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The Campaign Issue

I remember a time not so long ago when discussions about campaigns potentially becoming a thing of the past were common. Musing that perhaps fundraising in Canada had evolved “beyond the campaign”, many thought that organizations might move away from large scale campaigns to a model anchored instead by continuous fundraising.

It turns out that campaigns are alive and well in Canada and continue to be a vibrant, proven way to successfully raise money. And if you need evidence, consider this: data collected by our research team shows that there are over 180 campaigns currently underway in this country, with a total value of \$16 billion! To paraphrase Mark Twain, “rumours of the death of the fundraising campaign have been greatly exaggerated.”

And we can definitely declare that campaigns have evolved. To be successful, today’s campaigns must be far more strategic and comprehensively managed than ever before.

One key example is the emergence of multiple campaign targets. Where it was once all about achieving the fundraising goal, it is now about mobilizing talent and resources to move your organization to the next level on a variety of fronts. How many first-time donors, how many mid-donors, and how many new volunteers and stakeholders can you attract and engage? Have the yardsticks been moved in relationships with government?

Having said that, many of the basics and best practices that have long comprised winning campaigns remain the same. You still need a strong case, a solid pipeline of prospects, powerful, relevant communication and messaging and a team of skilled volunteers and campaign staff.

Unlike our behemoth neighbour to the south, our smaller population means fewer big time donors. Combine this with our reluctance to fully embrace and adopt a “culture of giving” and we’re left with very little wiggle room for growth. As a result, campaign fundraising in Canada is uniquely sophisticated and challenging. I believe our sector deserves ample recognition for being

nimble, flexible and strategic in the face of our current environment.

On a final note, a big thank you to everyone who participated in our informal survey on campaigns. The results are in and I know you’ll find them interesting. The preliminary findings can be found in this issue, but look for full findings and details on our website in the coming months.

The first buds and blossoms of spring are harbingers of hope and renewal. For me, it’s also a great time to appreciate and applaud our Canadian professionals for the fundamental roles they play—in fundraising, creating social change and building a better world.

Let the sun shine in!

Marnie A. Spears
President and CEO

KCI >>>

FORWARD THINKING



Whether it's a short six month campaign to raise funds for a specific project or a multi-year, multi-million dollar campaign to finance a list of priorities, campaign fundraising is unrivalled in its ability to gather the attention of donors and other stakeholders, mobilize volunteers and raise significant amounts of money.

To better understand the landscape of campaign fundraising in Canada today, we conducted an informal survey with organizations that are currently in or have recently completed a campaign. We discovered that many of the building blocks, long-held assumptions and fundamental campaign principles continue to be valid: volunteers are still involved, public launches are still popular; major gifts and individual giving continue to reign supreme.

But we also discovered some surprises.

According to respondents, the largest gift generally makes up less than 20% of the total campaign goal - traditional wisdom suggests a range closer to 30-40%. The most common pledge period continues to be 3-5 years, whereas current thinking was that it was longer (seven to 10 years) or none. And contrary to popular wisdom, capital still appears to be a popular investment opportunity among donors with 79% of respondents raising money for capital. (Full details of survey findings can be found on page 4.)

This survey, as well as our experience working with hundreds of clients has helped us identify the latest trends in campaign fundraising. One of our most important observations can be summed

up by the old adage "if you fail to plan, you plan to fail".

Successful planning = successful campaign

While good planning has always been part of successful campaign fundraising, the depth, breadth and rigour behind campaign planning today has been taken to a whole new level. And one of the most noticeable changes relates to who needs to be involved in the planning process.

The whole organization, and the finance function in particular, now needs to be part of campaign planning. Over the last few years, philanthropic revenue is being relied upon more and more by organizations as a core source of revenue – as in

“we can’t operate without this money.” While this has always been the case in certain sectors (for example, Arts and Culture), it’s now becoming more prevalent across the board, particularly in health care and educational institutions.

