

Fundraising Campaigns in Canada

What's New?
What's Not?
What's Next.

2018 CAMPAIGN TRENDS REPORT



1	Foreword
2	Introduction
4	Planning
7	Goals + Priorities
10	Implementation
13	Donors
16	Volunteers
21	Resources
24	Recommendations
28	Are You Ready?

FOREWORD

Not so long ago, the “death of the fundraising campaign” was a popular topic of discussion.

Musing that perhaps fundraising in Canada had evolved “beyond the campaign”, there was some traction to the idea that campaigns were destined to become relics of the past. That they were no longer going to be relevant or necessary as organizations simply moved to ongoing major gifts work or continuous fundraising models.

Well, as we all know, that hasn't happened... and campaign fundraising continues to be alive and well in Canada today. Having said that, it would be fair to say “The campaign is dead. Long live the campaign”. Because, while there continue to be best practices from traditional campaign strategy, there has most definitely been an ascendancy of new campaign methodology with many of today's campaigns looking very different than campaigns from even ten years ago.

This combination of ongoing relevance and the evolution in methodology are two of the reasons we wanted to turn our attention to the subject of campaigns... but there are several others as well.

We find there are just so many questions about campaigns. And so many myths. We've also observed over the past few years something that we at KCI like to call “Campaign Envy; “Organization X is raising \$500 million. Why can't we?” And finally, while we think it's important to look beyond our borders, Canada is unique and we believe that it's important to have a distinct understanding of what's happening here.

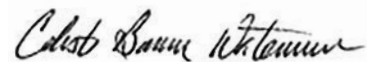
And so, we've created this report to help fundraising professionals, organizational leadership and the sector as a whole to better understand the landscape of campaign fundraising in Canada today... hopefully answering a few questions, busting a few myths and neutralizing some of that campaign envy along the way. The report represents an amalgam of our years of experience with campaigns from coast to coast and across all sectors, and has been further informed by a survey we undertook with our clients and friends this past summer about their experiences raising money through campaigns. Our very sincere thanks to everyone who took the time to participate.

While we don't pretend to have all the answers, we do hope that the information contained in this report will help to inform your planning and thinking and can serve as a tool to educate others in your organization about campaigns.

Enjoy!



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INTRODUCTION

Whether it's a short six month campaign to raise funds for a specific project or a multi-year, multi-priority campaign with a goal in the hundreds of millions of dollars, **campaign fundraising continues to be unrivalled as a means to attract the attention and investment of donors, mobilize volunteers and raise significant amounts of money.**

To better understand the landscape of campaign fundraising in Canada today, we are delighted to share this comprehensive report on the current and emerging trends and best practices.

About the Survey

The survey was sent in May, 2018 to 209 executive level fundraising professionals from KCI's network of major Canadian charities across Canada. The survey was conducted in both English and French, and included a variety of question types including multiple choice, ranking and open-ended questions as appropriate. Depending on responses, participants were asked follow-up questions in some areas to probe and provide greater insight in key areas. Topics explored included Campaign Trends, Money, Fundraising Budget, Donors, Staff, Volunteers, Capital, and Demographic Information. After receiving 88 responses (82 in English and 6 in French), our experts carefully analysed and synthesized the results, which is what we present to you today. Note that the emphasis of the survey was on exploring trends related to the philanthropic / private support of campaigns, rather than funding from public sources.

To inform this report, we conducted a survey this past summer with organizations from across Canada. The survey was sent to senior executives across all charitable sectors in Canada and sought to pull together empirical evidence of the current reality of campaign fundraising today. We analyzed the responses overall as well as by campaign size and sector, noting instances where there are significant differences based on either factor. In addition, we compared the results to those from our 2013 survey¹ to see how this landscape has evolved over the past five years. This survey, as well as our experience working with hundreds of clients has helped us identify the latest trends and innovations in campaign fundraising and what is contained in this report represents a combination of both.

While you will see that there continue to be many “truisms”, there are definitely some significant changes, one of the most important being the customization of campaign models and approaches. One size definitely does not fit all when setting campaign strategy. There are some instances when the best approach is an all-in comprehensive campaign, and there are some times where you are best to focus solely on major gifts. There are times when it is advisable to keep quiet in the early stages of your fundraising. And there are times when it's best to be out with your messaging even before formally announcing your campaign. The key is to critically think through your goals, history, starting point and external environment to figure out what is best given your particular situation.

Are campaign launches still a thing? What percent of the total campaign target is represented by the largest gift to the campaign? How are volunteers being utilized? How much do campaigns cost? How long do they last? Who is giving to them? How many staff need to be added to be successful? And, perhaps most importantly, What's Next for campaigns in Canada?

Read on to find out!

1 In Spring 2013, KCI conducted an online survey with clients and friends from across Canada. The survey was sent to senior executives across all charitable sectors in Canada. The survey asked 44 questions related to recent experiences with campaign fundraising. In total 94 surveys were completed.

1

CAMPAIGN PLANNING

Successful campaigns take the planning process seriously.

One thing that successful campaigns have in common is that they take the planning phase as seriously as the execution phase. Sadly, however, many organizations don't take the necessary time to do that planning and leap into the execution phase prematurely. While good planning has always been important, the depth, breadth and rigour behind campaign planning today have been taken to a whole new level and should involve developing the fundraising priorities and case, assessing the strength of the prospect pipeline, testing and socializing the campaign and identifying gaps in readiness that need to be filled. Depending on the size and complexity of the organization and / or campaign, planning can take anywhere from 6 months to two (or even more) years.

Assessing risk an important (and often overlooked) part of planning.

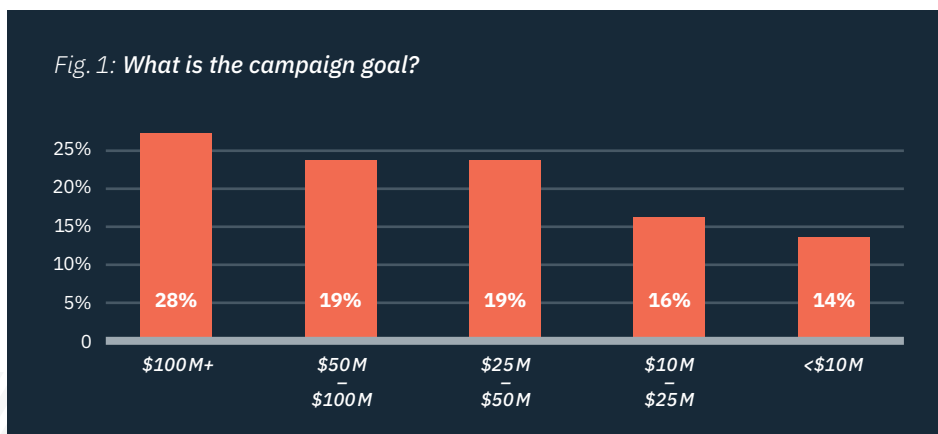
Risk assessment is an emerging best practice in campaign planning and involves not only identifying potential risks but also building the management and mitigation of those risks directly into the campaign strategy if possible. Key risks can include lead gift realization, shifts in donor preferences, competitive campaigns, ability to recruit volunteers, economic changes, senior management turnover and actions of particular stakeholders, most notably government. This component of planning ensures that potential vulnerabilities are identified and incorporates as much resiliency into the campaign strategy as possible.

Campaigns increasingly involve the whole organization.

