PHILANTHROPIC TRENDS QUARTERLY 2017: Issue 1

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The definitive [4] times per year source of philanthropic trends analysis in Canada

Giving by Canadians

Fewer donors giving more.

For the past 25 years, this has been a key, and concerning, trend noted by many in the sector. And if it is in fact true, the real problem is not so much "giving more" as it is "fewer donors giving".

I say "if" because there are differences of opinion about whether there really is a problem.

Some point to stats from the Canada Revenue Agency and the General Social Survey that show fewer people are giving to charity and anecdotally, we hear from our clients that while a few are growing their number of donors, many are not. At the same time, there are those who point to growth in fundraising revenues for the charitable sector as a whole, citing T3010s, as evidence that all is well.

You will see from our exploration that it is impossible to know with absolute certainty, at the overall sector level, if fewer people are donating to charity because the data to definitively answer that question simply doesn't exist. Yet, at the level of individual charities, statistics do tell their own story, and every organization should be probing their data to see what's happening for them.

As leaders overseeing the work of organizations, boards and senior fundraising staff need to ensure they are focused on and monitoring the right things. I think that the singular focus on "total funds raised" to the exclusion of all other measures of success has been detrimental, and growing revenues may have lulled us into a false sense of security.

For too long, charities have not given donor acquisition and retention the focus they deserve. Because it's expensive, acquisition is often one of the first cuts made by charities during tough times. And stewardship activities, key to retention, tend to be given minimal resources and attention because they don't generate noticeable revenue in the short term. I believe there is a need for a reset in philosophy and focus that makes donor acquisition and retention a priority on par with the amount of money raised. Because, while cutting acquisition and going light on retention spending don't have immediate effects, their consequences are felt for years to come.

I also know that Canadians are still generous. However, I believe we must continue to help them understand that charities need financial support in order to do our work. All of us in the sector must work together to ensure that this message continues to be made loud and clear.

Here's to a wonderful spring!

Marnie Spears
President and CEO

KCI

FORWARD THINKING

Are fewer Canadians giving to charity?

For the charitable sector today, there is possibly no more important question. But unfortunately, there is also no clear and definitive answer.

On the one hand, we have data from the Canada Revenue Agency that demonstrates a slow but steady decline in the percentage of tax filers who have receipted donations with the most recent data showing this trend continuing. While Canadians reported $9.1 Billion in tax receipted donations in 2015 (the highest ever), this record amount came from 21% of tax filers (the lowest in the past 25 years) and from 48,750 fewer donors than in 2014. There are also the results of the General Social Survey (formerly Canadian Survey of Giving, Volunteering and Participating) that show self-reported giving behaviour among Canadians aged 15 and over has dropped from 85% in 2004 to 82% in 2013.

On the other hand, T3010 filings tell us that the charitable sector as a whole is reporting greater fundraising results year after year. And we also know that Canadians continue to step up in droves when there is a need, as most recently evidenced by the $165 million that was donated to the Canadian Red Cross to support Fort McMurray in the wake of the devastating fire that hit that community last year. (For more on giving stats, see page 3.)

> *"It is imperative for the sector as a collective to continue to encourage meaningful giving from Canadians, and for individual charities to focus on maintaining a healthy and robust base of donors."*

While the decline in percentage of tax filers with charitable gifts is undeniable, is there something simple that could explain the drop, like forgetting to claim receipts, consolidating receipts between spouses or simply choosing to give in other ways? Or are growing revenues, at both the charity and overall sector levels, lulling us into a false sense of security?

To fully explore these questions, we convened a series of roundtable discussions with fundraising professionals from across the country. The general consensus was that absolute certainty about whether or not fewer Canadians are giving is not necessary. Because regardless of the answer, the job for charities is clear. It is imperative for the sector as a collective to continue to encourage meaningful giving from Canadians, and for individual charities to focus on maintaining a healthy and robust base of donors.

