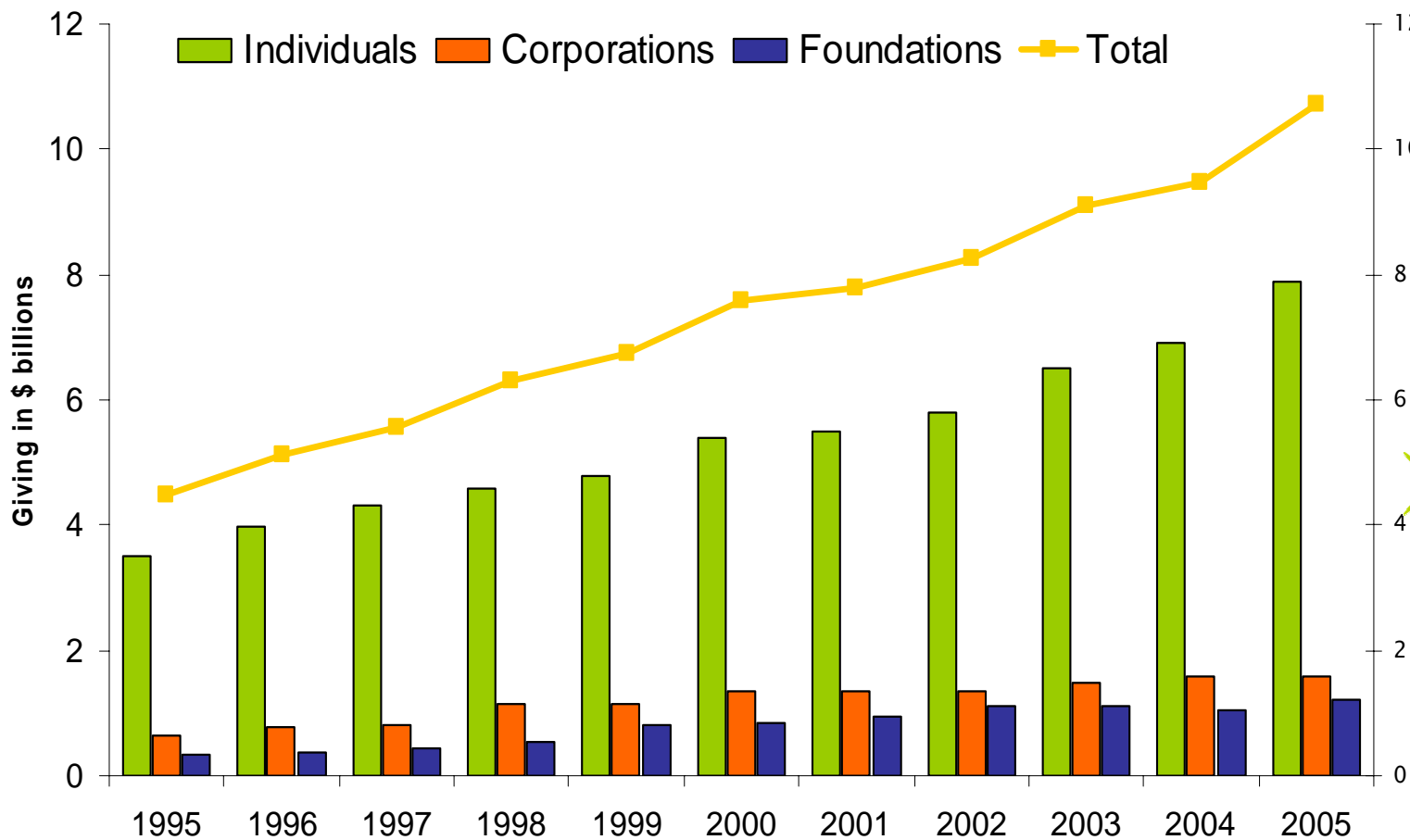
donors
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ADVANCE.

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Source: Statistics Canada

> Increase in giving unabated.



GROW.
 individual giving
 foundation giving
 corporate giving

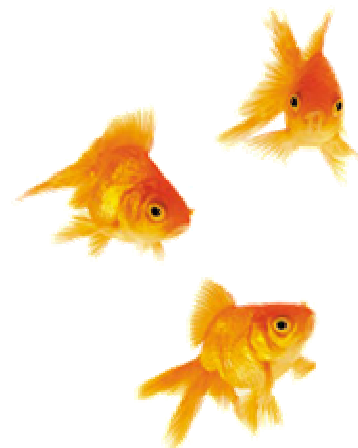
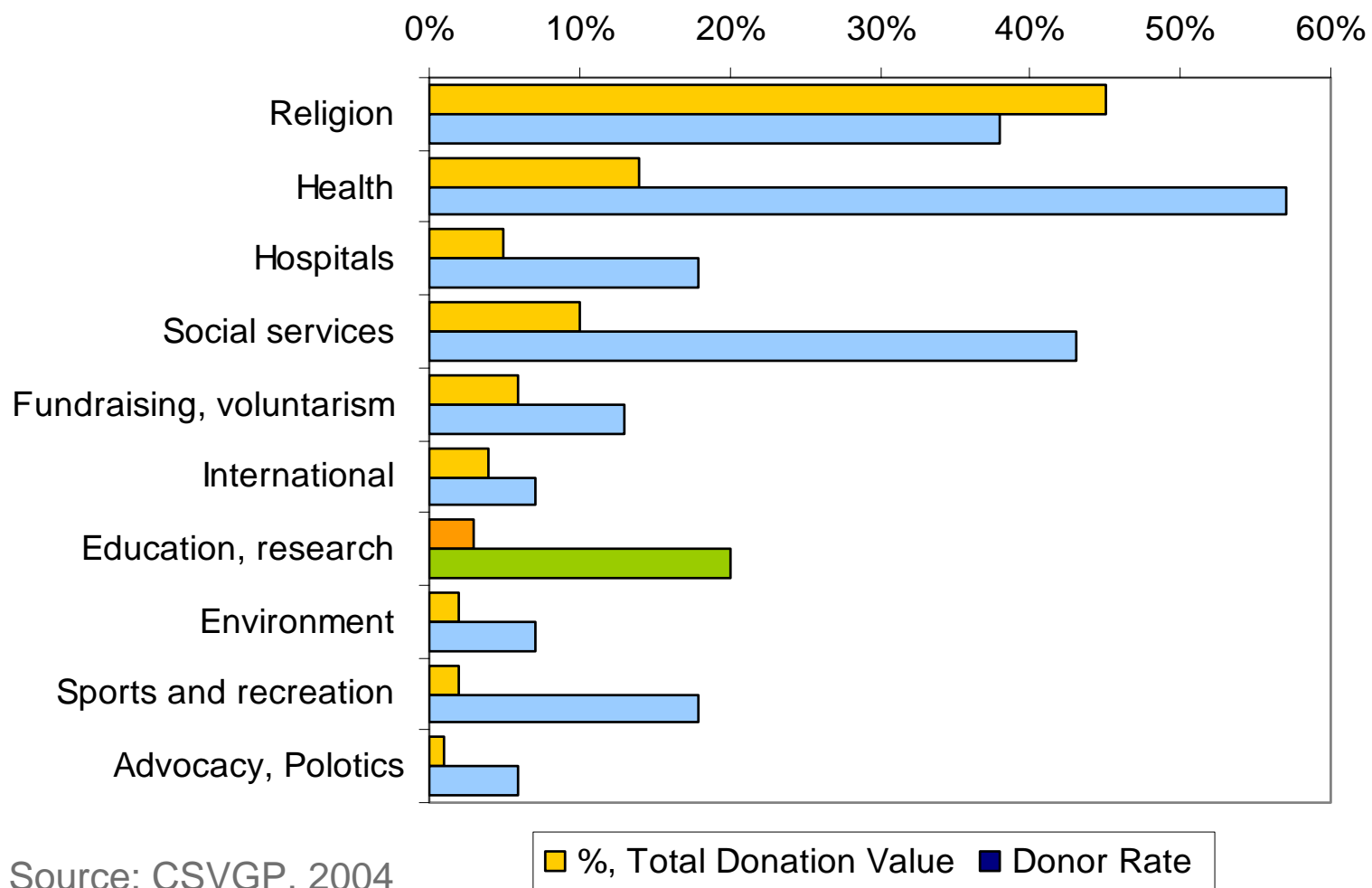
EVOLVE.
 donors
 volunteers
 models

ADVANCE.
 human resources
 performance mgmt
 brand awareness

Source: CSGVP, Statistics Canada, Imagine Canada, KCI Estimates

> Many causes, many interests...