Increasingly for campaigns to be successful they must be treated as organization-wide initiatives. They are not something that happen “over there in the fundraising department”. Rather, they must be viewed as a priority and responsibility throughout the organization, particularly by senior leaders as well as by program and marketing staff. And so, in addition to crafting the most appropriate campaign strategy, the planning phase is also about creating and sharing ownership of the campaign across the entire institution, building a culture of engagement, collaboration and partnership while cementing the understanding that success requires investment and commitment on the part of the entire organization.

Campaigns are getting larger.

While perhaps this trend falls into the “goes without saying” category, campaigns in Canada undeniably are growing in size in terms of their dollar goals. Although there are numerous organizations with campaigns of \$10M or less, in the last 10 years there have been at least six campaigns with goals of \$1 Billion or more.



2013
/
2018
Comparison

The survey reinforced that campaign goals are getting bigger.

2018 / **2013**
47% / **29%**
of respondents reported having campaign goals greater than \$50 million.

At the other end of the spectrum, reported campaign goals of less than \$10 million:
2018 / **2013**
14% / **31%**

External consultation and conversation must be part of campaign planning.

While the traditional “feasibility study” is no longer in vogue as a planning tool, some degree of external consultation continues to be a must. Early in the process, it’s important to take plans and fundraising priorities out to key organizational stakeholders, including donors, seeking to hear their reactions, feedback and input. Not only does this enable adjustment of plans and course if need be, it can also serve as an early cultivation opportunity thereby building interest and ownership in your plans and priorities.

Brand, both campaign and organizational, an important consideration.

Depending on the size and scope of your campaign, brand (both organization and campaign) can be a critical component of success. The health and strength of your organization’s brand will directly impact your short term campaign fundraising success – the stronger your brand, the quicker you can get out the gate. The campaign brand becomes particularly important if the campaign is comprehensive in nature, encompassing all fundraising activities over the next period of years. Regardless, conversations about brand are an important component of campaign planning.

Historic stewardship practices factor significantly into readiness

Based on our experience, one of the things that enables organizations to move more quickly into campaign are those who have done good stewardship of their donors. Because of that stewardship, the donor base is engaged, interested and ready to invest. In organizations that have not done good stewardship, it’s often one of the first things we tell them they have to do;

undertake activities to reacquaint donors with them... something that can take upwards of several years. So no matter where you are in your campaigning cycle (pre or post), dedicating time to ensure you have strong, robust stewardship practices is always a good idea. By doing that, you will be in much better shape when you get around to planning your next campaign.

2

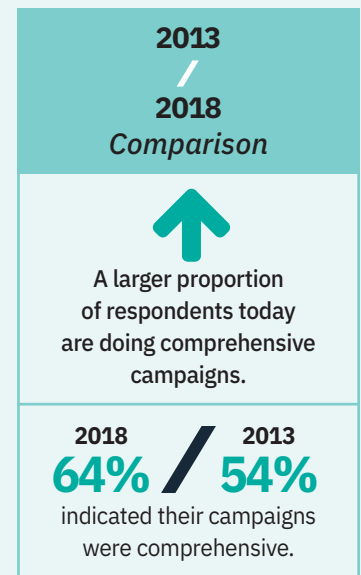
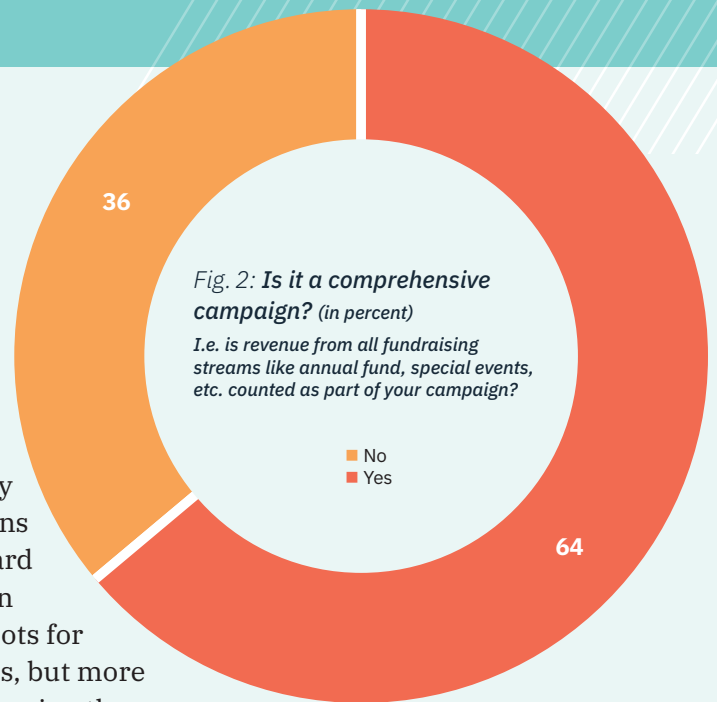
CAMPAIGN GOALS + PRIORITIES

Comprehensive campaigns increasingly common.

Long common in universities and increasingly common in hospitals, comprehensive campaigns (those that count all fundraising revenue toward the goal) are becoming increasingly popular in other sectors as well. There continue to be spots for shorter term, smaller project-type campaigns, but more and more, when organizations think of a campaign they are thinking of a multi-year, multi-priority initiative that is organization wide. Campaign counting and reporting are also becoming more inclusive, with some institutions counting bequest expectancies (quite common) and government funding (less common).

Campaign goals going beyond raising money.

Campaigns are increasingly being seen as vehicles with relevance beyond simply raising money with many organizations now seeking to leverage their fundraising campaigns to advance other goals in addition to financial. These additional goals can include brand building and raising the profile of the organization, advancing the culture of philanthropy or growing the involvement of the community of stakeholders (e.g. educational institutions incorporating an alumni engagement target).



Estate planning becoming an increased focus in campaigns.

With Canada's aging population, charities are increasingly focusing on having conversations with donors about planned gifts and many are leveraging their campaigns as a reason to enter into these discussions with donors now. Many are also including a bequest target as one of the sub goals of their campaign, seeking to leverage the campaign as a tool in growing their planned gift expectancies.

Campaigns continue to support the “usual suspects” when it comes to fundraising priorities.

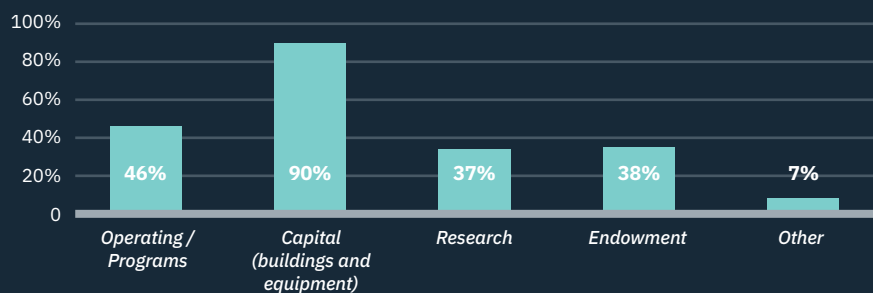
The types of priorities for which organizations are raising money through campaigns have stayed relatively consistent over time, including the two major priorities of capital and programs (*Figure 3*). Of course, institution type will also dictate priorities, with universities and teaching hospitals raising money for research and educational institutions raising money for scholarships. The survey results indicated that capital is a strong focus across all sectors, whereas research and endowment are most popular for universities.

Gift to endowments continuing... but starting to look different.

Endowment fundraising took a hit after the 2008 recession with many donors exhibiting a reluctance to put their gifts into long term funds whose ability to grant was dependent on market returns. A decade later, interest has been somewhat renewed but is still not as strong as it was pre-recession. Having said that, the popularity of donor-advised funds (DAFs) at both community foundations and at financial institutions, many of which are endowed, appears to be growing, with total assets held in Canadian DAFs estimated to be \$3.2 billion at the end of 2016². This is an important trend for charitable organizations to keep an eye on.