Broader societal changes

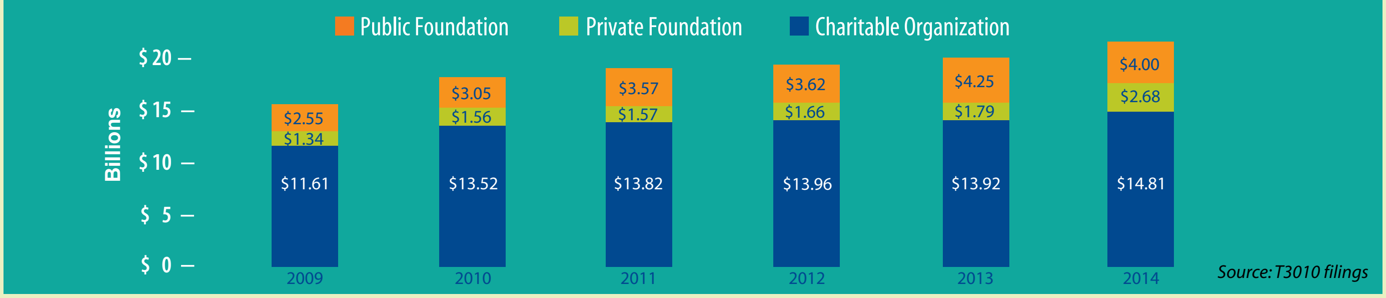
Although the need for this focus is clear, it is still instructive to understand what is going on in the hearts and minds of Canadians when it comes *(continued on page 4)*

What the data says

Definitive data that provides us a full and complete picture of charitable giving in Canada is not easy to find. But here is what we do know.

The good news is that the total value of gifts reported by charities in their T3010 filings is on the increase, tax receipted and otherwise. In 2014, charities reported $21.49 billion in fundraising revenue and this figure has grown every year since 2009. It is important to note that the giving reported here comes from all programs (major gifts, events, lotteries, annual giving) and from all sources (individuals, corporations and foundations).

Total Charitable Revenue EXCL. Revenue from Other Charities, by Charity Designation

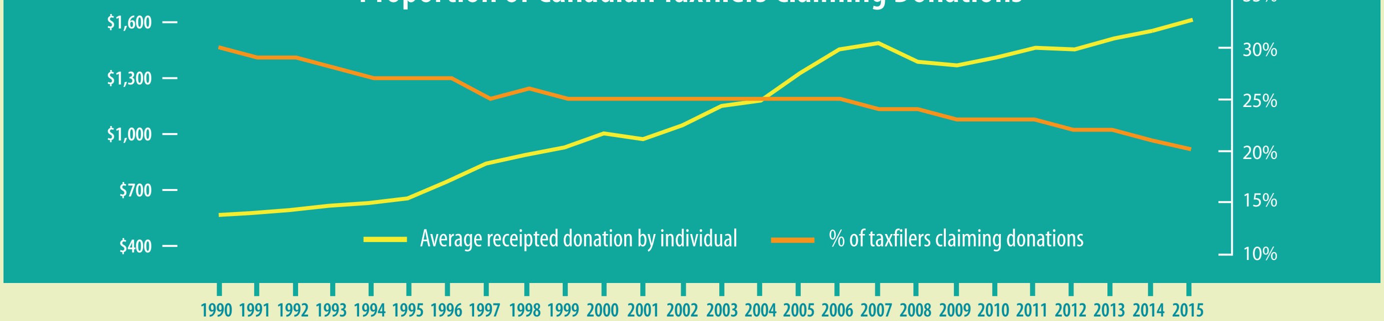


Source: T3010 filings

In terms of giving from individuals specifically, there are two main sources of data; Canada Revenue Agency (CRA) and the General Social Survey.

CRA data tells us that in 2015, Canadians had $9.1 billion in tax receipts. Other than a few years of decline post-recession between 2008 and 2012, the trajectory on the total amount donated has been upward for the past 30 years. The other element that has had a consistent trajectory is the decline in the percentage of tax filers claiming charitable donations. In 1990, 30% of tax filers claimed charitable donations, while in 2015 the percentage had dropped to 21%.