Individual giving, by value and donor rate.



> **GROW.**

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> ...many ways to give.

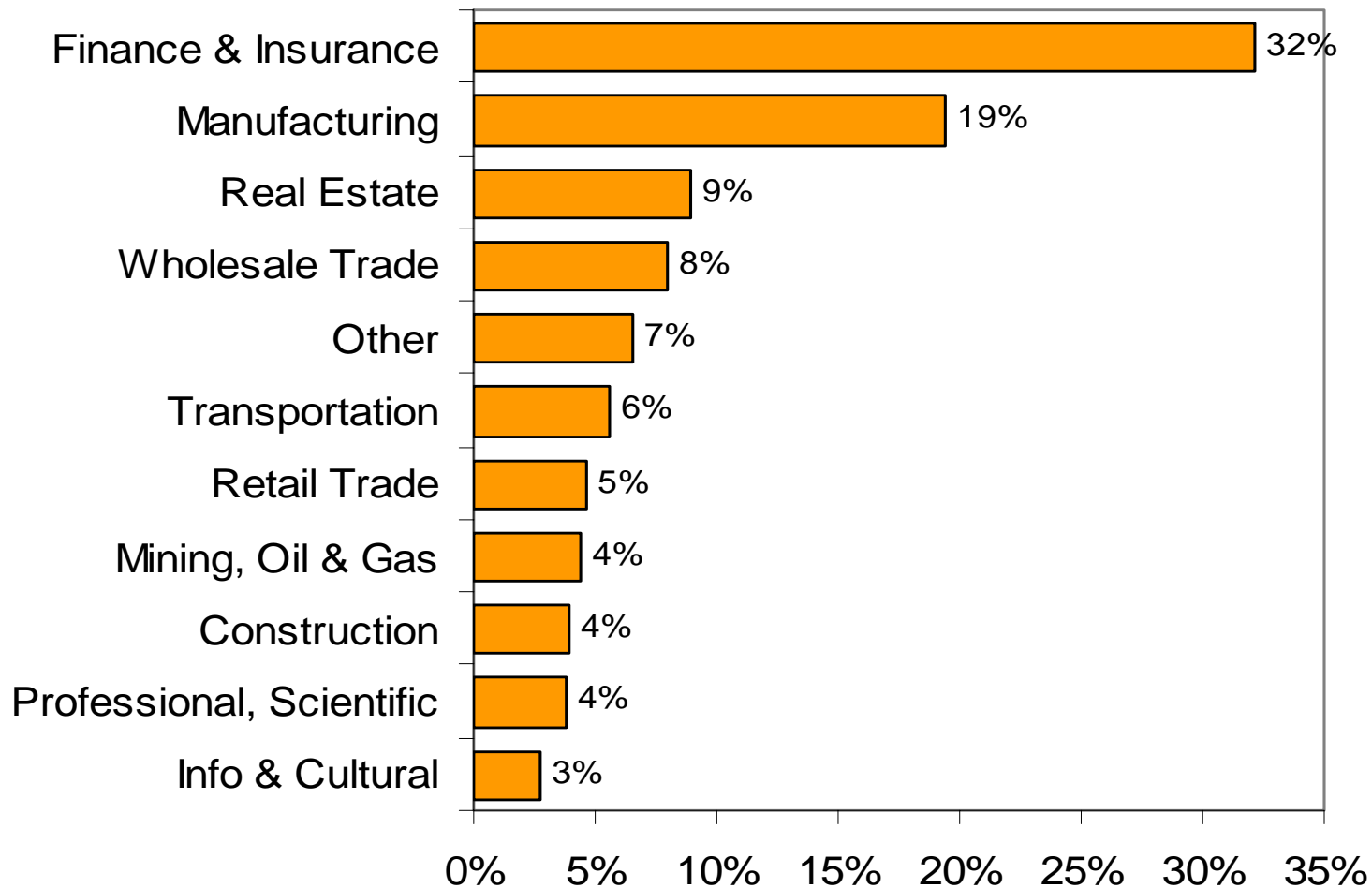
- Community Foundations
 - 150 across Canada
 - \$2.3B in assets
 - \$115M granted in 2005
- Private Foundations
 - 2397 active grant-making foundations
 - \$13.9B in assets
 - \$1.2B granted
- Donor Advised Funds
 - BMO, Scotiabank, TD Canada Trust, RBC, McKenzie
 - New to the scene, with potential for significant impact

Source: Community Fdns of Canada, Philanthropic Fdns of Canada

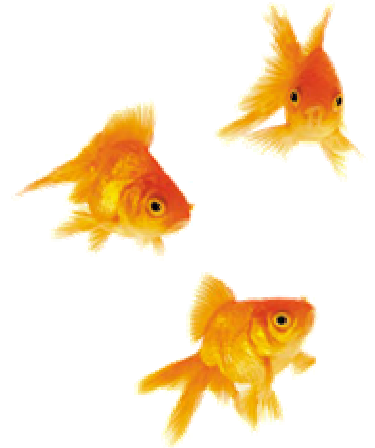


> Big business's big givers.

Corporate giving by industry



Source: Imagine Canada



> **GROW.**

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EVOLVE.