² Donor-advised Funds: The Intersection of Philanthropy and Wealth Management, SI Research, 2018.

Fig. 3: What type of funding area(s) is your campaign supporting?



Capital continues to be attractive investment opportunity for donors.

It's common to hear that raising money for capital has become harder to do; that donors just aren't interested in supporting capital projects, having greater interest in priorities like programs and research. Based on the survey results, that premise appears to be overstated as capital continues to be an attractive priority, particularly among major donors (Figure 4). There are differences between donor groups, with corporate donors and lower level individual donors exhibiting slightly less interest. Among sectors, universities indicated they found raising money for capital challenging, whereas hospitals indicated it was slightly easier than other priorities, something that was particularly true of community hospitals (Figure 5).

Which comes first: donor interest or our ability to make the case?



Are donor interests changing? Or are they simply responding to what we are asking them for?

There is ongoing discussion among fundraising professionals about the challenges of raising money for certain priorities, capital and unrestricted funds being two of the most commonly cited. But there is also growing pushback on that notion, with some fundraising professionals suggesting that part of the challenge lies in both how we are presenting those priorities as well as the types of conversations that we are choosing to have with our donors.

The argument is that we need to become better at making the case for these types of priorities. That having state-of-the-art buildings and technologies enable the best outcomes and impact the ability to recruit and retain the very best people... both of which are fundamental to success. And, when it comes to conversations with donors, instead of starting down the path of "what would you like to fund", focus rather on making the case that "we aren't able to have the impact we envision if we don't have the environment in which to do it".

The strength of your brand is a fundamental underpinning to making this type of case. The stronger and more reputable it is, the easier, and more believable, that case will be.

Fig. 4: How interested in supporting your organization's capital needs are the following groups of donors? (in percent)

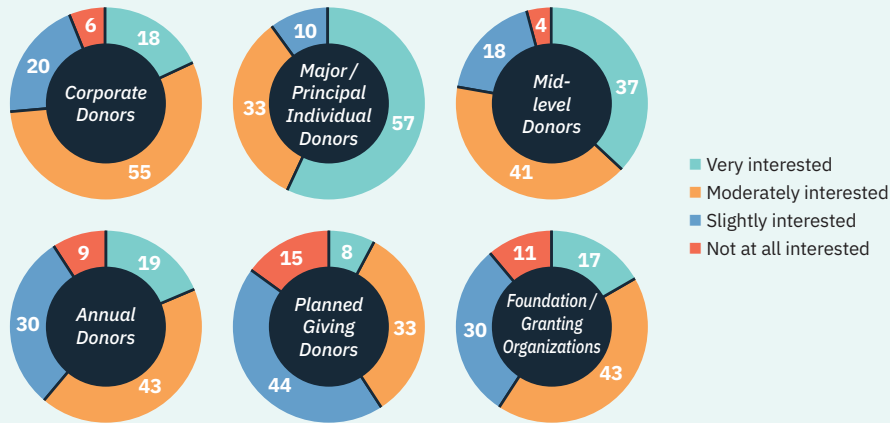
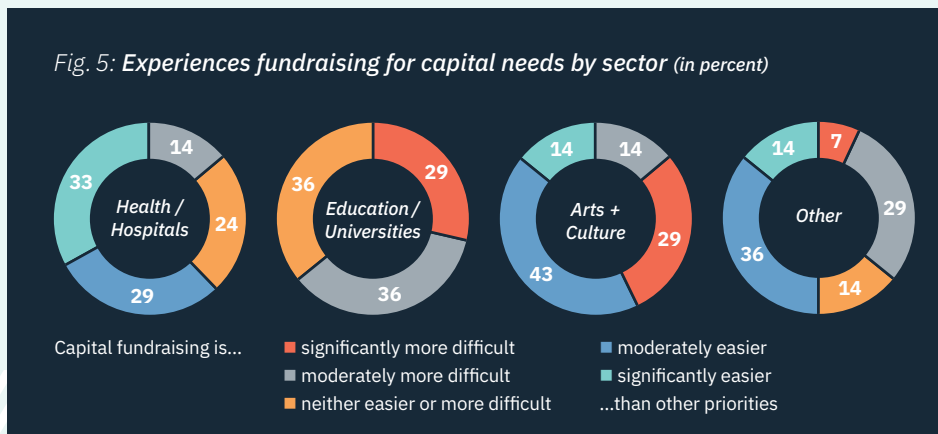


Fig. 5: Experiences fundraising for capital needs by sector (in percent)



3

CAMPAIGN IMPLEMENTATION

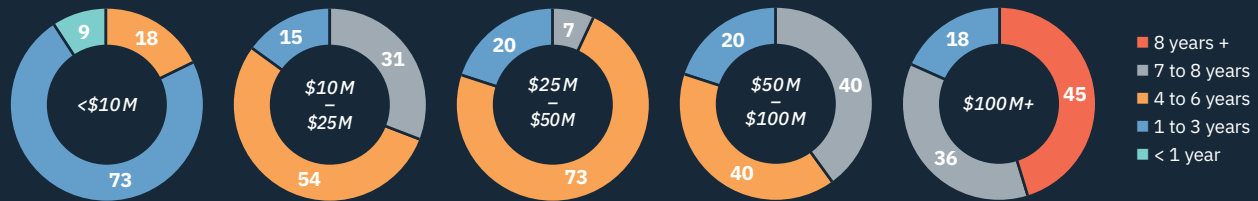
Growing customization of campaign plans.

In the “old days”, the campaign playbook was pretty simple. There was the Quiet Phase (where you brought in the largest gifts), the Public Launch (where you officially announced you were in campaign), and finally the Public Phase (where you invited your broader community of stakeholders to make their gifts). While that model continues to be relevant in some instances, there are now many ways to build a campaign and “it depends” is often the best answer to what an organization’s campaign plan should look like. The right strategy is dependent on a number of factors such as an organization’s brand, the donor pipeline, case / cause, culture of philanthropy and the external environment.

Quiet phase often not so quiet.

The traditional ‘quiet phase’ is being supplanted by the ‘leverage phase’. While the focus in this phase continues to be on top prospects and seeking to secure the largest gifts to the campaign, rather than staying completely “quiet” during this phase, there can still be a public-facing component that begins to build awareness in advance of the launch and public phase. Think of it in terms of slowly and quietly building momentum through a strategy that plants the seeds and socializes the campaign both internally and externally.

Fig. 6: Campaign duration by campaign size (in percent)



Campaign length tied to campaign size... and generally getting longer.

Our campaign survey highlights that campaigns are becoming increasingly longer... likely not a surprise given that campaign goals are also generally getting larger. Survey results indicate that the bigger the campaign goal, the longer the campaign. Almost 82% of campaigns greater than \$100M were seven years or more in duration. (Figure 6)

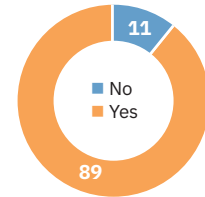
Growing importance of private donations in leveraging government funding.

While this trend is not new, we are observing its amplification. Increasingly, governments want the projects they support to be “shovel ready”, seeking to have their investments used during their mandates. Organizations must ensure that they have the support of their communities lined up and ready when government funding comes through. In some cases, this can mean actually raising money from private donors first. When that is not feasible, it is still critical to at least socialize the project and gain “philosophical” commitment from the community. If organizations haven’t prepared in this way, they run the risk of having to scramble when government investments are made... and worst case scenario, having to raise money for a building that’s been built or a program that is already running.