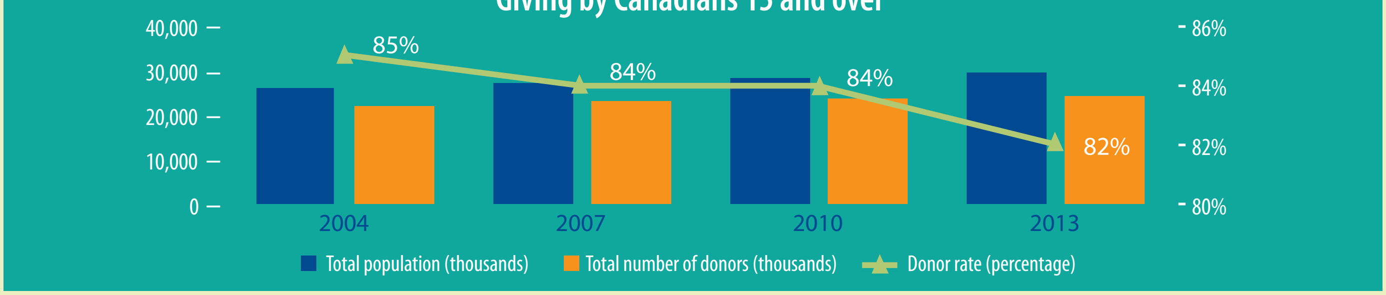
Proportion of Canadian Taxfilers Claiming Donations



Source: Statistics Canada, Individual Taxfiler Data, CANSIM Table 111-0001

The General Social Survey (formerly the Canadian Survey of Giving, Volunteering and Participating) is conducted every three years and surveys a representative sample of Canadians aged 15 and over. This data shows that while the population aged 15 and up is growing, the percent of the population who report giving to charity is on the decline. While the decline is slight (three percentage points between 2004 and 2013), if the donor rate had remained steady at 85% and factoring in the increase in population, total donors would be 24.8 million rather than 24 million…meaning a loss of approximately 800,000 donors in total.

Giving by Canadians 15 and over



Source: Canadian Social Survey (formerly Canadian Survey of Giving, Volunteering and Participating) to charity. And since charitable behaviour is part the greater ecosystem of Canadian society, one point that came up repeatedly was that broader societal trends shouldn't be ignored when thinking about the giving patterns of Canadians.

"I'm interested in finding out whether a shift in wealth in our society is contributing to a decline in participation in giving," says Broek Bosma, Chief Development Officer at St Paul's Hospital Foundation in Vancouver. "I know in places like the Lower Mainland and Greater Toronto Area, people who are landowners are finding themselves as millionaires while non landowners are struggling just to make rent. I wonder how much impact this reality is having on the willingness and ability of Canadians to give to charity."

If parallels can be drawn between charitable giving and other behaviours related to money, Bosma and others who wonder about this may be onto something, as a recent report from the Bank of Montreal noted that contributions to RRSPs are demonstrating an interesting parallel to what's happening with charitable giving; fewer Canadians saving more.

The report indicates a growing divergence between Canadians who are in a position to save and those who aren't with a declining number of people contributing to RRSPs. In their survey, forty-six per cent said they planned to contribute ahead of this year's March 1 deadline, which was down from 50 per cent the year before. But those who are saving are saving more with the average contribution to an RRSP increasing to $5,088 from $3,984 the year previous. The top reasons for not contributing were not having enough money (42 per cent) and having other expenses that come first (28 per cent). The study also noted that 20 percent of Canadians have withdrawn money from their RRSPs to cover living expenses or debt, demonstrating that a rising cost of living and debt burdens are putting financial pressure on many.

> *...there is an increasing "blurring of lines" when it comes to how Canadians define and engage with charity. More and more, Canadians are seeing charities adopting business models; businesses acting like charities, and activities that straddle both.*

Blurring of definitions

In addition, there is an increasing "blurring of lines" when it comes to how Canadians define and engage with charity. More and more, Canadians are seeing charities adopting business models (think social enterprises like Habitat for Humanity's ReStore), businesses acting like charities (think companies like Tom's Shoes) and activities that straddle both (think activities like Honey Nut Cheerios "Save the Bees Campaign").

Unquestionably, the choices that Canadians have to "give" are more varied now than ever before. Making a $2 gift in the grocery checkout line or buying a product where a percentage of the purchase price goes to charity. Supporting a crowd funding campaign to help someone get surgery for their cat or "liking" a charity on Facebook. While from the sector's perspective these may not be created equal or even be a gift to charity in the traditional sense, for the individual undertaking the activity, if it feels like a gift, it's a gift.

A recent study at UBC's Sauder School of Business provides some important insights into the impact that more "token" giving behaviours like these have on the propensity to make more meaningful contributions in the future. "Through our research, we found that the more public the token show of endorsement the less likely individuals are to provide meaningful support later on," says Kirk Kristofferson, one of the co-authors of the study and now Assistant Professor of Marketing, W. P. Carey School of Business at Arizona State University. "In fact, these public token supporters are no more likely to provide meaningful support than those who are randomly asked."