This reliance on philanthropic revenue is putting a lot of pressure on the fundraising arm, be it a department or a foundation, as failing to reach revenue targets when predicted has a significant impact on cash flow...as well as the ability of the organization to move ahead with its plans. This shift means that fundraisers must be absolutely certain that both their campaign goals and timelines are achievable. It also means that fundraisers need to involve their organization’s finance function in every step of campaign planning, budgeting and forecasting.

One other major change to campaign planning is how much more time is being devoted to it. Organizations now spend months or, in the case of large and complex organizations, even years in the campaign planning phase.

CKUA, a community radio station in Edmonton, is currently in the early implementation stage of a \$20 million campaign to raise funds for a variety of priorities. Although CKUA has a long history of annual fundraising, this is the station’s first major capital campaign. Katrina Ingram, CKUA Radio Network’s Chief Operating Officer, is struck by the incred-

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ible amount of planning that was required before they were ready “to go out and start asking.”

“The analogy of comparing the campaign to a marathon is so true,” says Ingram. “The patience and preparation that has been needed to put us on the right path reminds me of what it takes to prepare to run a successful marathon. You don’t just go out and run a marathon – it requires months and months of training to be ready for the race. All that preparation ensures that the run is a success, something that we also believe will be true when it comes to our campaign.”

In addition to a longer timeline, the elements of campaign planning have also changed. Planning for a campaign is no longer just about conducting a “feasibility study” – talking to a relatively small number of stakeholders to ask for their thoughts and opinions about things like the case for support, potential volunteers

and whether they would be willing to make a gift. While still valid for some smaller organizations or for campaigns related to a specific project, in the case of many larger, more mature organizations a feasibility study simply isn’t enough anymore.

Successful planning now involves four activities that fall into two categories. The first category is the **Internal Outlook**, which includes an internal assessment of the organization’s capacity: (do we have the people, processes, and systems to successfully execute a campaign), an analysis of the prospect pipeline (do we have the right number and the right type of prospects to successfully reach our goal) and an assessment of the case for support. The second is the **External Outlook**, which involves market research and consultation. Along with stakeholder consultation, this category includes activities like assessing the external environment for opportunities and gauging what the market will bear to determine how much money the organization can reasonably raise.

One organization that has adopted this very rigorous approach to planning is the Alberta Cancer Foundation, an organization in the early stages of a \$200 million campaign that will raise funds to build a new cancer facility in Calgary. Undertaking all the elements described above, they have brought an incredible amount of discipline to their planning process. “In considering how best to prepare for this campaign, we realized that we needed to



undertake three key activities," says Myka Osinchuk, the Alberta Cancer Foundation's CEO. "We decided to look inside our database to see what degree of opportunity existed within our current community. We also identified that we needed to do an internal assessment to see if we had the capacity to successfully conduct the campaign. And finally, we knew we wanted to consult with the community at large through a comprehensive external consultation process."

Osinchuk sees value in this exercise that goes well beyond preparing for the campaign, viewing it as a development opportunity for the organization. "In many ways, the campaign isn't the end game," she says. "While undertaking these activities in the context of planning for our campaign, the outcomes have relevance to us much more broadly. By identifying our opportunities for growth as well as the gaps and challenges that are currently holding us back, this work will help to move our organization forward, campaign or no campaign."

One other positive by-product of this rigorous planning is that it helped establish the Alberta Cancer Foundation's credibility in the eyes of prospective donors, volunteers as well as the Government of Alberta, the other key project funder. "Being able to take the results of this planning and say 'This is what we know, this is where we are and here's what we're going to address' has gone a long way in satisfying the Government, prospective donors and other key stakeholders that the Alberta Cancer Foundation is a partner worth having on this project."

Consult, consult, consult

Consultation has always been part of the planning process, but based on what we're seeing today with organizations like the Alberta Cancer Foundation and others, the current best practice in pre-campaign consul- *(continued on page 6)*

Findings from campaign survey

There are an overwhelming number of options when considering your campaign strategy. Should the campaign be comprehensive? How will volunteers be recruited? What should be expected in terms of the lead gift?

To help answer these questions, KCI called on clients and friends from coast to coast and asked them to tell us about their campaigns through an informal survey. Our goal is to help expand the sector's understanding of trends in campaign execution, tactics that work and who is giving to campaigns. We received responses from every region, sector and size of campaign. Our survey learnings won't likely answer all of your questions, but we hope that these initial findings provide you with some food for thought.