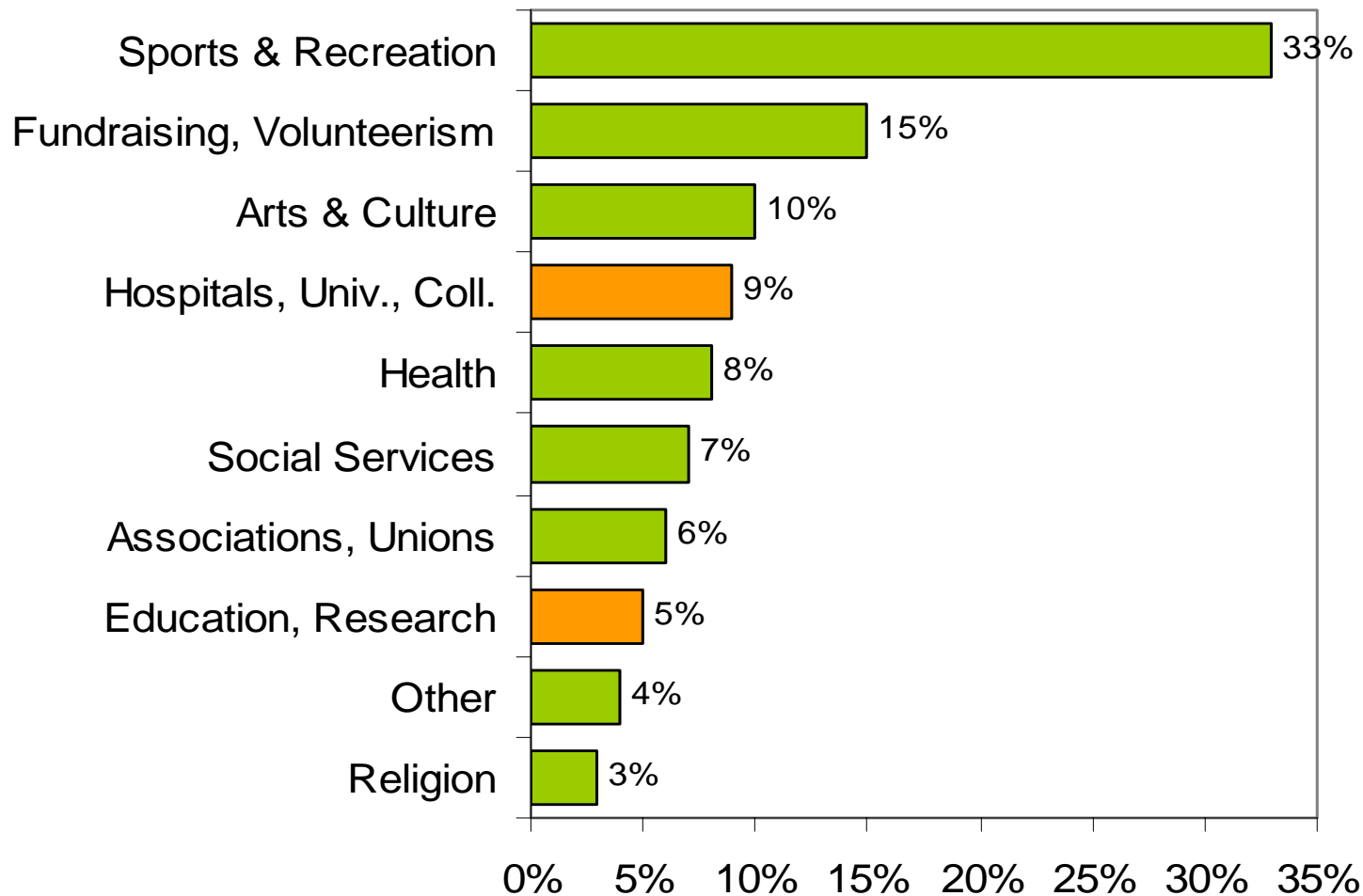
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ADVANCE.

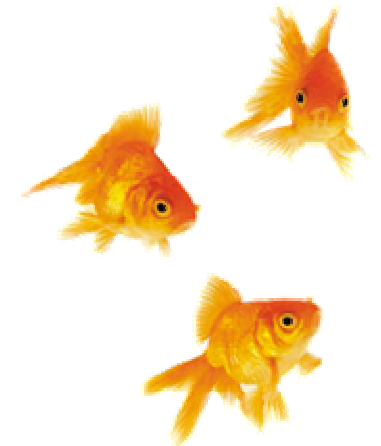
human resources
performance mgmt
brand awareness

> Big business's big givers.

Corporate giving by sector



Source: Imagine Canada



> **GROW.**

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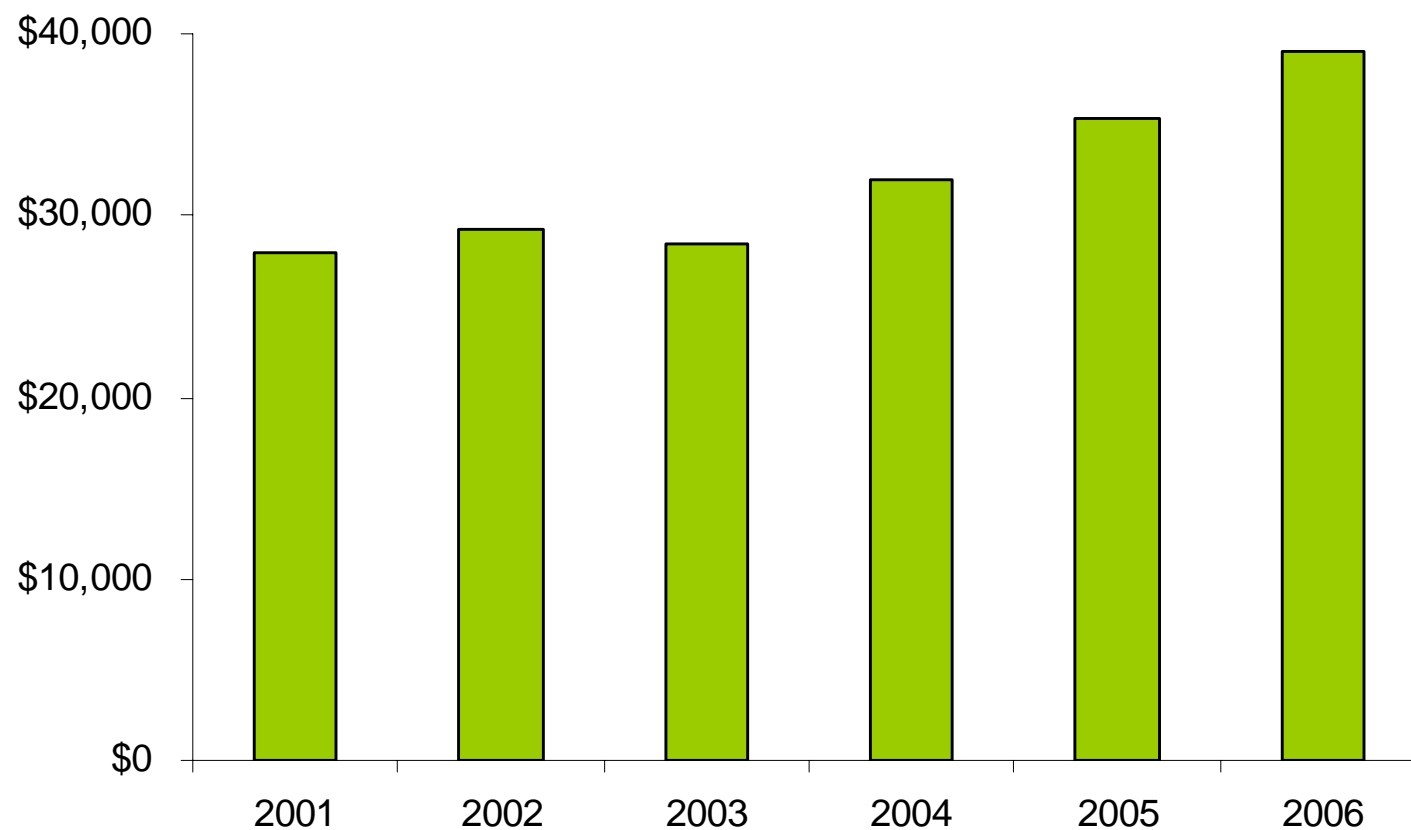
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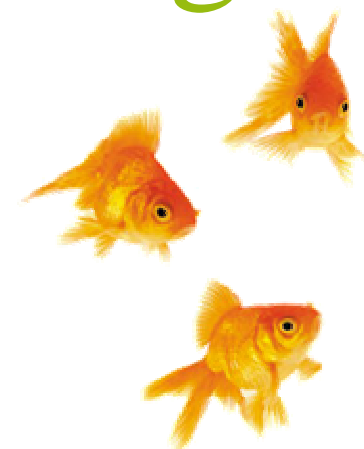
> Endowment funds growing.

\$ billions



■ Assets in Endowment Funds

Source: Benefits Canada



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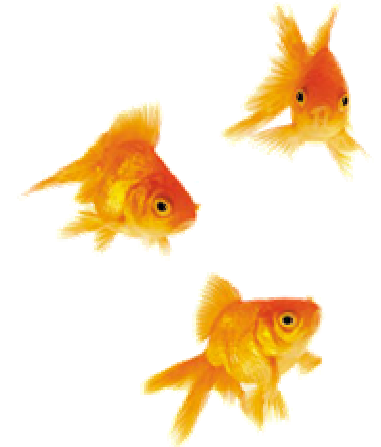
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grow.
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The [slow but steady] transformation of philanthropy in Canada.

evolve.
donors.