Campaign launches continue to be a common practice.

Campaign launches are still popular, especially among comprehensive campaigns where virtually all (92%) indicated they undertook a launch (Figure 7). Launch strategies are evolving, however, often taking a graduated approach with a number of announcements leading up to the official launch that serve as “teasers” to stimulate interest, create buzz and build momentum, culminating in the actual launch event itself. In a textbook campaign, up to 80% would be secured before the campaign is publicly launched. However, in the case of very large campaigns, some launch with as little as 50% of campaign goals raised.

Fig. 7: Have you done / will you do a public launch to announce your campaign? (in percent)



2013 / 2018 Comparison



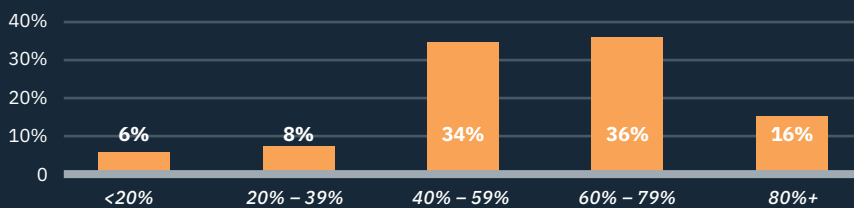
Launching publicly is more likely on larger campaigns (93% of campaigns with goals of \$100M+ held a public launch).

2018 89% / **2013** 80%
of campaigns held a public launch.



Public launches were common across all sectors, but especially in healthcare / hospitals with 95% of campaigns in this sector having a public launch.

Fig. 8: What percentage of your fundraising target were you at / do you expect to be at for the public launch?



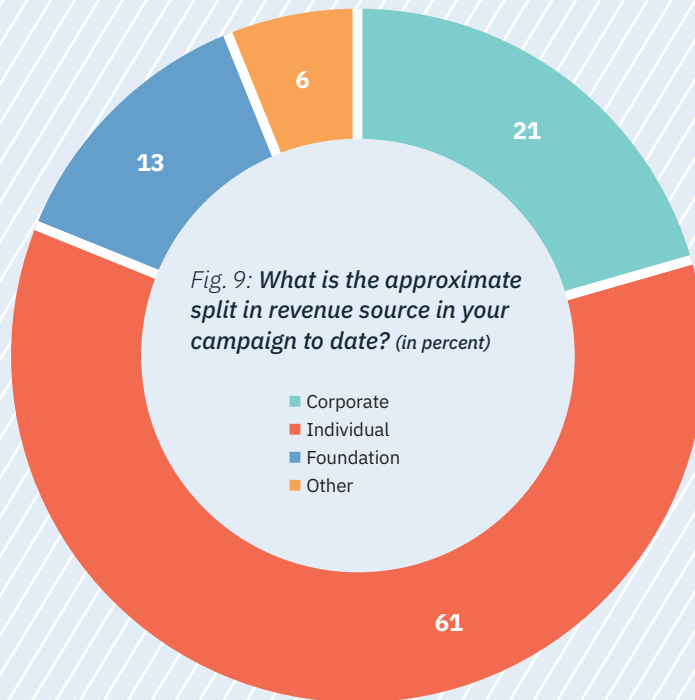
To Campaign or Not To Campaign?

It may seem strange to talk about not doing a campaign in a report all about campaign fundraising, but we feel it's important to acknowledge that a comprehensive campaign may not be the best solution in all cases. There can be a tendency for boards to push for it, but don't let it be the default strategy. The catalyst for the campaign must be authentic and dependent on the cycle

of the needs of the institution. That catalyst could be government funding or it could be a new strategic plan; 'because it's been a while' isn't good enough. Keep that in mind as you consider your approach. Maybe the better way is an amplification of major gifts. Or maybe it's a focus on a particular project. Just don't default. A campaign isn't always the answer.

4

CAMPAIGN DONORS



Individuals continue to make up vast majority of donations to campaigns.

Individuals overwhelmingly continue to be the key donor constituency to campaigns with survey respondents indicating that over 60% of their revenue comes from individuals. Factoring in Foundations, the majority of which tend to be giving vehicles for individuals, the percentage rises to almost three quarters. (Figure 9)

2013 / 2018 Comparison

↑

Reliance on major and principal gifts is growing.

2018 73% / 2013 63%

of campaign revenue came from major gifts.

Campaigns are increasingly reliant on major gifts in general...

While not a new trend, both our general experience and the results of the survey point to a growing reliance on major and principal gift donors. Survey respondents noted that 73% of their campaign revenue was attributable to major gifts, however they defined a major gift at their organization. (Figure 10)

...and gifts of \$1 million or more in particular.

An even finer point on the relevance of large gifts is the growing importance of gifts of \$1 million or more, which accounted for 46% of all campaign revenues on average. Not surprisingly, the percentage of total revenues from this level of donor grows as the campaign goal increases. (Figure 11) As a result of these trends, it is safe to say that top donors (the top 10%) must remain a focus of successful campaigns.

Fig. 10: Proportion of Campaign Revenue from Major / Principal Gifts by Campaign Size

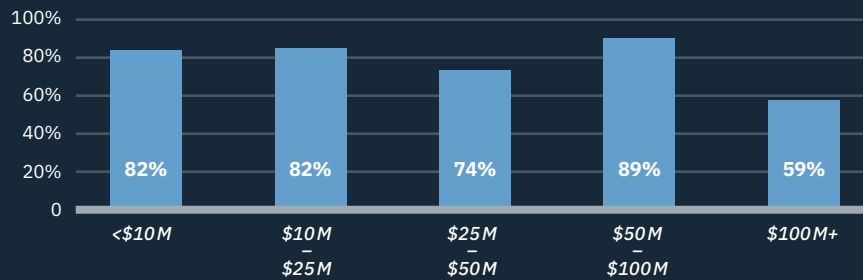
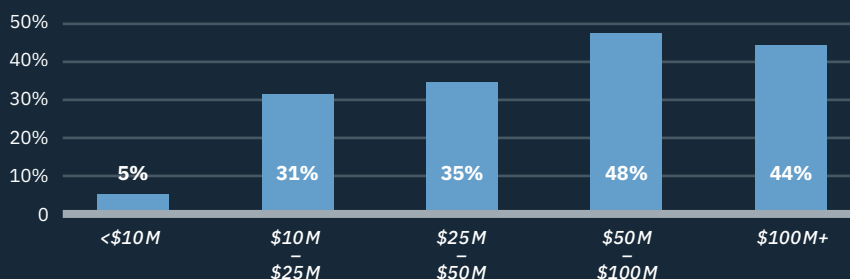


Fig. 11: Proportion of Campaign Revenue from \$1M+ Gifts by Campaign Size



2013
/
2018
Comparison



Growing reliance on gifts of \$1M and up.

2018
46% / **30%**
2013

of fundraising revenue were gifts in the amount of \$1M and up.

Changing nature of wealth in Canada

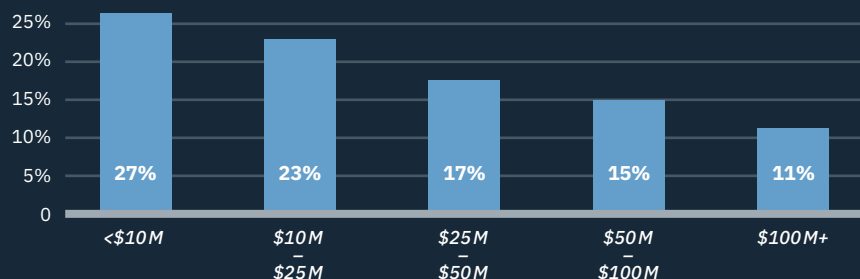
A report from BMO Harris Private Banking reported that of high net worth Canadians (those with investable assets of \$1 million or more), 48% identified as either recent immigrants or First generation Canadians.³ As the nature of wealth continues to change and evolve in Canada, charities must ensure that they create inclusive programs and practices that genuinely involve all Canadians.