The respondents

The survey received 94 responses from organizations across all regions and sectors. The bulk of responses came from Ontario (43%), but we also heard from every region in Canada as well as some organizations that operate nationally and/or internationally.

We also heard from organizations across a variety of sectors. Hospital foundations and educational institutions were the biggest group of respondents, but we also received responses from Arts and Culture, Health, Social Service, Environmental and International Aid organizations.

Types of campaigns

Capital continues to be the most prevalent campaign priority, with 79% of respondents indicating their campaigns were supporting a capital project. However, many organizations are executing campaigns with multiple funding priorities. 54% of those that were raising money for capital were simultaneously raising money for at least one other campaign priority. The most popular of the secondary priorities was Endowment funding.

Comprehensive campaigns (where all revenue streams are diverted to the overall outcome of the campaign) were only slightly more prevalent (56%) than non-comprehensive campaigns. However, this figure rises dramatically with the size of the campaign, with 89% of campaigns with goals over \$100 million being comprehensive.

Source of giving

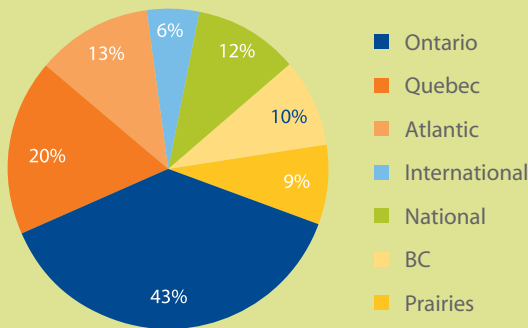
Survey results show some interesting findings that speak to the overall ratio of individual versus corporate donations, but also to variances in the ratio dependent on region. From Canada Revenue Agency data, we know that roughly 80% of tax receipted donations come from individuals. Interestingly, that figure decreases slightly when it comes to campaign revenue. Individual gifts remain the most significant source of revenue at 58% of campaign revenues, while corporate gifts represent 27%. These figures are consistent across most regions in Canada excluding Quebec, where respondents indicated 50% of revenues come from corporate donors. Other exceptions are organizations in Atlantic Canada and organizations with international mandates, both of which indicated less than 20% of campaign revenues from corporations.

Three to five years is the most common pledge payment period, with just over 90% of respondents choosing this category. In addition, pledge default rates are very low, with 79% of respondents indicating that the default rate on campaign pledges was 2% or less.

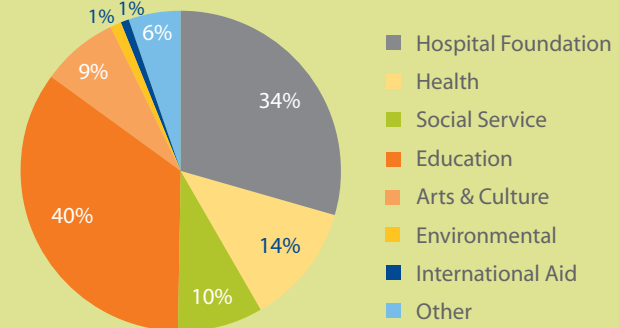
Fundraising programs

We also asked respondents to indicate the source of campaign revenues by gift program (e.g. Major Gifts, Planned Gifts etc.). Although each organization has its own definition of a major gift, what is consistent across all sectors is the central role that this program plays in a campaign's success. Respondents indicated

RESPONDENTS BY REGION



RESPONDENTS BY SECTOR



that 65% of all campaign revenues were from major gifts. The second largest program as a percentage of revenues is mid-level gifts, with an average of 17% across the country. Of all of the gift programs, planned giving revenues were the most consistent across all regions, representing 3% to 5% of all campaign revenues. Social media continues to be an insignificant source of revenue, with only three respondents indicating that any revenues had been raised through these vehicles.

