

What's Next. interview series

with KCI's Philanthropic Trends Advisory Board.

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Susan McIsaac

Chief Philanthropy Officer, Right to Play

"I feel there is definitely a newly emerging type of donor who is now taking more of an **investment approach to their giving**. Not because they want their money back, but because they feel that this is a more optimal way to effect change. I have met with a number of people, mostly younger and mostly male, who prefer to give in this way."

Innes Van Nostrand

Principal, Appleby College

"I strongly believe it's advantageous to have a **moving goal that you can keep fine-tuning and adjusting** as you gain clarity on what is working well and what may not be so reasonable. I also don't see anything wrong with having your goal be a range."

Susan Horvath

President and CEO, ROM Governors

"I find that our volunteers are instrumental in helping us identify who we should be speaking to, which is yet another indicator of the need for **diversity on our boards and in our volunteer teams**. Without that diversity, our volunteers, and by extension our organizations, will only know the same people we've always had as donors."

Rick Frost

CEO, The Winnipeg Foundation

"I would say that **donors today are more interested in the operational side** of what we're planning to achieve. While the vision continues to be very important, they want to know how the project or program will work, how it will be funded, and how it will sustain operations in the long-run."

Ken Mayhew

President & CEO, William Osler Health System Foundation

"A challenge is that charities, each in their own context (food bank or hospital foundation), need to **balance the 'now and the next'** – austerity with investment, prudence with boldness, results today with investments for tomorrow."

Jayne Watson

CEO, National Arts Centre Foundation

"If you want **long-term relationships with people**, you don't just start talking to them when they're 70. You start building that relationship when they're 40 or younger."

Malcolm Burrows

Head of Philanthropic Advisory Services, Scotia Wealth Management

"I think that organizations should be **going deeper into their mission** in order to compete. That's the whole point, and that's what donors want – to make a difference and support an organization's mission."

Jeff O'Hagan

Vice-President, Advancement, York University

"No matter how big of an organization you are, you can't solve societal problems like homelessness, environmental sustainability, poverty, etc. on your own. Donors know this, and sometimes they challenge us to **partner with other organizations** that focus on issues we are focused on."

Ted Garrard

CEO, SickKids Foundation

"There is not enough public discourse dispelling the myth that charities should run on shoestring budgets. As I've said many times before, we've moved beyond the bake sale, and **charities today must have a degree of sophistication** to do their work."

Michael Kiefer

Senior Philanthropic Advisor, Presidential Initiatives and Principal Gifts, Dartmouth College

"Gift-supported institutions that are intended to exist in perpetuity are not simply businesses. **Our horizons are much longer**; our notions of productivity and our missions are vastly different"

Tennys Hanson

President & CEO, Toronto General & Western Hospital Foundation

"It's crucial to remember that there's **no such thing as 'deserve'**. No charity is entitled to a gift. We have to earn them. That's something that takes a great deal of time, effort, energy and resources."

Barbara Grantham

Former President & CEO, VGH & UBC Hospital Foundation

"Successful fundraising has never been about what we want; rather it's about **what donors want to achieve** and how our priorities can help achieve their philanthropic agendas."

James Stauch

Director of the Institute for Community Prosperity, Mount Royal University

"When we talk about social innovation for instance, I think more charities shudder at the thought than are curious about it. In most aspects of life, the reality is that **you can't keep doing things the same way forever.**"

Gary Durbeniuk

Former Vice-President, Development, Calgary Zoo

"**Building relationships is just as relevant** today as it was 30 years ago. There's still heart to our business, as much as there now is a science."

Wendy McDowall

Chief Development Officer, YMCA of Greater Toronto

"Not all donors approach giving in the same way or are looking for the same things, so to **understand each one** and treat them accordingly is crucial."

Bill Bean

CEO, QEII Health Sciences Centre Foundation

"Institutional priorities do not automatically inspire philanthropy. As fundraisers, **our job is to translate** how giving impacts lives, addresses top institutional priorities, while meeting the needs of the donor."

Bruce MacDonald

President & CEO, Imagine Canada

"We have to **instill the value of philanthropy** and teach future generations about the act of giving and the obligation of a citizen to care about more than themselves, to care about their neighbors."