CANADIAN FUNDRAISING & PHILANTHROPY*

INFORMED ANALYSIS AND BEST PRACTICES FOR THE CANADIAN NONPROFIT SECTOR

LEADERSHIP – *Janet Gadeski*

A call to integrity and integration:
Canada's Rwandan champion calls for philosopher-leaders

Many would agree that one indication of leadership is behaving courageously under fire. That's just a metaphor about pressure for the typical nonprofit executive. But for **LGen The Hon. Roméo Dallaire** (Ret), it's both metaphor and reality. Dallaire found the depth of his leadership skills at a time when he was physically under fire from Rwandan rebel forces, and metaphorically under fire from his commanders for refusing to withdraw and abandon the defenceless civilians he had come to protect.

"I can survive a court martial," he said in his opening address to *Banff Compass*, a February gathering of Western Canada fundraisers. "I can't survive a moral failure. Human rights are human rights. You just don't fiddle with them."

Ambiguities like that, Dallaire notes, are typical of contemporary leadership. A traditional military leader obeys and expects to be obeyed. In our time though, ethical, moral and legal dilemmas abound. Leaders must be crystal-clear about their priorities and their values to make complex decisions with the speed the 21st century requires.

Dallaire candidly shares the most extreme results of being given responsibility without authority. He describes himself as being limited by immovable parameters, overseen by an organization that didn't fully support the mission, and put into situations that forced him to question ethics every step of the way.

Humans are beings, not resources

"The future ain't what it used to be," offered Yogi Berra 60 years ago. That's even more pertinent today, says Dallaire, as change has given way to revolution over the past two decades. Environmental concerns drive us to ask fundamental questions about how we will live on the planet. Computers are changing the way we make decisions. Some 27,000 nuclear weapons still threaten life on Earth, and now that the Cold War has ended, the facile distinction between good guys and bad guys no longer applies. Dallaire believes that governments, armies and religions have all responded inadequately to these changes and challenges.

He calls for a new style of leadership focused firmly on the future. "Everyone is proud of their five-year plans," he comments. "But real leaders are thinking about year six, and further out than that. They must be able to visualize and shape the future as well as being up front solving today's crises. And real leaders look at their people and see human beings, not human resources."

Dallaire seems almost awestruck by the number and work of non-governmental organizations around the world. "They cover every dimension of humanity," he observes. "In 1994 there were 195 of them in Kigali, Rwanda alone, trying to save and improve lives. They are everywhere and they are fearless. They will have a huge influence on media and governments. NGOs, I predict, will be the voice of humanity in the future."

Dream big, then act

Vision is more than an image of a desirable future and the ability to resolve crises, Dallaire asserts. A visionary leader inspires a cohesive team and takes on initiative and risk. As well, vision is large, far larger than many dare to dream.

For example, he says, consider the year 2017. He has a vision of a dual celebration in that year. It is Canada's 150th anniversary as a peaceful, stable, democratic country. It is the 100th anniversary of the battle of Vimy Ridge, where Canada paid a price far beyond its size to defend justice and freedom in the world. "What an opportunity to define what we stand for as Canadians! Yet I can't get anyone in public service to think about this," he laments. "They're too wrapped up in the short term."

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FOUNDATIONS

The state of the economy and foundation giving

There's no doubt that the faltering economy has affected the endowment funds that backstop most foundation giving. But that's no reason to assume that all foundations will stop giving, says **Malcolm Burrows**, head of philanthropic advisory services for **Scotia Private Client Group**.

Speaking to a Toronto audience of charity executives at ***CF&P***'s *Surviving and Thriving in Challenging Times* in February, Burrows recalled the shaky mortgage practices that led to the real estate crash in the U.S. In Fort Myers, Florida, for example, the median home sale price fell from $322,300 in December 2005 to $106,900 in December 2008. You can't find a much more dramatic example of the economic downturn.

And that downturn rippled around the world, says Burrows, leading to a decline of 10% to 30% in the value of Canadian charitable endowments. With capital reduced, annual returns based on a percentage of that capital are also reduced and will take some years to recover. Foundations, then, face a paradox. Just when community need is greatest, their ability to grant is diminished.