The expected size of the lead gift to a campaign often plays an important role in campaign planning, especially when it comes to naming opportunities. And, it turns out the lead gift isn't as big as we thought. Interestingly, 23% of respondents indicated that the lead gift represented 9% or less of the overall goal, while 35% indicated between 10% and 19%. Only 31% stated a lead gift over 20% of the overall goal; the majority of those were in the 20% to 29% range.

The importance of stewardship was evident through the survey results when examining the rate of repeat donors for organizations that have run multiple campaigns; on average, 40% of campaign donors had also supported a previous campaign.

Volunteer involvement

The average size of the campaign cabinet was between 6 and 10 volunteers; 81% of respondents said that the tried-and-true campaign cabinet was used as a volunteer committee. Major gifts (39%) and family campaign committees (28%) were

the next two most popular committees for campaign volunteers. Despite the availability of virtual conferencing technology, face-to-face meetings remain the tactic of choice for 86% of respondents. Only 8% of respondents indicated that their cabinet or committees did not meet at all, either in person or virtually.

Although our survey told us that volunteers play multiple roles in campaign execution, the majority of organizations are engaging volunteers in three main areas: prospect identification, opening doors with prospects and gift solicitation.

The survey also confirmed that staff is playing a bigger role in cultivation and solicitation: 57% of major gifts were primarily cultivated, solicited and closed by staff. In terms of the volume of calls made by volunteers, 55% said that volunteers solicited five or fewer gifts annually. Only 9% indicated that volunteers solicited more than 15 donations per year.

Public launches and recognition

It stands to reason that the larger the goal, the more awareness you need to raise about the campaign. Therefore, it's not a surprise that the decision to hold a public launch directly corresponds to the size of the campaign; 93% of campaigns with goals over \$100 million held a public launch, while only 50% of campaigns with a goal of \$1 million or less did, or plan to. On average, organizations had reached 55% of their total campaign goal before proceeding with a public launch.

Donor walls continue to be a popular

means for recognizing donors, with 76% of respondents who answered the question responding positively to the use of a donor wall. Recognition of cumulative giving on the donor wall is becoming more popular with 50% recognizing more donors in this way. Cumulative giving recognition is most popular in the Arts and Culture, Hospital Foundation, Environment and Education sectors, while less so in the other sectors surveyed.

While 100% of respondents from the Arts and Culture and Environmental sectors said they have instituted time limits on their naming opportunities, for the majority of respondents, naming in perpetuity remains the most popular choice. The exception was the Hospital sector, where respondents were split equally between naming with a time limit or in perpetuity. Of those offering time limited opportunities, 95% stated that the predominant factor in the length of a naming opportunity was donation size, while only 32% indicated that the type of donor (individual versus corporate) was a deciding factor.

Campaign costs and staff

In terms of campaign costs, 37% of respondents indicated that the cost of the campaign (relative to the financial goal) was between 5% and 10%. Only 13% indicated that costs were higher than 20% of the overall goal.

The number of staff added to execute a campaign directly relates to the size of the campaign, but the majority of respondents (55%) reported adding between 1 and 3 staff to implement the campaign.

tation involves significantly more depth and breadth than “what we used to do”.

In the case of the Alberta Cancer Foundation’s, Osinchuk is again thinking “beyond the campaign” in how the organization is approaching its external consultations. “We see the opportunity for us to get to know our prospective donors better as the true value of the pre-campaign consultation process,” says Osinchuk. And key to achieving that outcome is to have a member of the ACF staff participate in all the consultations. “These meetings have been wonderful opportunities for us to learn about our community, our donors and their attitudes toward our organization.” While having organizational staff as part of the consultations is an emerging trend, it’s important to consider each case specifically as there may be instances when it is more appropriate to have the conversation conducted by an individual from outside the organization.

Another shift in the consultation phase of campaign planning is that successful organizations are taking the time to really consult with stakeholders as they contemplate undertaking a major fundraising campaign. And we mean really consult. Almost like the market research undertaken before developing a product, these consultations are hitting a broad group of stakeholders using a variety of tools to begin to plant the seed of the organization’s vision, test receptivity and to genuinely and authentically get input and feedback.