➤ Evolving donor objectives...



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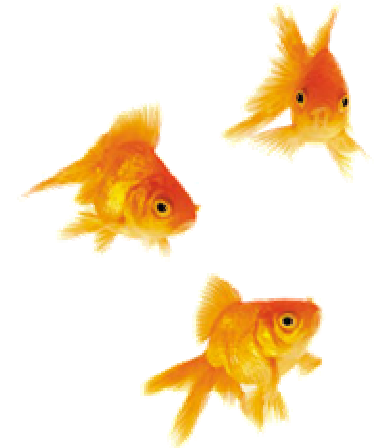
➤ **EVOLVE.**

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➤ Important donor dynamics...



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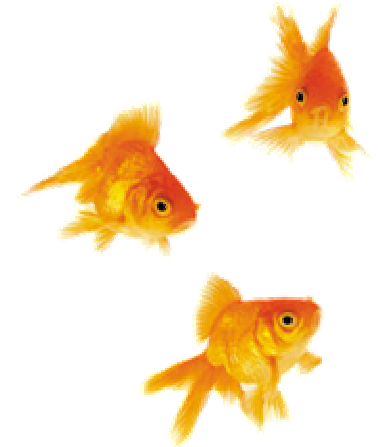
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> Need for enhanced stewardship.



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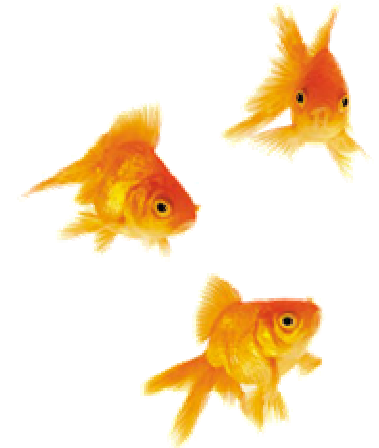
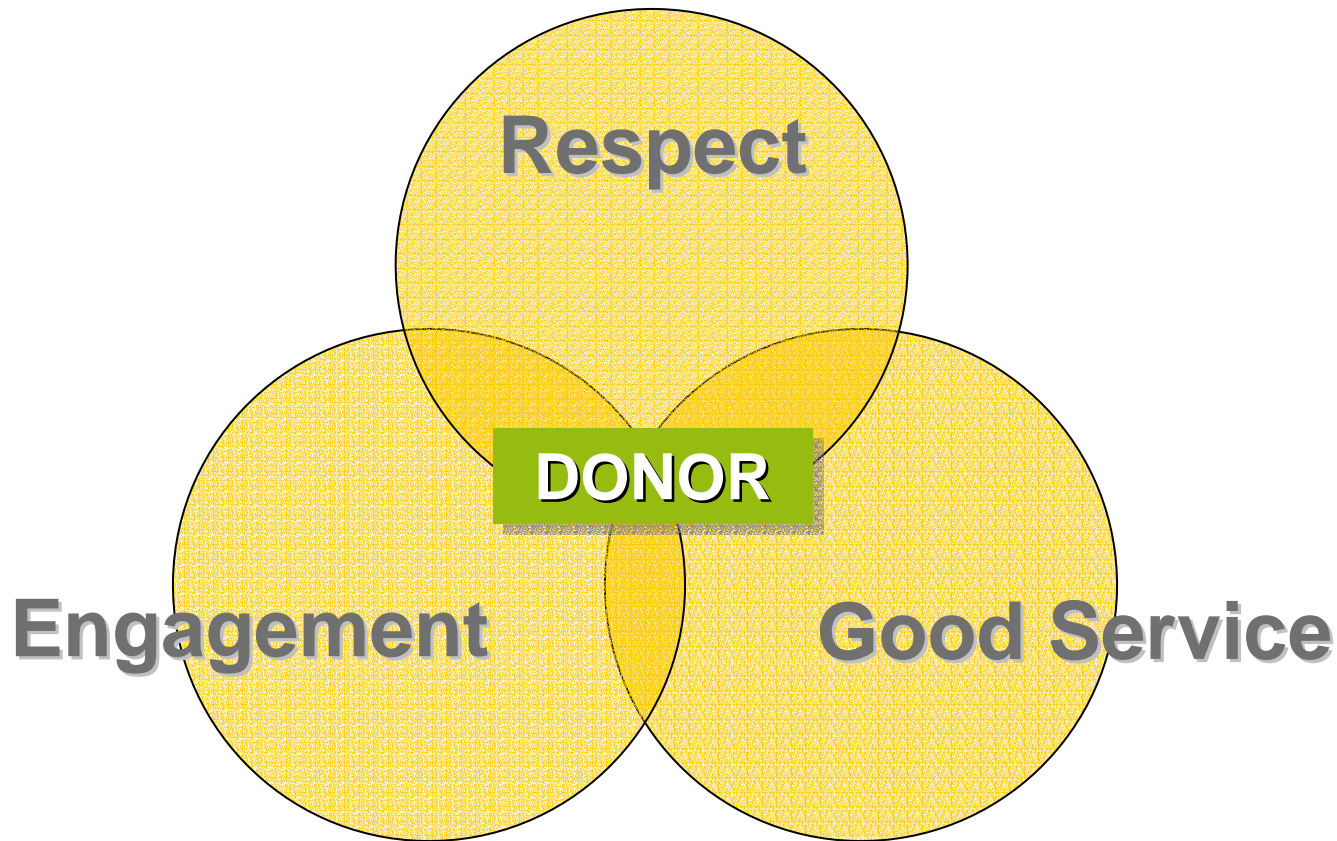
> **EVOLVE.**

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> What does donor-centred mean?



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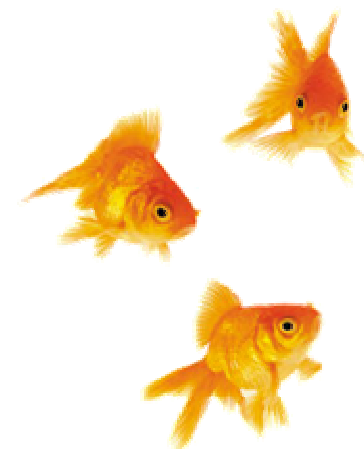
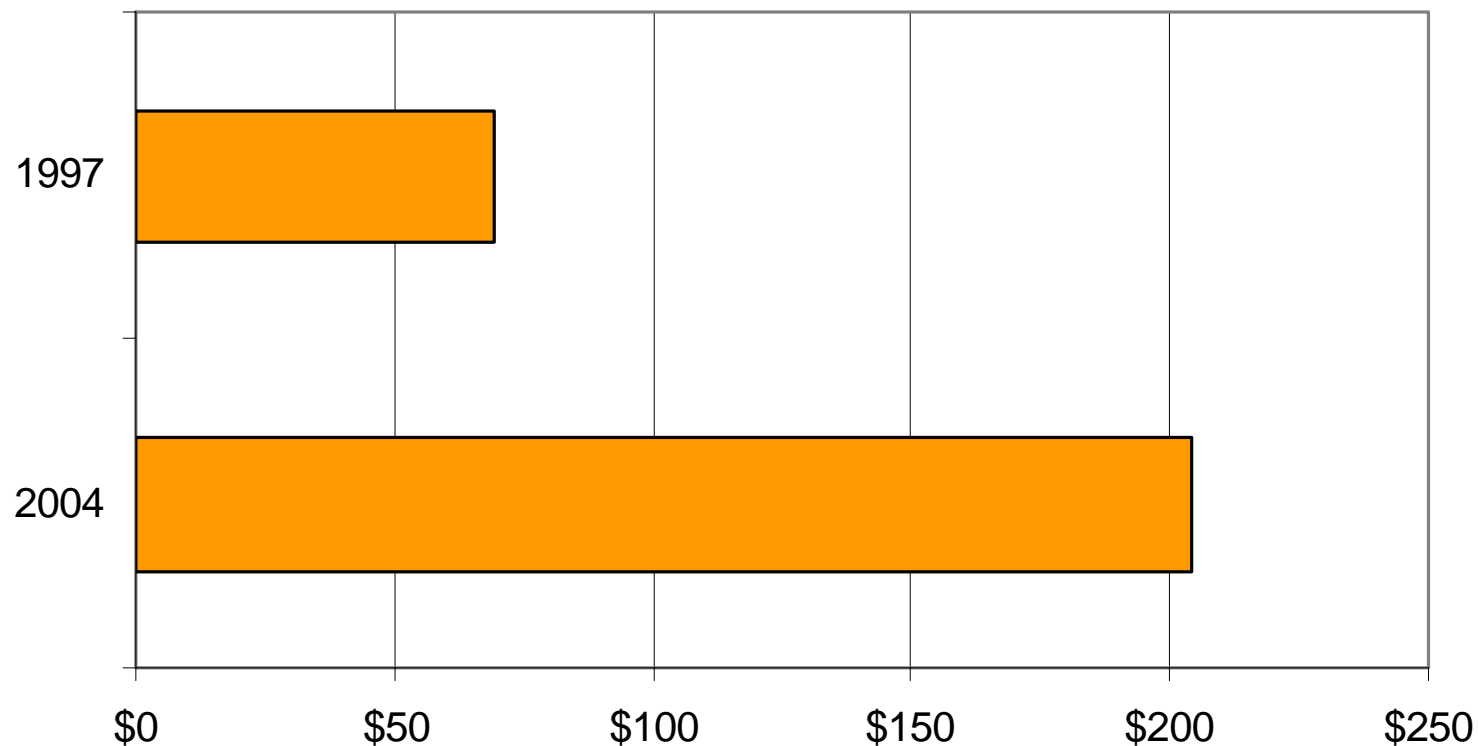
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> New role of gifts of securities.