The good news, Burrows notes, is that foundations are in the business of giving. His own experience with private philanthropists tells him that many are willing to use capital if necessary to respond to convincing examples of need.

Factors affecting foundation giving

If you're seeking foundation grants, you need to know more than ever about the state of each foundation to which you apply. This year, information about their investment returns is vital. You'll also want to know how the foundation is funded. A foundation depending entirely on endowment income will be much more constrained than one that disburses annual gifts from its founder.

Where endowment funding is the principal source, Burrows advises, it's helpful for you to know how long the endowment has existed. The *Income Tax Act* specifies that new gifts of capital must be held for a minimum of 10 years. Once the endowment is at least 10 years old, there is more flexibility under the ITA to use capital for granting.

The philosophy of the board is important too. Some are guided by a moral urgency to funnel money into necessary work. They will be much more open to granting even in difficult times.

Follow the money to assess grant readiness

Given the restrictions of the ITA, Burrows says that first-generation private foundations under 10 years old or public foundations that have experienced strong recent growth in contributions will be most restricted in their ability to grant. Government foundations, by contrast, have much more freedom. They rely on annual funding rather than endowments, so they may not have to curtail their granting.

If you approach private foundations, Burrows advises knowing who's in control and where they are in their generational cycle. In a first-generation foundation, the founders are likely to be the primary figures. Being or having been entrepreneurs themselves, they are more interested in good ideas than consistent paperwork. They may be more willing to fund a risky or untried project than the directors of a second- or third-generation foundation.

A second-generation foundation, he says, will have more family involved. That means more negotiations with more people. It may also mean that the foundation's directions and priorities are slightly less clear as more family members feed their ideas into the mix.

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Today's leaders must evolve from warrior to philosopher, Dallaire says

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Balancing command and collaboration

Dallaire's list of priorities as a commander was short and clear: his mission first, his personnel second and himself third.

Mission, he says, is always the most important goal for an organization, the reason for its existence. Personnel are important and care for the well-being of individuals is vital – yet mission is even more important. Finally, care and awareness of the self ensures that the leader remains fit to lead. During his Rwandan command, he routinely examined each of these priorities through the lenses of ethics, morality and law.

He observes that the warrior style of leadership, though essential, took him only so far in Rwanda. Collaborative, integrated work with other jurisdictions, official and unofficial, recognized and unrecognized, was vital, even when it meant regular contact and negotiations with people whose actions he despised.

The leaders of the future, he says, will lean more and more on these skills of collaboration and integration.

Even in the armed forces, the officers of 2020 will need an awareness of anthropology, philosophy and sociology along with more traditional skills, he predicts, to do their jobs effectively.

Vision, global awareness among youth

Dallaire is confident that the next big dreams will emerge from the generation now in high school and university. After addressing thousands of high school and university students, he concludes that their access to the Internet and easy travel has made them fundamentally different from their predecessors. They are much more aware than their elders, he notes, of the security issues, commerce and culture in locations on the other side of the globe. They are willing to take risks and have developed a strong sense of social obligation and engagement.

"If youth coalesced, they could change the political face of Canada," he claims. "Look at what happened when Obama mobilized young people. America moved away without violence from the insularity and fear of its post-9/11 experience. That's a massive shift in values and priorities." Obama, he says, exemplifies the vision, integrated leadership and human sensitivity of the 21st-century leader.

COPYWRITING – *Tom Ahern*

Does your stuff suffer from "jargon breath"?

At risk? Accessible? Services? I hear what you're saying. I just can't *see* what you're saying. And that's the problem. What's wrong with jargon? Just about everything – once it leaves your office.

Jargon is for specialists only. It's convenient professional shorthand used by staff to speed meetings along. Every industry has its jargon: the sciences, social work, health care, education, even fundraising. (The peculiar term "planned giving" comes to mind. You think the average donor understands what that *really* means? But I digress.)

Outsiders – and virtually all donors are outsiders – do not get jargon, not the way insiders do. Sure, outsiders understand the words at a superficial level. But jargon does not, will not, *cannot* ring the bell that is the donor's heart. Jargon is always clinical, abstract language. And, worse, it tells no tales.