Take the example of Simon Fraser University (SFU) in Vancouver, an organization that is currently in the planning stages of its next fundraising campaign. Cathy Daminato, SFU’s Vice President Advancement and Alumni Engagement, shares that the university has undertaken almost 18 months of consultations. In that time, SFU consulted every one of its key stakeholder groups - faculty, alumni, students, municipal and provincial gov-

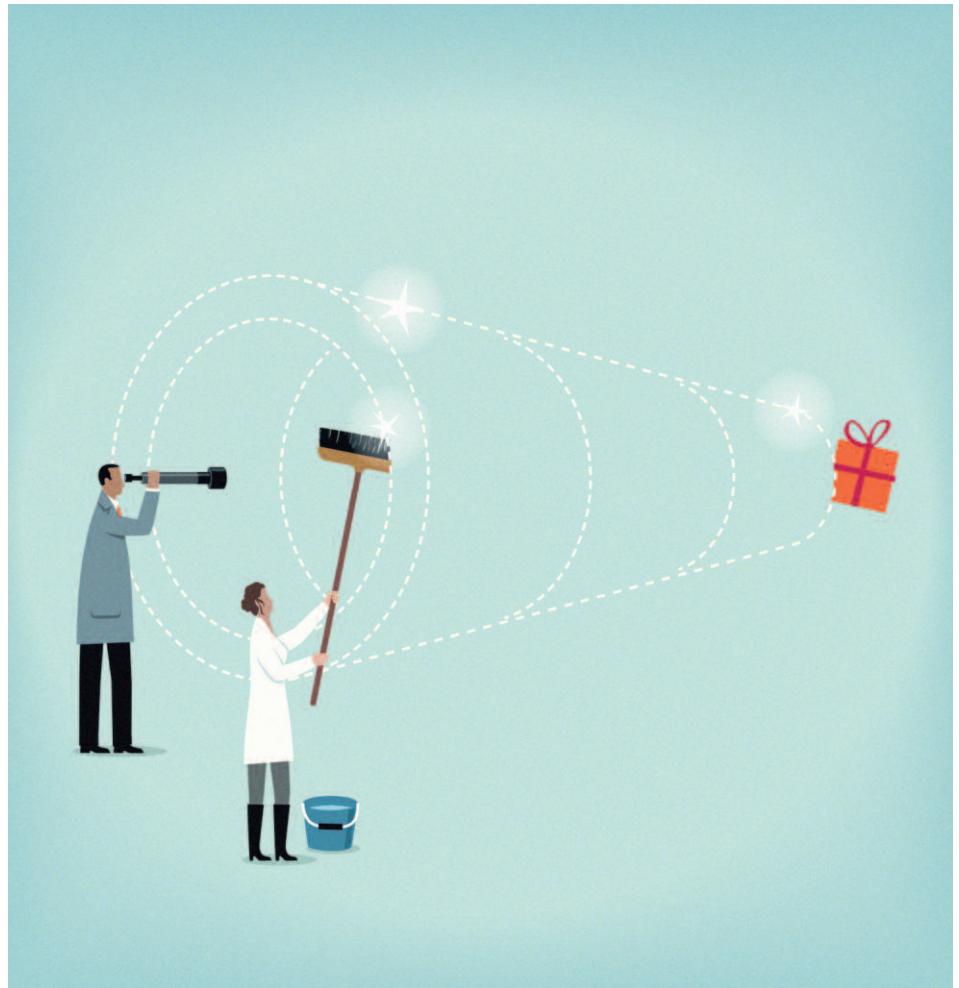
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ernments, donors and other community groups with an interest in or connection to the institution. And it employed a variety of techniques to reach those groups, including town hall meetings, one-on-one conversations and social media, to ensure that these groups had a variety of mechanisms by which to engage in the process.

“We used this process for our President to begin sharing his vision for our institution and to start developing our cam-

paign messaging,” says Daminato. “We see these consultations as not only a feedback tool to help us create a sound case and campaign strategy, but also as a meaningful way to begin to identify and cultivate prospective donors and campaign volunteers.”