Value of Gifts of Securities
\$ millions



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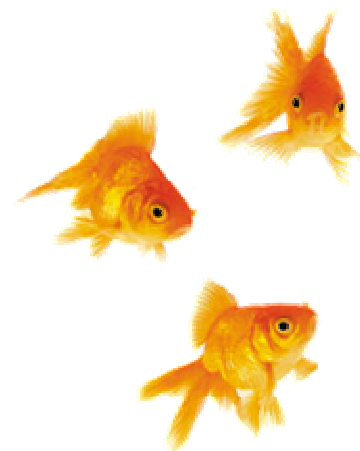
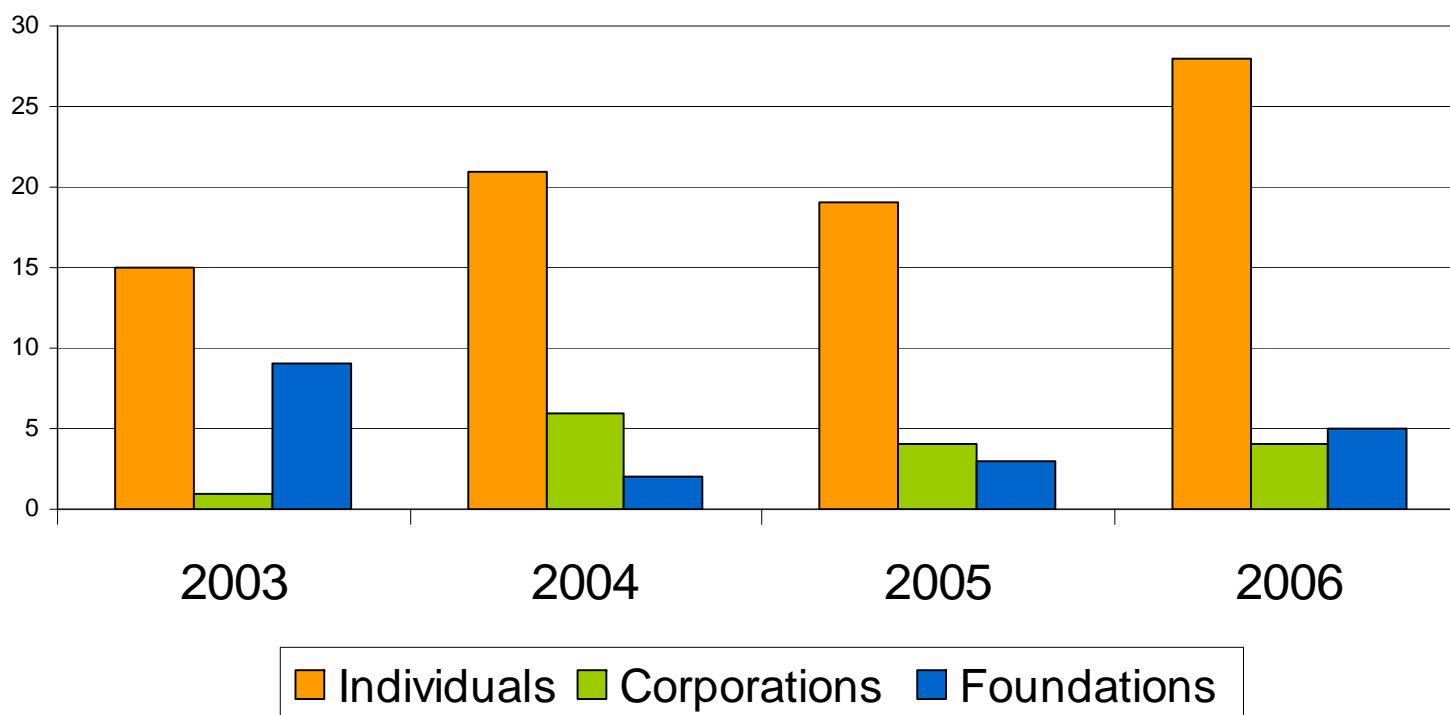
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Source: 2006 Federal budget

> Transformational gifts.

of gifts greater than \$5 million.