Now maybe you're thinking you're immune to jargon? Not so fast. Jargon is sneaky. Charities often use jargon and don't even know it. For example ...

At risk ... accessible ... services.

These three terms seem innocent enough. And they're certainly common: even news reporters use them without a second thought.

But is the real meaning of words like these all that obvious to the layperson? Don't count on it, I'm begging you.

Of course, ask a donor what a term like "at risk" means; and you'll get some kind of definition. "At risk? Why, that's some poor child who's forced to grow up in a bad neighbourhood. It's tough. But, you know, heck, my grandfather was an at-risk child once, when he came over from the old country. And he turned out just fine."

Charming. Just not what you meant.

The story behind the jargon

When you, the expert, say "at-risk kid," you have in mind:

a specific child whose name you know, with a dozen things stacked against him and a less than 50% chance of ever graduating from high school.

Which means, even with a good brain, he's doomed, statistically speaking. Without a diploma he'll work minimum-wage jobs the rest of his life, marry too young, die too young, and society will lose his full contribution.

And yet you know – you have the proof – that it doesn't have to be that way. You know that, in fact, this particular "at-risk" child can make it and become a successful adult – if enough donors continue to support your wonderful, proven, amazing, life-transforming programs.

Just remember (have it tattooed on your wrist, if it helps): an outsider simply cannot accurately visualize what your jargon means. The references are missing. The daily exposure is missing. The context is absent. For insiders, jargon can conjure a rich world. For outsiders (i.e., donors), jargon just conjures confusion and blank mental screens.

It is the vivid mental picture of human suffering that stirs donor empathy. You can't create that kind of picture with mere jargon.

Jargon is dead; anecdotes rule

Jargon can be a serious obstacle to communicating effectively with your base of supporters. Outside the office, jargon is a dead language. We carelessly fling technical shorthand ("accessible," "services") at our donors and prospects. But generalists do not interpret these terms correctly and profoundly, the way specialists do. Terms like "at risk" fail to move people unless we bring those terms to life vividly through anecdotes, photos, and other real-life evidence.

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Tom Ahern will be a featured speaker at the Annual Maritime Fundraising Conference, http://afpns.ca/page.php?page=22&menu=21. He is a North American authority on fundraising, advocacy, and "persuasion" communications

For more information, a2bmail@aol.com www.aherncomm.com

As generations pass, private foundations become more focused, professional

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If the foundation is in its third generation or more, Burrows observes, it is likely to have professional staff, clear priorities and perhaps a proactive approach to granting that does not include an open application process. You'll need to know whether the foundation is open to your approach, what its priorities are and what documentation they want from you.

Foundation response to a faltering economy

Burrows notes that granting budgets are shrinking, along with the value of foundation endowments. He expects grant budgets to stay below their 2007 peak for up to three years. New endowment gifts are likely to be smaller and less frequent, so assets will grow more slowly. Fewer people will start private foundations.

With the possible exception of first-generation foundations run by entrepreneurs, Burrows predicts, foundations will focus on the charities they already support. They will revise their programs to meet community needs. They may even pull away from capital campaigns in order to free up funds for community support. We will see more strategic granting, he says, with foundations making targeted, significant grants to selected charity partners.

For more information, Malcolm Burrows, 416-933-2351, malcolm.burrows@scotiatrust.com

LEGACY MARKETING – *Janet Gadeski*

Getting old-fashioned gifts by brand-new means, part 1

Citing research by American fundraiser and demographer **Judith Nichols, Michael Johnston**, president and founder of **Hewitt and Johnston Consultants**, reminded an audience of Western fundraisers that many donors are open to making gifts in wills to their favourite charities – and most of those charities are still missing the boat.

Speaking in March at *Banff Compass*, Johnston stated, "Legacy marketing is the biggest opportunity you can seize upon today." Legacy donors are truly average, he says, with average income and average sized estates. They're more likely to be female than male, and more often single than married. Religious faith is one of their core values. And after they write your charity into their wills, it will take an average of eight years for the bequests to mature.