Kristofferson suggests this occurs because giving public endorsement satisfies the desire to look good to others, reducing the need and motivation to give later. "And so, if charities run these kinds of campaigns in the hopes that that they will lead to more meaningful support, they may be sacrificing their precious resources in vain."

Changing definitions are not only happening at the broad based giving level but among major gift donors as well. For the first time ever, Fidelity Charitable Gift Fund, the non-profit spinoff of the asset-management company Fidelity Investments, took the No. 1 spot in *The Chronicle of Philanthropy's* Philanthropy 400, its annual ranking of charities that raise the most from private sources in the United States.

The top spot was long held by United Way Worldwide and the two organizations had been neck and neck in the rankings for years. But in 2015 Fidelity jumped ahead, collecting $4.6 billion (a 20 percent increase from 2014), while United Way saw donations drop by 4 percent to $3.7 billion. Only 25 years old, Fidelity has rapidly ascended over organizations like the Salvation Army (No. 6), the American Red Cross

Rise of Slacktivism

Does a token act such as "liking" a charity on Facebook or signing an online petition increase the likelihood of giving to that charity later on? According to research undertaken by a team at UBC's Sauder School of Business, the answer is a resounding "it depends".

"A variety of factors, including the dramatic increase in social media presence among charitable organizations and advocacy groups, has made it increasingly easy for Canadians to engage in these small token acts of support for causes," says Kirk Kristofferson, Assistant Professor, Marketing at the W. P. Carey School of Business at Arizona State University and one of the co-authors of the study. "We were curious to understand what effect these small acts of initial support have on their downstream behaviors."

And so, in a series of studies, researchers invited participants to engage in an initial act of free support for a cause – joining a Facebook group, accepting a poppy, pin or magnet or signing a petition. Participants were then asked to donate money or volunteer.

What they discovered is that public token support leads to "slacktivism", which they defined as as a willingness to perform a relatively costless, token display of support (such as liking a page on Facebook), that is then accompanied by a lack of willingness to do something more significant for the charity (such as donating money or volunteering). "We found that the more public the token show of endorsement, the less likely participants are to provide meaningful support later," says Kirk Kristofferson, "In fact, these public token supporters are no more likely to provide meaningful support than those who are randomly asked." Kristofferson suggests this occurs because giving public endorsement satisfies the desire to look good to others, reducing the need and motivation to give later.

Kristofferson says that if charities are implementing public token campaigns with the belief that they act as gateways to meaningful support, that belief may not be accurate. He further goes on to say that charities need to be clear about who they are targeting with this activity. "Many charities undertake token campaigns with the hope that they will attract new donors to the organization. But what we found is that public token support promotes slacktivism among all but those who are already highly connected to the cause. If the goal of these programs is to generate interest and support from new donors, charitable organizations may be using their precious resources sub-optimally."

Interestingly, however, if participants were provided with the chance to express token support more privately, such as confidentially signing a petition, they were more likely to do something more meaningful for the charity afterward." Providing token support in private leads people to perceive that their values are aligned with the cause without the payoff of having people witness it. As a result, Kristofferson goes on to say that charities can increase the effectiveness of token support campaigns by making them relatively more private or by drawing attention to similarity of values between supporter and cause at the time of token support.

The study, *The Nature of Slacktivism: How the Social Observability of an Initial Act of Token Support Affects Subsequent Prosocial Action,* was co-authored by Sauder School of Business Associate Professor Katherine White and Florida State University Associate Professor John Peloza.

(No. 31), and Harvard University (No. 14). Marking the first time an organization that primarily raises money for donor-advised funds has held this top spot, this change in American philanthropy is a sign of how the landscape and donor interests are evolving.

Just because it's happening…

Many say that one part of the solution for charities is simple. And as uninspired and old school as it sounds, it's to increase the focus on donor acquisition and retention.

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"We spotted declining participation in giving as a trend in the sector several years ago and I believe one reason is because charities have not put enough focus on acquisition," says Ted Garrard, President and CEO of SickKids Foundation. "Just because the trend is happening doesn't mean that we have to accept it. At SickKids, we have made donor acquisition and retention a top priority. And, as part of our VS. Campaign, we created a very targeted and specific strategy to acquire 100 new monthly donors a day throughout the month of December with an ask that was tied to a new operating room. As a result of that campaign, we signed up 3,000 new monthly donors and saw 7.2% growth in our number of donors."