³ BMO Private Harris Banking Changing Face of Wealth Study, 2013.

The top gift to a campaign continues to range between 15% and 20% of goal.

In terms of the top gift to the campaign, the percentage it represents of the overall campaign goal has stayed relatively constant over the years. Respondents to our survey indicated that on average, the top gift to their campaign was 17% of their campaign goal. The top gift percentage does decline as the campaign goal increases. (Figure 12) As a general rule, organizations must have a line of sight to a top donation that is between 15% and 20% of the campaign goal. So if your campaign is \$10 million, you need to see your way clear to a \$1 million or \$1.5 million gift. If the goal is \$250 million, the top gift should be in the range of \$25 million to \$30 million.

Fig. 12: Average Percent of Target Represented by Largest Gift by Campaign Size



5

CAMPAIGN VOLUNTEERS

Volunteers continue to be involved in campaigns but their engagement is evolving.

The vast majority of campaigns continue to utilize volunteers with 97% of survey respondents indicating that they engage volunteers outside of their boards in campaigns. But the type of engagement reflects a highly customized approach, with decisions dependent on sector, organization, culture and even city (i.e. we do find smaller cities and communities continue to employ more traditional models). In terms of role, the most commonly cited include opening doors and identifying, cultivating and soliciting donors. Of those involved in major gift work, the most common response to the number of calls they make annually is five or fewer. (Figure 14)

Fig. 13: What role do your volunteers play in the campaign?

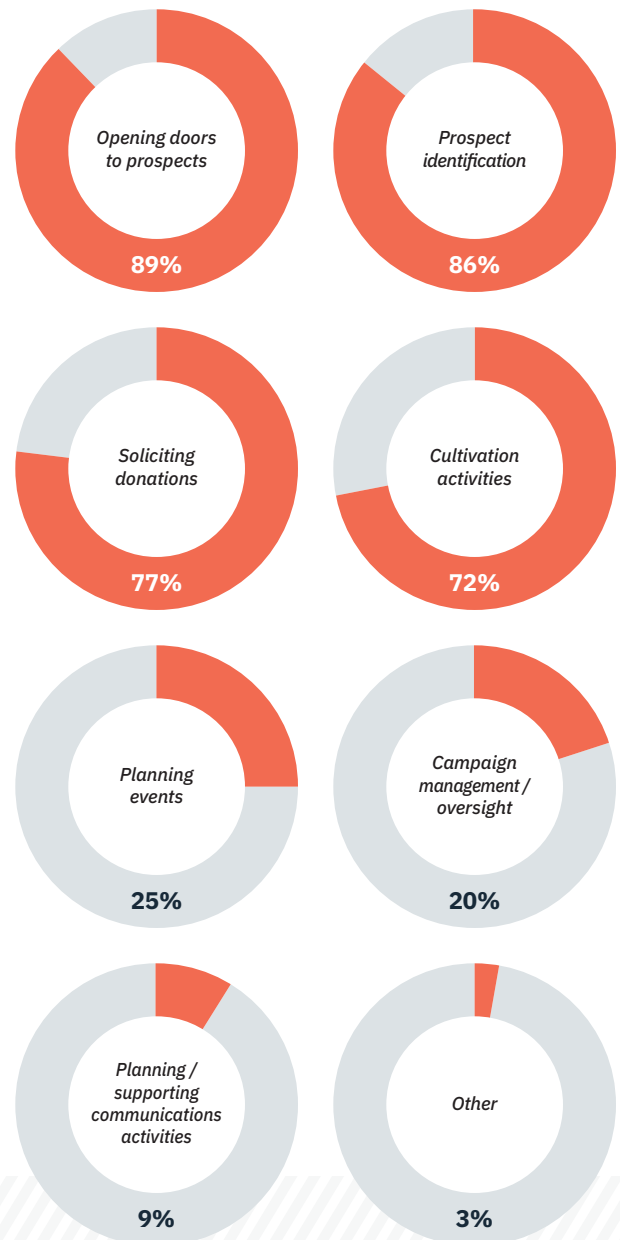
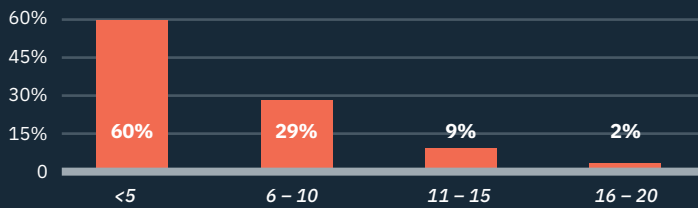


Fig. 14: With volunteers that are involved in major gift work, how many prospect calls (on average) does each volunteer make on an annual basis?



The importance of staff roles is increasing.

The role of staff continues to grow in importance for a number of reasons. As donors become more sophisticated, gifts are increasing in size and as volunteers are becoming more time-constrained and scarce, organizations are relying more and more on professional fundraising staff to raise money. This is particularly true when it comes to major gift work, as donors who are being asked to make significant investments in the organization want and expect to have conversations with senior leaders and fundraising staff.

2013 / 2018 Comparison



The role of volunteers in solicitation appears to be shrinking.

2013
9%

of respondents indicated that volunteers solicited more than 15 donations per year.

2018
60%

of respondents indicated that volunteers solicited five or fewer gifts annually, and only 1.8% made more than 15 solicitations annually.

2013 / 2018 Comparison

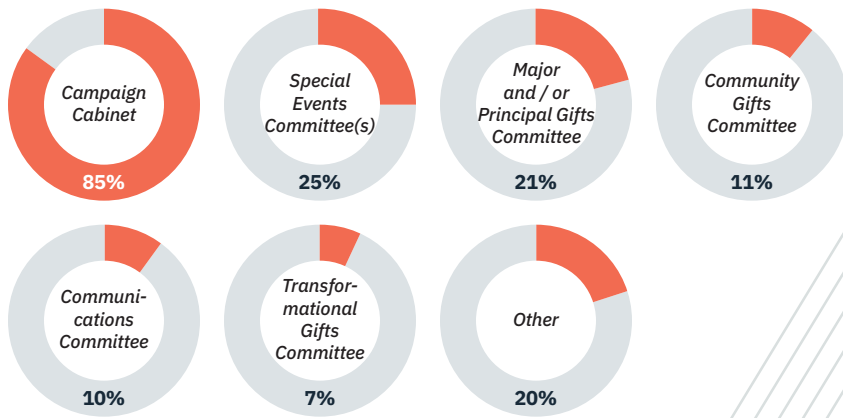


Staff are doing even more major gift soliciting now.

2018 / 2013
74% / 57%

of major gifts reported as primarily cultivated, solicited and closed by staff.

Fig. 15: What types of volunteer campaign committees do you have?



Cabinets are still very common while other types of committees vary by sector.