And this investment in time appears to be paying off, if the success of SFU’s volunteer recruitment activities is any indication. Many organizations report increasing difficulty attracting volunteers to be involved with their campaigns. Judging from SFU’s experience, it appears that an extensive consultation process may be the solution. “We had heard about the trend of having a hard time recruiting volunteers, so it was a bit of a concern,” says Daminato. “But as it turns out, that’s been the opposite (continued on page 8)



The view from donors

As with anything related to fundraising, keeping the donor top of mind is key to successful campaign planning and execution.

KCI works with numerous clients who are in the planning stages of their campaign. A key component during this phase is

“market research,” which typically includes consulting with top prospective donors. We therefore have the unique and very special opportunity to have one-on-one conversations with hundreds of major gift donors on an annual basis. These consultations offer us an invaluable window into their minds and motivations related to

philanthropy as well as their attitudes toward campaigns.

Here is a summary of some of the most common themes we’ve heard from these consultations along with some important elements to keep in mind when planning your campaign strategy:

Theme	What this means	What this means for you
<i>“Tell me the vision.”</i>	Increasingly, buying into and being inspired by the vision is becoming the critical motivation for major giving – even more important than who does the asking or how the gift will be recognized. Igniting interest in and enthusiasm for the vision is rapidly becoming the number one factor in successfully attracting major gifts.	First and foremost, it means the vision for the organization and/or project needs to be defined and articulated. It must also be clear and compelling. It also means that whoever is cultivating and soliciting the donor must be capable of bringing that vision to life, something that often requires the involvement of senior leadership.
<i>“Why is this relevant? Why should I care?”</i>	Perhaps as a result of increasing competition or perhaps driven by a more proactive approach to their philanthropy, we are finding that major donors are starting to classify projects and their decisions to support them along the lines of “must have” vs. “nice to have”.	When positioning your organization, developing fundraising priorities and/or crafting your case, push to answer the tough questions: Why do we matter? How do we make a difference in our society? What difference will the project make? It also means taking a good hard look at who will consider your organization and projects “must have”. Be realistic about the size of your prospect pool.
<i>“Show me how you’re going to deliver.”</i>	Bigger campaigns mean bigger gift requests. And bigger gift requests mean demands from donors for more detailed information about the project. It is now increasingly common for prospective donors to request full business and operating plans as part of the proposal.	It used to be enough for your case to answer the questions: Why? What? and So What? Now the case also has to answer: How? Organizations need to consider this level of detail when developing their campaign case and the projects they seek to fund.
<i>“It’s not about having my name in lights. I want to know that my gift will make a difference.”</i>	This is yet further confirmation that while recognition is important, it’s not the primary motivator for the vast majority of major gift donors. More and more, donors are being driven by a desire to see the impact of their giving.	Be prepared at the proposal stage to show donors how their gift will make a difference. As part of developing the case for support, identify and articulate the outcome, impact and metrics that will demonstrate the difference a donor’s gift has made.
<i>“I want to be involved beyond my dollars.”</i>	“Hunger for engagement” is how we would characterize the sentiments of many of the major gift donors we’ve talked with over the past few years. Increasingly, donors want deeper engagement, involvement and connection with organizations they support.	Offering major gift donors unique and meaningful ways to engage with your organization is paramount today. Explore stewardship beyond letters and reports. Interactive stewardship activities are opportunities to connect donors with your organization’s mission, vision and culture and personality.
<i>“My interest is in poverty. (Or education. Or prostate cancer. Or …)”</i>	Issues, as opposed to organizations are becoming increasingly more important to major donors. Individuals, families and corporations are identifying and focusing on “big issues” as their top philanthropic priorities – instead of “spreading it around”, they want make a major difference in one area that has specific significance for them.	This phenomenon may mean your organization needs to be clear about what you are “in business to do”; being able to directly link your actions and the issues you are addressing. It also means being open to exploring potential partnership opportunities with other organizations tackling the same issues.

of our experience. We're delighted that almost every person we've approached to volunteer has agreed to be involved."

Scrubbing the pipeline

Of course any plan is only as good as its execution. And when it comes to campaign plan execution, there are a couple of elements that are critically important.