He goes on to say that they have coupled that acquisition strategy with a focus on donor retention and have set retention targets to which the team is held accountable. And while he acknowledges there were certainly costs associated with the campaign, these expenses are thought of as an investment in the long term.

"We intentionally focused on acquiring monthly donors as we know they tend to be loyal and have low attrition. And so while there was a cost to acquire those donors, if we are able to retain a good portion of them through a robust retention strategy, over five years the total value of their giving will be $5 million."

Christopher Primeau, Vice President Advancement at Ambrose University in Calgary, couldn't agree more. "In my former role as Director of Development at Calgary Dream Centre, we put a concerted focus on acquisition and retention. Thanks to that focus, we doubled the annual giving revenue and perhaps more importantly, tripled the number of individuals giving over a five year period. We were able to achieve these results because we were actively acquiring new donors, accompanied by a focus on retention."

Car goes where you aim it

Picking up on the point that there has been too little focus on acquisition and retention, there are some who boldly question the role our own fundraising strategies play in creating a potential reality of fewer donors making gifts to charities.

"The car goes where you aim it. And many charities have adopted a much more significant focus on major and principal giving than they have on more broad based fundraising activities, something that is directly related to the level of scrutiny on the cost of fundraising," says Ken Mayhew, CEO of the William Osler Health Centre Foundation. "Acquisition is expensive. And mass market programs run through a life cycle, so they need to be updated and changed over time, but the reality is that, too, is a costly undertaking. I think organizational leadership needs to think about to what extent they are seeking innovation vs. stability as there is only so much bandwidth in any organization." *(continued on page 8)*

Personal Philanthropy Project

While the act of giving to and engaging with charities is evolving across the spectrum of the Canadian population, it is of special interest to understand what is happening among the segment of the population with a greater capacity to give – Canada's most affluent citizens. And thanks to a project by **Imagine Canada**, we now have a better sense than ever before of the attitudes and giving behaviour of a segment within this population.

"Imagine Canada wanted to gain a better understanding of the personal giving patterns of affluent Canadians," says Bruce MacDonald, President and CEO of Imagine Canada. "To achieve that objective, we undertook two main research activities to acquire data and insight into the giving behaviours and patterns of affluent men and women across Canada. As a result of our findings, the **Personal Philanthropy Project** was officially launched in 2015."

Firstly, they conducted 56 personal interviews with Canadians who had an annual household income of at least $200,000 with investable assets of $500,000 (excluding their primary residence) and who make a minimum of $500 in gifts to charities annually. In addition, they collaborated with TD Bank to analyze Canada Revenue Agency (CRA) tax filer data from 2012 for annual incomes of more than $4 million.

The key findings from both these research activities include:

- 55% of those who earned more than $100,000 annually reported charitable donations, while 80% of those earning $4 million or more reported charitable giving.

- Individuals earning $50,000 or less annually give more to charity as a percentage of their income than those with an income between $100,000 and

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$900,000. Canadians earning $50,000 or less donate 2.29% of their income to charity. Those earning $100,000 per year give 1.63% to charity as a percentage of their income and that slowly increases to 2.02% at an annual income of $800,000. Earners at $900,000 give 2.55% of their income to charity, and donations continue to rise from that point for those earning more than the $4 million per year.

- The 56 individuals interviewed personally donated an average of $2,694 annually and most believe their annual donations to charitable causes are generous and above average. When asked about using some kind of scale for determining an appropriate giving amount, very few expressed interest, with many stating that such a tool might be useful for others but not for them. Many, however, did see value in understanding where they "fit in" relative to others.

- The majority of those interviewed began giving when they were in their 20s or 30s and giving back by way of charitable donations, at least in part, was simply "a given" for many, attributed to their upbringing and family modelling. Some said that work and colleagues influenced their giving patterns early in their careers.

- Giving is cause-based for the majority of those interviewed with annual, recurring donations going to a small cluster of organizations that champion that cause. These individuals tend to focus on two to three primary causes, generally representing 65% of their total giving.

- Very few annual patterns emerged, as donors gave through the year due to need or their commitments to fundraising events. A small minority reported donating in the final quarter to take advantage of annual eligible tax benefits.