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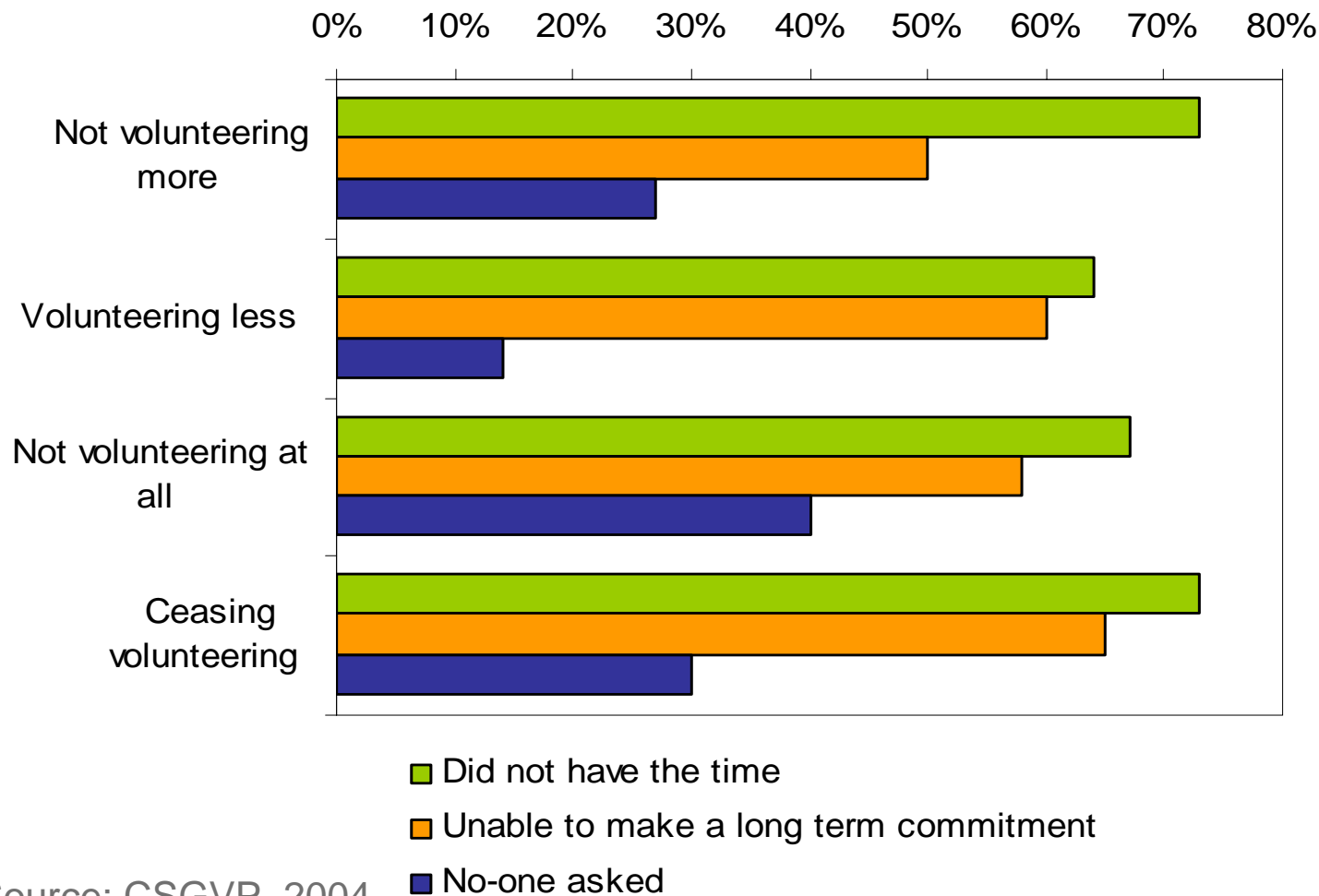
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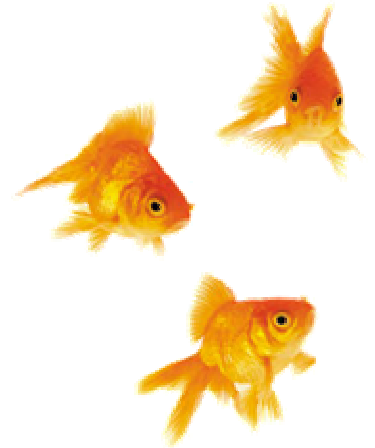
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> Volunteer time limited...

Barriers to volunteering.



Source: CSGVP, 2004



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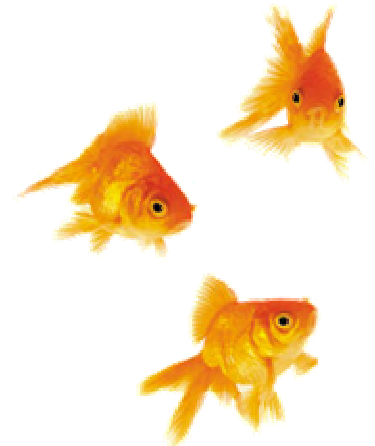
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volunteers
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➤ And charities 'wants' extensive...

- What do charities want from their volunteers?
 - Access: donors, government, etc
 - Relationship building and management.
 - Solicitation
 - Energy & partnership
 - Third party validation
 - And...we want to cultivate a long term relationship with the volunteer that maximizes their interest in supporting us financially.



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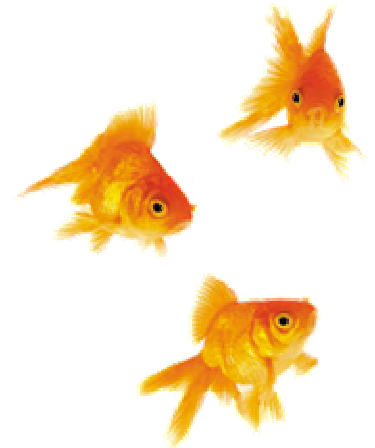
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➤ So approach must be tailored.

- Time-limited involvement
 - Episodic
 - Shorter engagements = project/task oriented
 - “Contracts”
- Maximum impact
 - Clear outcomes
- A role that matches what they can offer
- Service and support



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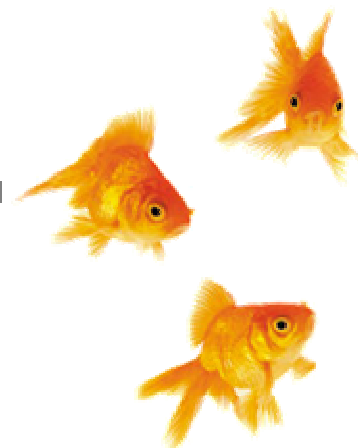
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> The pendulum swings. back.

Campaigns

Major Gifts



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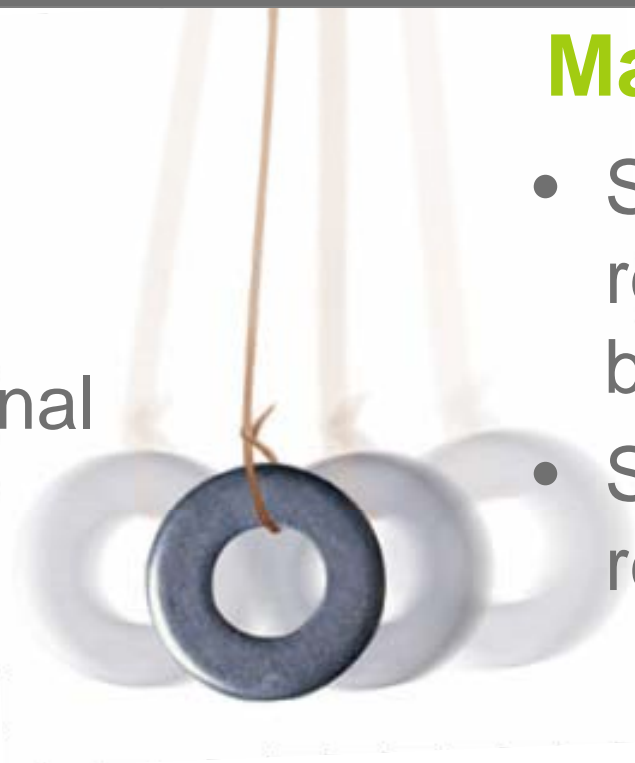
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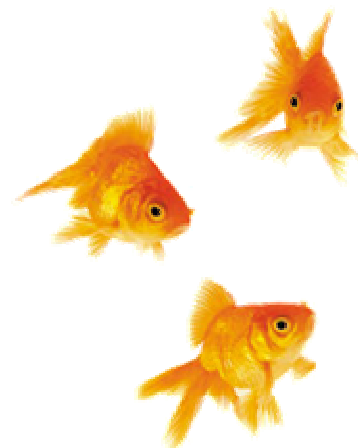
Campaigns

- Urgency
- Momentum
- Organizational focus



Major Gifts

- Sustained relationship building
- Sustained revenue



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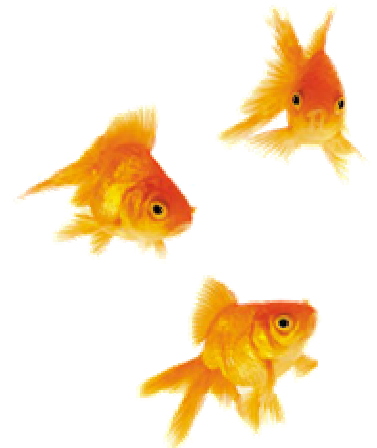
The [slow but steady] transformation of philanthropy in Canada.

advance.

human resources.