In terms of type of volunteers and committees, Campaign Cabinets are still the most popular committee type with 85% of respondents indicating that they have Cabinets. (Figure 15) The size of the cabinet is highly dependent on campaign size, with larger campaigns tending to have larger cabinets. (Figure 16) Hospital Foundations are most likely to use other committees, whereas universities are most likely to simply have a cabinet. The majority of committees do meet, although 32% indicated that their committees do not meet at all. The most common frequency of meetings was quarterly, followed by monthly. (Figure 17)

(Figure 17)

Fig. 17: How often does the committee(s) typically meet? (use with caution – only 39 responses)

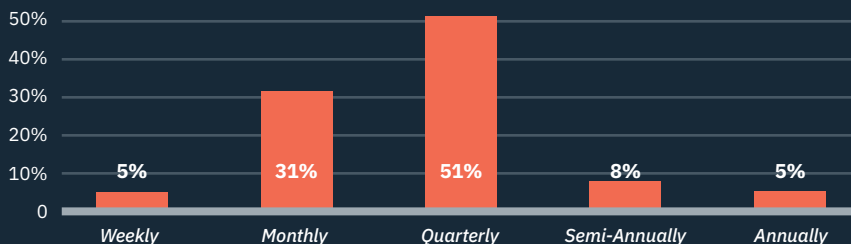
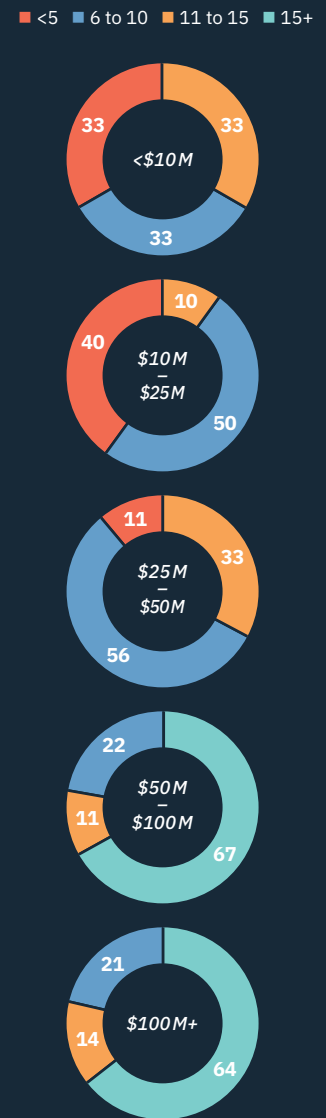


Fig. 16: Size of Campaign Cabinet by Campaign Size (in percent)



2013 / 2018 Comparison

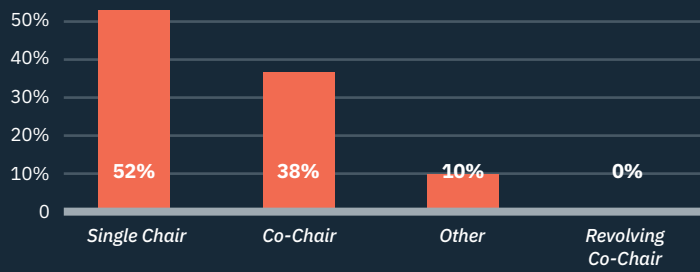


Committees are meeting less frequently now.

2018 / **2013**
31% / **50%**
of committees meet monthly.

2018 / **2013**
51% / **37%**
of committees meet quarterly.

Fig. 18: What is the chairperson model you are using?



Campaign chairs are still common.

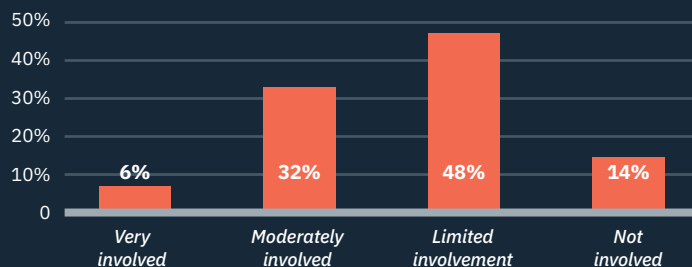
The campaign chair / co-chair model is still very common, although 32% of respondents indicated that they didn't use a chair model for their campaign.

(Figure 18) Among those that do have chairs, single and co-chair models are still very much the norm at 52% and 38% respectively.

Limited involvement of boards in campaigns.

Boards tend to not be involved in campaign fundraising, with 62% of survey respondents reporting their board has either limited or no involvement in raising money for the campaign. There are some differences to the level of involvement. Perhaps not surprisingly, universities report very little involvement on the part of their boards. But even in the case of hospital foundations and arts and culture organizations, "limited" or "no" involvement was a common response. (Figure 19)

Fig. 19: How involved is your board in actively raising funds for the campaign?



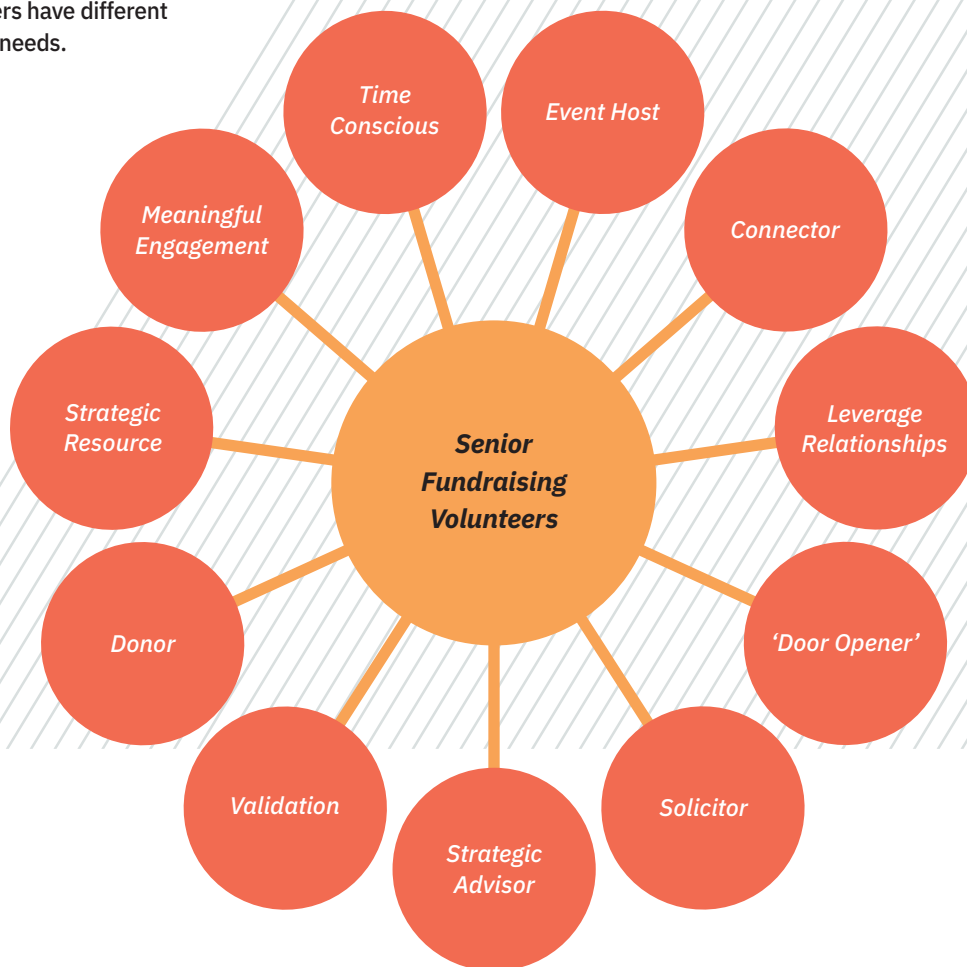
Changing Role of Volunteers



Volunteer enlistment has changed dramatically, due to increasing competition for senior volunteer time and increasing savviness, coupled with time constraints, on the part of sought-after candidates.