One of those is managing the pipeline. Our survey results indicate that major gifts continue to be the key source of campaign revenue (overall, respondents said major gifts represented 63%). Therefore, the health of an organization's major gift pipeline is absolutely imperative to campaign success. And frankly, KCI has observed that the pipeline tends to be an area of weakness for many organizations.

Organizations tend to take only a cursory look at their pipelines during both campaign planning and execution – a dangerous practice that can potentially lull them into a false sense of security. With only a superficial look, the pipeline can appear healthy. But when you dig a little deeper, you may discover quite a different story.

As a result, KCI has begun encouraging our clients to "scrub the pipeline," an exercise that scrutinizes every prospect to truly assess the organization's current relationship, the assessed value, the likelihood of a gift and the realistic timeframe when a gift could be expected. Completing this exercise provides organizations with a much more realistic sense of their current major gifts capacity. Scrubbing the pipeline should be included both as part of the campaign planning process and also at regular intervals throughout the duration of the campaign.

One organization that has done a phenomenal job of assessing and managing its prospect pipeline is the Oakville Hospital Foundation. Now at the \$51 million mark of a \$60 million campaign to raise funds to equip the new Oakville-Trafalgar Memorial Hospital, their pipeline continues to have a robust collection of "real" prospects, even at this latter stage of the campaign.

"When we started the campaign, we had a list of well over 1,000 names, but didn't have a good sense of who they were and how many were qualified prospects," says

Tina Triano, CEO of the Foundation. "So, we reviewed the pipeline at that time and instituted a numbering system to manage and monitor its health." Each number corresponds with a certain stage. Using this system enables Triano and her team to monitor the pipeline, ensuring that it has both an appropriate number of prospects in each level and that prospects are effectively moving through each of the stages.

Creative cultivation

In order to move prospects through the pipeline, you need vehicles to do it. And this is another area where the Oakville Hospital Foundation has excelled. "To help our staff and volunteers build relationships with prospective donors, we created a series of Invitation Only cultivation events. These events give the person charged with managing the prospect relationship a variety of different opportunities to bring their prospects closer to the Hospital and to the Campaign," notes Triano.

Examples include a series of CEO Breakfasts/Lunches, where the Hospital CEO presents a high level overview of the

What about volunteers?

There has been much shifting in the landscape of volunteer involvement in campaigns over the years, but as evidenced by the results of our survey, they continue to be an important component of a successful campaign.

The survey results showed us that campaign cabinets are still popular, campaign chairs are still used and while less frequently than before, volunteer committees still meet. The role of volunteers continues to be one of helping to identify prospects and opening doors to them. But as expected, volunteers are making fewer calls than they used to (majority of respondents indicated five or less a year) and cultivation and solicitation activities are more staff based.

This is particularly the case for larger, more mature organizations, especially those in urban centres. In these cases, the role of the volunteer has very much shifted to one of lending support and credibility to the campaign. In addition, their involvement with cultivation and solicitation tends to be more focused on opening doors to prospects for senior leadership and fundraising staff.

It's important to note that in the case of smaller, more rural communities, the traditional role for the campaign volunteer continues to be the norm. Based on our experience, campaigns in these communities tend to be driven by volunteers taking ownership and being heavily involved in most of the asks. In fact, this