➤ Challenging ‘market conditions.’

- Acute shortage of supply
 - Expected to continue, deepen
- Shortage of management and leadership skills/capacity
- Increasing number of positions, particularly in management and major/planned giving
- Upward pressure on salaries, with experiments in performance compensation



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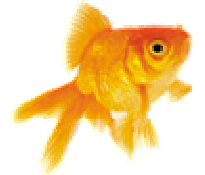
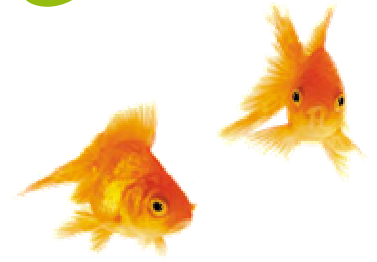
> What are people looking for?

Candidates (Recruitment)

- Competitive compensation and benefits
- Professional development
- Interaction with senior management and volunteers

Professionals (Retention)

- Respect, recognition
- Good management, inspiring leadership
- Connection with mission (passion)
- Room to grow: a career path
- Professional development



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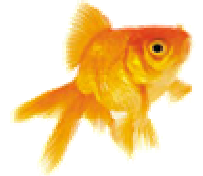
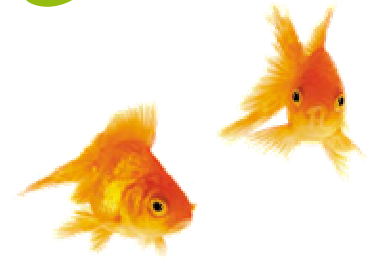
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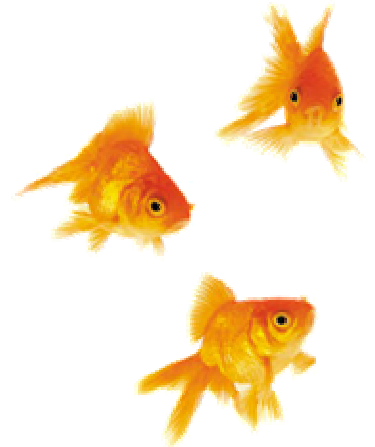
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➤ Emerging best practices.

- Strategic human resources plan
- Management training for leadership
- Non-traditional hires
- Performance management



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➤ ADVANCE.

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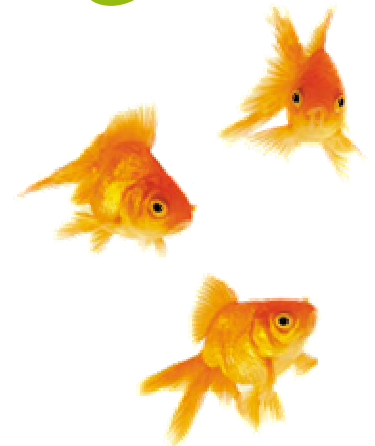
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performance mgmt.

➤ Effective performance mgmt.

- Lessons Learned:
 - One size doesn't fit all
 - Keep it simple
 - Measure what matters
 - Play fair
 - Build in flexibility
 - Take the long view
 - Make reports timely and easy to understand
 - Customize reporting to key audiences



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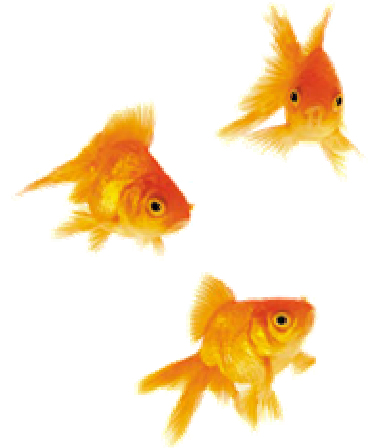
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➤ Using benchmarks, best practices.

- Valuable to learn about performance of others, and those “best-in-class” to gauge your own success.
- Can assist in setting reasonable goals and expectations, keeping abreast of innovation and new trends
- Qualitative and quantitative
- Caution: not always ‘apples to apples’
 - Best used as indicators or guidelines, or to generate innovative ideas and new approaches.



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➤ Striking the ‘cost balance.’

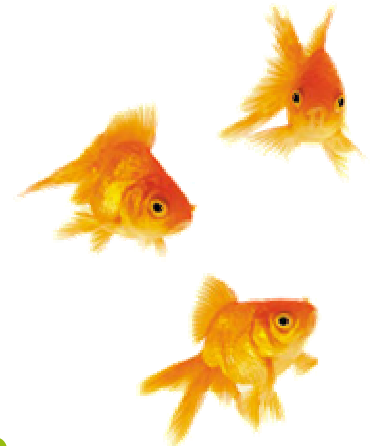
Cost measurement ‘tool kit’...

- Industry guidelines
- Information sharing
- Effective communication
- Benchmarking
- Forms of regulation

filtered through org criteria...

- Endowment size
- Staff team: size, maturity, capacity
- Organization’s age, stage, size
- Mix and stage of fundraising programs:
- Time for return on investment
- Location
- Anomalies

...leads to the appropriate cost/dollar raised target for your organization.



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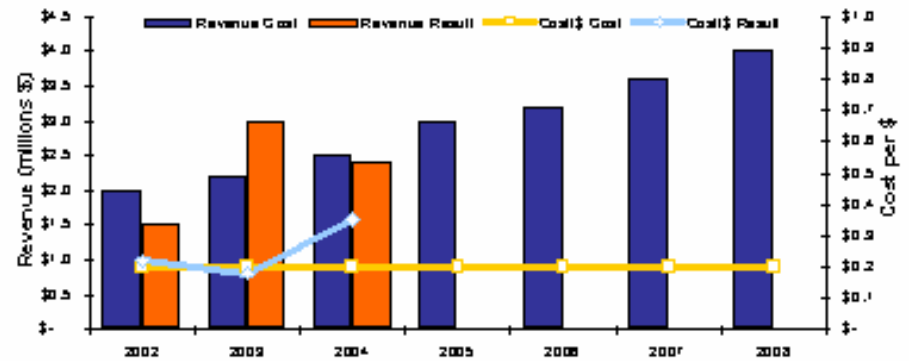
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OVERALL SUMMARY

STRATEGIC PRIORITIES IN 2005

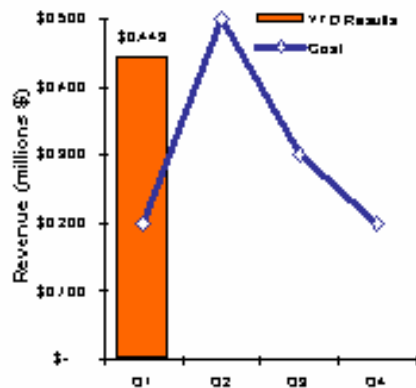
| Activity | Date | Yes | No |
|-----------------------------------------------------|-----------|-----|----|
| Develop strategy to secure municipal support | 31-Jan-05 | | |
| Advance relationships with key constituencies | 31-Mar-05 | | |
| Commence staff professional development program | 18-Dec-05 | | |
| Migrate key annual donors to monthly giving program | 15-Jul-05 | | |
| With hospital, execute 2005 communication strategy | 31-Jul-05 | | |
| Finalize board plan, with emphasis on diversity | 31-Jul-05 | | |
| Re-develop prospect ID and database system | 15-Sep-05 | | |
| Develop strategy for 2005-06 campaign | 15-Sep-05 | | |
| Develop understanding of new environment (e-LHIN) | 31-Oct-05 | | |
| Organize strategic planning retreat | 31-Dec-05 | | |