- The study confirmed that most put little thought into giving levels and very few reported any plans to increase their charitable giving over time. The common pattern for these individuals is that donations increased as salaries increased, or was linked to bonuses, but then they quickly plateaued after a few years. Further, if their financial situation changed for the worse, their charitable contributions decreased accordingly, and most often remained at that adjusted lower amount, even if their financial situation later improved.

"Although celebrating philanthropy, encouraging volunteerism, and acknowledging the different ways that Canadians do give back to their communities is both meaningful and vital, the aim of this project is to incent and inspire personal financial giving. Using these finding as a basis, we have been undertaking some further research to test a variety of ways to encourage greater giving from this cohort of Canadians", says Michèle Benoit, Manager of the Personal Philanthropy Project. "Once that work is complete, we look forward to sharing those results and by the fall of this year, **The Personal Philanthropy Project** will move from a testing phase into an action phase, seeking to convert key learnings into measurable strategies and tactics. So stay tuned!"

For more information about the Personal Philanthropy Project and its findings and activities, please ***click here.***

"Advances in technology are changing how Canadians engage with organizations in all sectors of society, including the charitable sector," says Malcolm Burrows, Head, Philanthropic Advisory Services Scotia Wealth Management. "In the banking sector, we've been living that shift for many years and are now at a point where 80% of our transactions are happening outside the branch. In the charitable sector, we are increasingly seeing a divide between charities that have engaged with technology and those that haven't. I believe we are getting to the tipping point around technology and it is imperative that all charities embrace and respond to this new reality or run the risk of being left behind." He also encourages charities to look outside the sector to organizations, like financial institutions, that effectively use technology to build relationships with customers to see what can be learned from them.

For Marcel Dupuis, Associate Vice President, Development, Concordia University, it's also a question of balance. "We have to find the right balance among programs and while this is not new, somehow I think it's being forgotten. Our annual fundraising programs plant seeds to relationships that over time we can grow and deepen. It takes time to see these results, but some who have shut down their annual giving have found themselves in trouble down the road. Because without a pipeline of donors primed through relationships built via annual giving, major gifts are hard to come by."

Christopher Primeau believes that organizations also need to strike the right balance between the short and long term. "There is increasing pressure on fundraisers to drive big results in short periods of time. While I don't think it's an "either/or" question, as we do need to look for quick hits as well as the long term, fundraising is a relational business rather than transactional. Building a tribe takes money and it takes time. So, patience is required because often the rewards from building that tribe take time to be realized."

> *"Charities must also think about how to harness opportunities that emerge because of the evolving definition of philanthropy and the appearance of new players in the philanthropic marketplace, something that requires a paradigm shift for many."*

Charities must also think about how to harness opportunities that emerge because of the evolving definition of philanthropy and the appearance of new players in the philanthropic marketplace, something that for many will require a paradigm shift. What's the best way to work with asset managers that are creating donor advised funds? How can charities best leverage the power of corporate partnerships? The playing field is changing and old ways of thinking just may not cut it anymore.

In the case of corporate donors, it is time for charities to think "beyond the cheque" and consider how else these partners can support and advance their work. One opportunity could be to think of corporate partners as a "distribution" vehicle by joining with them on issues of mutual interest and utilizing the company as a means to access and acquire potential donors.

A great example of this approach is a joint campaign undertaken by IKEA and the Norwegian Red Cross late last year. Together, they built a replica of a Syrian home in the middle of an IKEA store in order to highlight the terrible conditions that families are living in. The display was based on a real living space outside of Damascus, home to a Syrian woman named Rana and her family of nine. Information about Rana's family was displayed on price tags and posters in the room, alongside more information on the conditions for those living in Syria. The tags also had a call-to-action telling people how they can help and donate. Each week, 40,000 visitors passed through the Syrian home and the campaign, which the IKEA installation was

part of, raised 22 million euros to support the Red Cross's efforts in Syria.

Need for business intelligence…

The changing demographic picture of Canada has also created a donor marketplace that is much more complex and fragmented than it used to be. As a result, when it comes to donor acquisition and retention, a one-size-fits-all model no longer works and charities must create specific and targeted strategies for different donor audiences.

"The world is much more complicated demographically and we need to figure out how to engage our constituents in ways that are meaningful to them and not to us," says Mike den Haan, Vice President, Advancement & Alumni Engagement at Simon Fraser University. "That's more complicated and much more labour intensive. There are differences in giving by age. We are seeing young grads who are very generous, but they aren't giving to established institutions. We must position ourselves to address all those segments of the population, something that requires changes in how we are structured and resourced."