At the same time, what is required of a volunteer has also changed from the traditional Volunteer Campaign Cabinet. Volunteers are playing various roles and become engaged in an institution and its campaign in multiple ways.

This diagram serves as a guide for how volunteers are being involved in campaigns today, recognizing that different volunteers have different skills, values and needs.



6

CAMPAIGN RESOURCES

Campaign budgets most commonly between 5% and 20% of goal.

One of the biggest questions when it comes to campaigns relates to budgets and resources. While campaigns are a cost effective way to raise money there is still a cost to them, most commonly between five to 20% of the campaign goal. (Figure 20) That percentage does seem to be related to campaign size. For campaigns with goals of \$10 million and under, the vast majority had costs between 6% and 10% of the goal. For goals over \$10 million, relative costs are often over 10% of the goal and interestingly the largest campaigns often have the highest relative costs, perhaps due to the significant investments required to plan, launch and conduct campaigns of that size. (Figure 21)

Fig. 20: What is the approximate cost of your campaign relative to the financial goal (i.e. what are the expenses associated with your campaign)? (% of Respondents compared to Campaign Cost Relative to Goal)

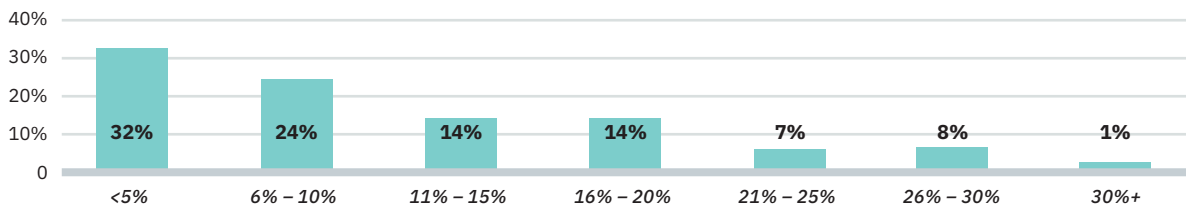
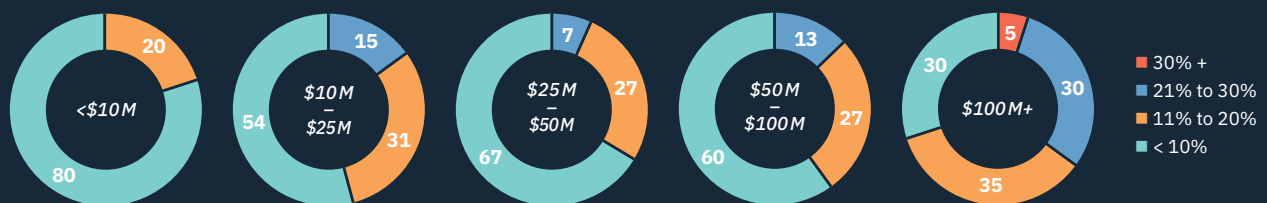


Fig. 21: Cost of the Campaign Relative to the Goal by Campaign Size (in percent)



Funding sources continue to be the usual suspects... with operating budget the most common source.

There are various ways in which institutions are funding their campaigns. Overwhelmingly, organizations fund at least a portion through their overall operating budget. Use of non-designated annual funds, endowment income and a levy on major gifts are also common funding sources. The majority of respondents said that their campaigns are funded by the same means as their overall fundraising programs.

Fig. 22: How do you fund fundraising operations?

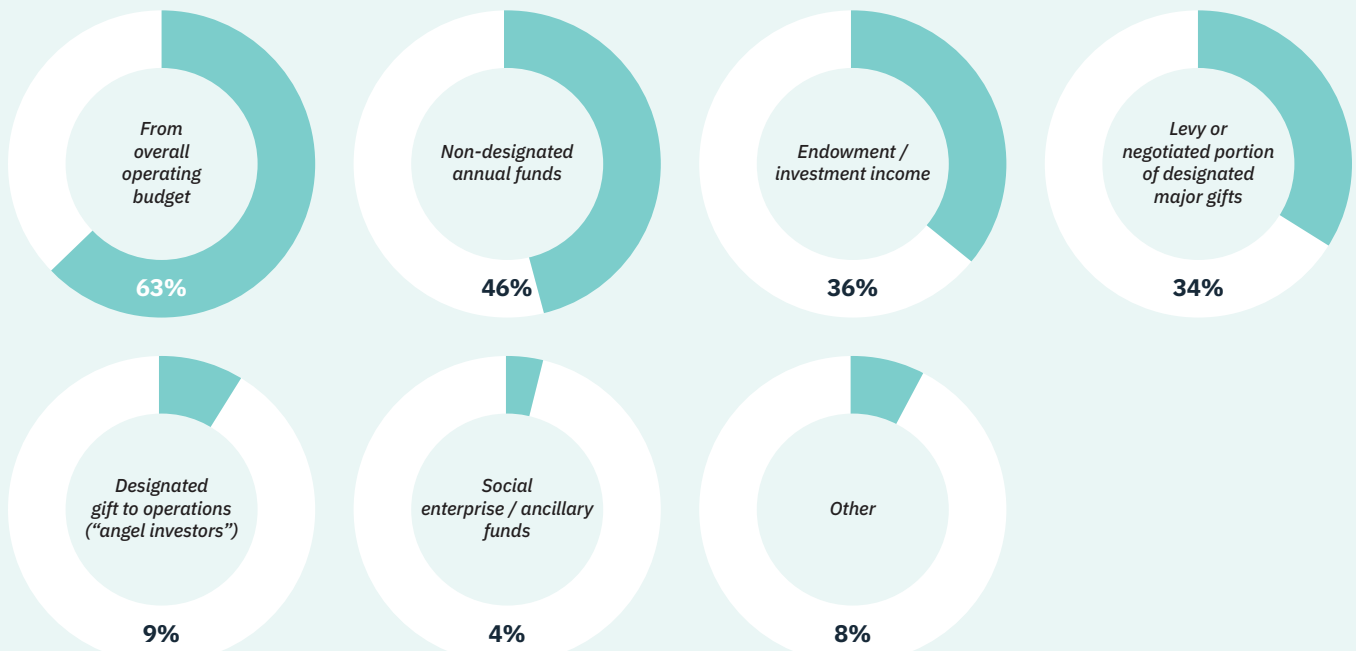
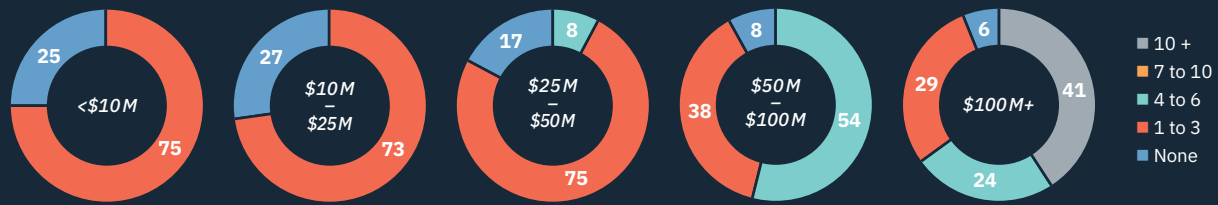


Fig. 23: Staff Added by Campaign Size (in percent)



Additional staff resources almost always a requirement.

In order to run a successful campaign, almost all organizations need to augment their staff resources in some way. Depending on the size of the campaign goal, it may mean a doubling, tripling (or even more) of annual revenues and most organizations cannot do that without adding resources. In our survey, the majority of respondents indicated that they added between one and three staff (52% of respondents) and the next most common response was six and 10 (20%). Not surprisingly, the larger the goal, the more staff to be added.