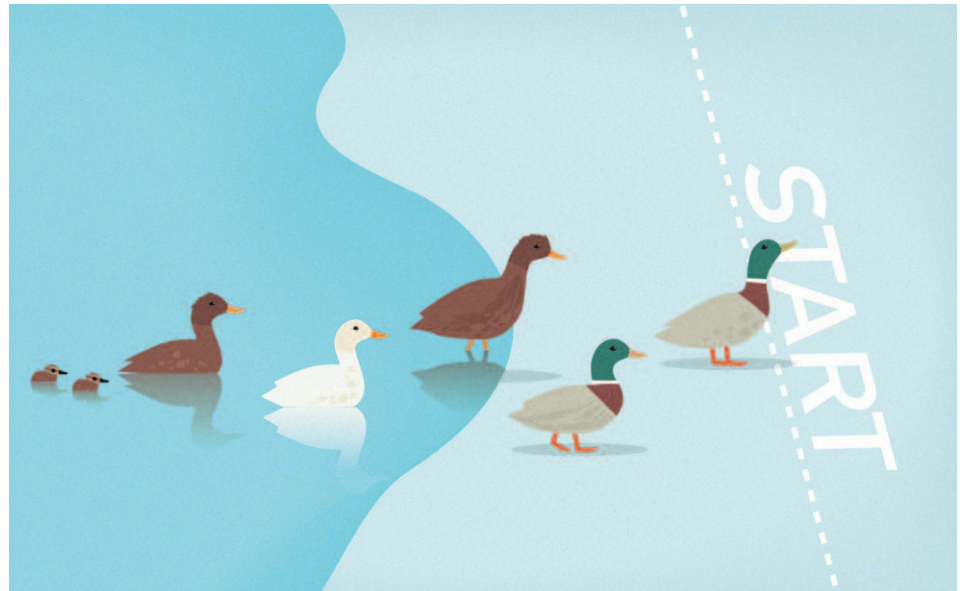
characteristic is critical to the success of this type of campaign.

A cautionary note regarding volunteer involvement: don't bring them on board too early in the campaign process. If you do involve them in the planning phase, be sure that you (and they) have a clear sense of the role you want them to play. Recruiting volunteers who think their role is to "get out and ask"—before you're ready can pose a significant risk to your organization. It can result in a transactional type of relationship with the prospective donor, which can limit the size of gift that prospective donors will make to the campaign.

new Hospital to small groups of 12-15 prospective donors. Another popular event is the Doctor's Dinner event that sees groups of 30-40 current and prospective donors having dinner at a local restaurant with some of the senior medical staff at the Hospital. So popular, these events have often ended up being over-subscribed. And successful at raising funds as well, with the Doctor's Dinners generating close to \$1 million in gifts already.

One of the major shifts in cultivation in recent years is greater involvement of fundraising staff in executing the activities that build a closer relationship with the prospective donor. This trend is confirmed by the results of our campaign survey, which indicated that 57% of major gifts are primarily cultivated, solicited and closed by staff.

The shift to more staff driven major gifts has been challenging for many organizations as they seek to find the best way to encourage and support staff in "getting out the door" and meet with prospects. According to Chris Boucher, Associate Vice President, Development with the London Health Sciences Foundation (LHSF), it all starts with who you recruit. "Recognizing that the current model of major gifts fundraising requires staff who are comfortable getting out and meeting people, we have adopted the philosophy of hiring for competencies and training for skills," says Boucher. "As a result, we look for folks who have shown they can be successful in a performance based environment, who are comfortable pitching a vision and who know how to 'get out there'. And then we build on these competencies with training that helps to



develop the specific skills that we feel they need to be a major gifts fundraiser."

In taking this approach, LHSF has had good success in recruiting team members with transferable skills from similar positions in the for-profit sector, particularly people who have worked in sales. But Boucher notes that initial orientation and ongoing coaching and mentoring are critical when bringing in team members whose experience is in sales. "We spend a lot of time talking about the similarities and, perhaps more importantly, the differences between fundraising and sales," says Boucher. "And with my team members who are newer to the world of fundraising, we really concentrate on providing them with the ongoing training, coaching and mentoring that they need to be successful in the world of philanthropic revenue generation."

In summarizing the overall landscape of campaign fundraising in Canada, two

things rise above all others. The first relates to the need for organizations to have "their ducks in a row" in a way they never have needed to before when contemplating going out to raise funds through a campaign. There is so much competition for philanthropic dollars today and donors have become such "careful consumers" that it is incumbent on organizations to be sure that they have a strong vision and solid plan for execution.

And funnily enough, the second thing relates to placing too much emphasis on trends and best practices when developing your campaign strategies. When KCI is asked what the right campaign strategy is for a particular organization, our best answer, more often than not is, "It depends." Because each organization is in a different stage of development with varying goals and values, the days of cookie cutter, plug-and-play campaign methodologies are long gone.

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FORWARD THINKING