FINANCIAL OVERVIEW

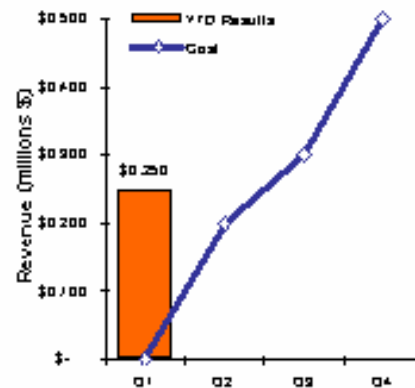


PROGRAM SUMMARY

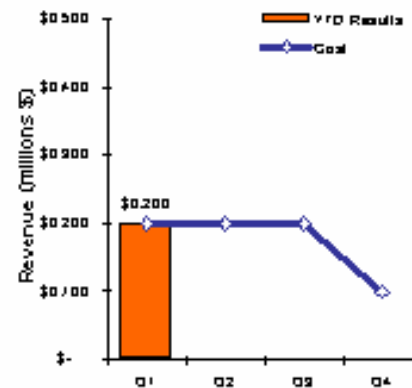
ANNUAL PROGRAMS



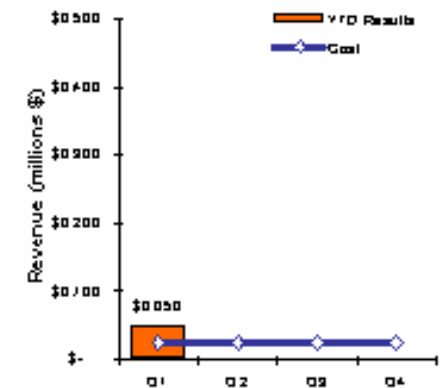
MAJOR/PLANNED GIFTS



SPECIAL EVENTS



FEES & INVESTMENTS



2005 FOUNDATION CALENDAR

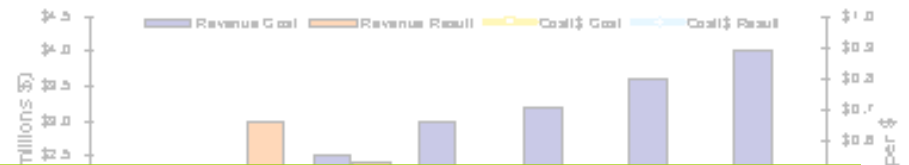
| Q1 | | | Q2 | | | Q3 | | | Q4 | | |
|-----------------------|------------------|------------------|--------------------------|------------------|-----------------|------------------------|---------------------------|------------------|----------------------------|------------------|-----------------|
| JAN | FEB | MAR | APR | MAY | JUN | JUL | AUG | SEP | OCT | NOV | DEC |
| 01/board meeting | | 03/board meeting | | 05/board meeting | 06/AGM | 07/board meeting | | 03/board meeting | | 11/board meeting | |
| | 02/tracking gala | | 04/pricing annual appeal | | | | 08/annual golf tournament | | 10/commerce planning study | | |
| | | 03/board review | | | 05/board review | | | 05/board review | | | 05/board review |
| 01/staff goal setting | | | | | | 07/staff 3-year review | | | | | |

OVERALL SUMMARY

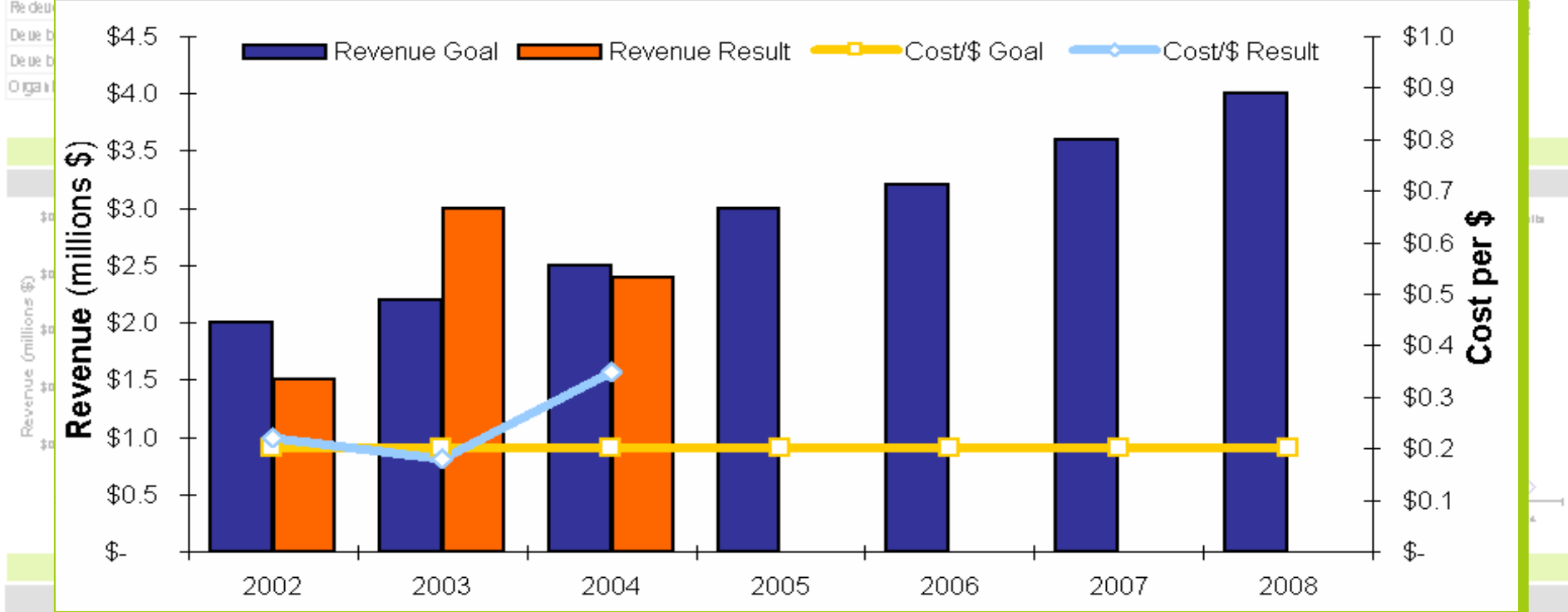
STRATEGIC PRIORITIES IN 2005

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| Commence staff professional development program | 18-Dec-05 | | |
| Migrate key archival documents to monthly filing program | 15-Jul-05 | | |

FINANCIAL OVERVIEW



FINANCIAL OVERVIEW



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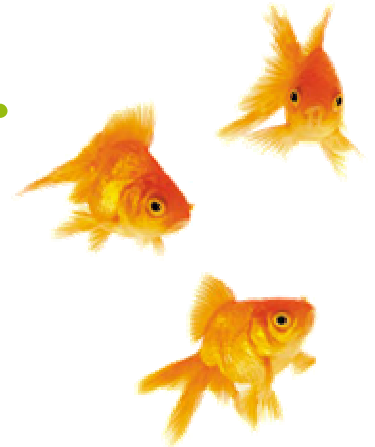
➤ Building better profile... building profile better.

Right Tools

- What tools do you need – really.
- Maximizing through consistency

Right Messages

- Getting the narrative right
- Positioning



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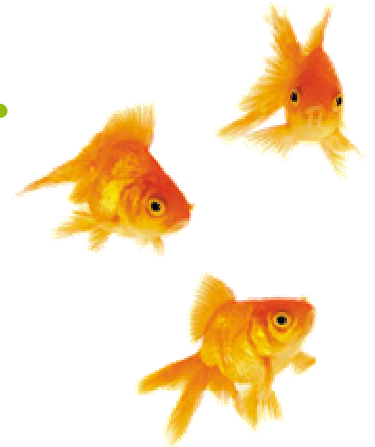
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Right Tools

Right Messages

- What tools do you need?
- Getting the message through consistently
- Maximize through consistency

- **Branding as culture**
- **Leaders as storytellers**
- **Passionate champions**



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what does it all mean?

questions.