Taking a more targeted approach also requires something else - more information about your donors. "While our donor base has grown annually over the past 10 years, we now need to better understand that larger pool of people," says Saifa Koonar, President & CEO, Alberta Children's Hospital Foundation. "To be successful in fundraising today requires us to be data analysts as well as fundraisers. So we are taking a closer look at our database to see what we can learn about the people supporting us to determine the strategies we need to ensure continued growth and retention of our donors."

Utilizing a technology-driven process to gather and analyze data that can inform strategy is fundamental to success in this increasingly complicated and competitive philanthropic landscape. Adopting this type of business intelligence approach to planning and strategy has long been in the DNA of the corporate sector, but recognition of its importance is still in its infancy for charities.

What's a charity to do?

Regardless of the "if" and "why" questions related to how Canadians are engaging with charity, no organization has the luxury of simply saying, "well, times are changing so what's a charity to do?" While recognizing that the factors and trends that influence giving go far beyond what any one charity can influence, there are things that every charity can, and must, do regardless of size and starting point both to encourage philanthropic behaviour among Canadians as well as attract support to their particular organizations.

1. Accept that times have changed. Things are more complex and complicated and need more segmented, multi-channel strategies, something that requires greater business intelligence to help make decisions. The world is much more complicated demographically and charities need to figure out how to engage constituents in ways that are meaningful to them.

2. Accept that programs have life cycles. Charities can't expect to continue to do the same thing that they did a decade ago and continue get the same results. The world has changed, donors have changed and so must you. This requires a culture of innovation and investment in new program development.

3. Accept that new players are emerging. Different types of organizations are moving into the space that was traditionally occupied by charities. It's critical for charities to look for ways to work with these new players. If not, charities run the risk of losing relevance and philanthropic market share.

4. Accept that you must focus on donor retention. Build in a retention goal and measure it on a regular basis. Based on KCI's analytics work, most organizations are retaining at most 50% of their donors. Analyze your own retention rate and develop a strategy to grow it over time. Set a retention target and measure progress against it.

5. Accept that an acquisition strategy is a must. No charity will ever be able to retain 100% of their donors. So, while critical to focus on retaining donors, you must also seek to attract new donors. An acquisition strategy is not a nice to have… it's a must have. Create a multi-channel acquisition strategy, set an acquisition target and monitor progress against it.

6. Accept that you have a role to play in defining charity. Charities must think about how they are helping to shape the definition of giving and assist in cultivating an understanding among Canadians that you need meaningful financial support to do your work.

7. Accept that all this costs money. Requires investment in order to do everything described above. Organizations need to invest in the right technology and database. You need to ensure you have the right business intelligence, including undertaking analytics, to make good decisions.

It goes without saying that there is a cost associated with all of what's been described. Gary Durbeniuk, Chief Development Officer for the Calgary Zoo believes how we are thinking and talking about costs and expenses needs adjustment. "Our conversations around investing in programs need to shift as I don't think we use language that resonates with our boards. Boards today put a significant emphasis and focus on risk management. So, when facilitating these types of conversations, we need to frame around risk, and in particular, what is the risk to the organization if we don't undertake these activities."

All charities need to take the elements identified – from broader societal trends to the need for business intelligence and everything in between – and examine through the lens of their own reality to understand the impact each has on their fundraising programs to determine what, if anything, they should be doing to adjust.

> *"...and while it's important for charities to adapt and evolve to the changing philanthropic marketplace, it is also crucial that they help to shape the definition of giving in Canada. Charities must nurture a trust and belief among Canadians that they are still vital and relevant in effecting positive change."*

While it's important for charities to adapt and evolve to the changing philanthropic marketplace, it is also crucial that they help to shape the definition of giving in Canada. Charities must nurture a trust and belief among Canadians that charitable organizations are still vital and relevant in effecting positive change and making a difference in society.

And they must cultivate an understanding that charities need meaningful financial support in order to do that work. For example, Kirk Kristofferson points to a recent campaign undertaken by UNICEF Sweden called "Likes Don't Save Lives", which communicated the message that meaningful financial contributions, rather than mere token displays of support, are required to protect children in developing nations against disease. The sector as a whole, and the individual charities that make it up, must continue to deliver that message loud and clear.

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