2013 / 2018 Comparison

↑

More respondents are adding more than 10 staff members to implement campaigns, especially in campaigns of more than \$100M.

2018 41% / 2013 22%

of respondents indicated that 10 or more staff were added in campaigns of this size.

Funding Fundraising Operations

The vast majority (73%) of respondents said that they funded their campaigns in the same way as their overall fundraising operation. Of the 27% who fund them differently, the majority indicated the same sources were used, simply in different proportions.

In terms of how fundraising operations are being funded, the organization’s overall budget is the most commonly cited source (selected by 63% of respondents) followed by non-designated annual funds (46%), endowment income (36%) and a major gifts levy.

RECOMMENDATIONS

Campaigns can be a powerful tool for organizations, both in raising money as well as to help advance other organizational goals. **Here are the main takeaways for your review and consideration, informed by both the results of the survey as well as our broader knowledge of campaign fundraising in Canada.**

1

Set aside enough time for planning.

When thinking about undertaking a campaign, be sure to give yourself time to do adequate planning. Doing so will ensure that you set yourself up for success. In this planning period, ask yourself the tough questions, identify your gaps and challenges and take the time to socialize and invite stakeholders “into the tent.”

Don't make volunteers an afterthought.

Volunteers continue to be a critical component of any campaign. Whether your campaign is the type where volunteers will be the main solicitors or where their involvement is more about credibility and opening doors, ensure that the topic of volunteers is part of your planning agenda. Don't give it short shrift. And again, don't feel pressure when it comes to model. There are lots of new ways to involve volunteers...but there are lots of times when a traditional model is still best. So be sure it fits your needs and reality.

3

5

Develop a campaign plan that's right for you.

While there are definitely best practices when it comes to campaigns, your campaign plan should match and reflect your reality. Don't get stuck in the rut of how it's always been done. But at the same time, don't get swept up by the new and shiny. This is another reason why the planning stage is so important. Take the time to really assess what's the best model and methodology for you.

2

Utilize your campaign as the leverage vehicle that it is.

Don't limit thinking about your campaign as simply a way to raise money. Campaigns, when used properly, can do so much more than that. They can help you build your brand and profile. They can help engage stakeholders, both current and new. They can help you embed philanthropy and fundraising as a core organizational function. Don't let the opportunity for your campaign to do all these things and more go to waste.

4

Make your case.

No matter what your fundraising priorities are, it's critical to make your case. In an increasingly competitive philanthropic marketplace, it's imperative to be able to present a compelling vision and to encourage and inspire donors to help fund that vision. If your campaign is a comprehensive, institution-wide initiative, having a strong and robust brand, be it organization or campaign, is a necessity as it will be an important part of making your case.

6

Don't wait for government to start.

Get out and start talking to your donors and community about your project and priorities as soon as you can. If possible, raise money from the community to support the project even before government commitments are finalized. And if not, at a minimum, generate interest and at least philosophical commitment so you can “hit the ground running” once government funding is secured.

8

Be willing to invest.

While campaigns are cost effective ways to raise money, they do have a cost. It's imperative for organizational leadership to understand that some degree of investment is required, a good portion of which will be front end loaded. As this report noted, there are a variety of sources that organizations draw from. If you aren't ready or able to invest, you're not ready for a campaign.

10

Gain commitment from senior leadership.

Depending on the size and scope of your campaign, organizational leadership must be willing to devote up to 50% of their time to fundraising during a campaign. Yes, 50%. Campaigns are increasingly reliant on major and principal gifts. And these types of donors expect and often demand time and conversation with organizational leaders before making their investments.

7

Professional fundraising staff are a must.

If you already have, great. If you don't have, get. Donors, particularly major gift donors, are becoming increasingly sophisticated. Competition for charitable gifts is intensifying. And campaign fundraising is growing more complex. As a result, the need for professional fundraising staff is an absolute must if you are thinking about undertaking a campaign.

9

Maintain a laser-like focus on major gifts.

Based on overall trends in philanthropy today, it's unlikely that your organization will buck the trend of major donors being a key to the success of your campaign. In planning your campaign, you must see your way clear to having upwards of 70% of your campaign come from major gift donors and 20% from your top gift.

11

Build inclusivity into your campaign.

Be sure that your campaign and its methodology and engagement practices reflect the communities that you serve and are of interest to you. Canadian demographics are changing as is the nature of wealth, so it's critical to make inclusion a key component of your campaign agenda.

Be open and curious.

Change, and the pace of it, is probably the biggest overriding trend in fundraising today. Whether it be demographic changes, the move to digital or the evolution in donor behaviours, it's never been more important to be open and curious about the changes that affect how we raise money. So keep your eye on what's happening and seek to understand what it means for you... and what it means you should be doing to keep up and be modern in your approach.

12

What's next

ARE YOU READY?

To help determine your readiness for a campaign, KCI has developed the following checklist. Have a look and see how your organization would fare!

		Yes	No
1	We have an inspiring case for support, anchored in the institution's vision, tested with and 'endorsed' by prospective donors.	<input type="checkbox"/>	<input type="checkbox"/>
2	There is internal alignment and buy-in to the campaign funding priorities.	<input type="checkbox"/>	<input type="checkbox"/>
3	Institutional leadership is supportive, understand what's required to succeed, are willing to commit their time and a meaningful gift, can credibly and passionately present the vision and case.	<input type="checkbox"/>	<input type="checkbox"/>
4	Fundraising staff are trained and adequately resourced to support volunteers, manage campaign, cultivate donors, ask for gifts and implement stewardship program (or external support is engaged, if required.)	<input type="checkbox"/>	<input type="checkbox"/>
5	A culture of philanthropy is being promoted to engage the institution in the campaign and stewardship activities.	<input type="checkbox"/>	<input type="checkbox"/>
6	Appropriate internal systems, policies and procedures are in place to manage all aspects of the campaign.	<input type="checkbox"/>	<input type="checkbox"/>
7	Institution has committed resources required to mount campaign.	<input type="checkbox"/>	<input type="checkbox"/>
8	Sufficient prospects have been / can be identified and qualified to reach goal; you know where your top gifts will come from.	<input type="checkbox"/>	<input type="checkbox"/>
9	Can identify enough volunteers with connections and profile who could be asked to serve (and give) in leadership roles.	<input type="checkbox"/>	<input type="checkbox"/>
10	The institution has experience soliciting, receiving and stewarding major gifts / investments.	<input type="checkbox"/>	<input type="checkbox"/>
11	Donors have been well stewarded, understand the impact of their past giving and are prepared to give again. A stewardship plan for new gifts have been developed and is resourced.	<input type="checkbox"/>	<input type="checkbox"/>
12	Your team has considered and assessed competitive, market and environmental issues that could affect the success of the campaign.	<input type="checkbox"/>	<input type="checkbox"/>
13	You have developed a detailed campaign plan that has been approved by the board and includes key milestones and benchmarks.	<input type="checkbox"/>	<input type="checkbox"/>
14	You are confident and are motivated to succeed.	<input type="checkbox"/>	<input type="checkbox"/>

Innovation. Disruption. Change.

What's next for Canada's non-profit sector?

The nature of the Canadian charitable sector has changed – irreversibly.

New ideas, new models, new technologies, new generations and new Canadians present new opportunities and challenges for Canadian charities. Where do we go from here?

At KCI, that's our favourite question.

We are Canada's leading consultants to the non-profit sector with professionals across the country in fundraising, strategy, research + analytics and executive search. And through our 35 years of experience, we've helped thousands of organizations craft their strategies, build their teams and raise billions of dollars in the education, health, social services, environment, arts + culture and religious sectors.

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