Direct mail donors already get the concept

Johnston's company polled direct mail donors in 2003 to determine their awareness of bequest giving. 80% of those direct mail donors are over the age of 50, just the right age for estate planning and the creation of charitable legacies. Yet while 100% of respondents knew that it was possible to support a charity by making a bequest, only 25% of those Canadian donors had actually been solicited for a bequest gift.

"You've got to do it [solicit bequests] yesterday," Johnston urges. "Your prime bequest prospects are dying!"

In Canada, roughly 18% of those direct mail donors in the poll had a will and had already named a charity as a beneficiary. Another 18% hadn't named a charity yet, but said they were likely to do so. 78% of direct mail donors over the age of 55 agreed that making a bequest to charity was a good idea.

What the donors have to say

Focus groups with over 1,000 active direct mail donors have given Johnston a good idea of how such donors think. They told him that there is a clear line around age 65 at which they make their peace with mortality and are inspired by the idea of leaving a legacy that reflects their values. They told him that while they value information, they don't want it presented in fancy brochures and packages. That money, they assert, should be going to programs.

Many fundraising mentors warn against giving financial advice to donors because of the ethical problems involved. Johnston, however, takes a much more donor-centred view.

"It's highly presumptuous to tell them what they should do," he says. "They're smart and they're managing their money already. They don't even need you to tell them to get a will. If you've got that in your brochure, take it out."

Tell them why, not how, and respect their timing

Johnston is highly critical of materials that focus on the techniques and minutiae of planned gifts. When considering a bequest, such donors (the demographic known as "civics") want to hear why their gifts will make the world a better place, not how to give them. Focus on your mission, values, programs and services, he says, and you'll make a case that they find convincing.

Michael Johnston

He's found that donors in that age bracket prefer to be solicited by mail, where they feel more in control than in other types of communication. That means you have to be very cautious with phone conversations and avoid being perceived as aggressive. When you do get to the telephone stage, don't push for a visit – just make your availability clear. Invite them, rather than hectoring them to share their intentions with you.

And as much as you love your charity, remember that it is almost never as important to donors as their own families. Most of your donors have sons and daughters. Many will have grandchildren as well. They will think of their families first in almost every instance, so help them see that they can provide generously for their families and still help your cause.

Generous, yes; knowledgeable – perhaps not

Don't assume that even regular donors understand your brand or your work, Johnston warns. They may only be aware of one project that matters particularly to them. They may even confuse your mission with that of another charity. Do your market research – it will tell you much more about your donors' awareness than you will ever learn from your own assumptions.

You may also have to stress that your charity is in business for the long term. Particularly if your charity is involved in relief and development work abroad, your donors may include people who worked for various overseas voluntary organizations in the 1970s. Some of those organizations no longer exist. You'll need to emphasize your charity's history and organizational stability to win them over. Speak as explicitly as you can about what your charity will look like in 20 years.

Passion matters to these donors, Johnson states. If you're not passionate, why should they be? Prudence matters too – your charity's prudent financial management. Be sure you can demonstrate squeaky clean accountability and efficiency, he advises, but don't send annual reports and audited statements until the donor asks for them.

Three straightforward principles

Three central ideas guide to Johnston's approach to legacy marketing. The first is urgency. "Our older donors won't be with us forever," he states. "Look at your donors aged 75. Within that group, 38% of the women and 55% of the men will be dead within 10 years. That makes legacy marketing one of the most urgent things you have to do, as well as one of the most important."

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VOLUNTEER MANAGEMENT – *Susan J. Ellis*

Recruiting and retaining volunteers in tough times

What will the financial crisis due to your volunteer programs? Are you expecting to see more volunteers or fewer as the global economy changes? One thing you can be sure of, says volunteer management expert Susan J. Ellis, is that tight budgets will have an impact on your volunteer programs.

Ideas We've Noted examined some of her earlier advice in the November 15, 2008 issue of ***Canadian Fundraiser.*** Since then she's offered some new tips to help organizations recruit and retain volunteers while economic uncertainty continues.

Don't start your volunteer program in a crisis

If your organization hasn't welcomed or invested in volunteers in good times, you'll have to play catch-up to build an effective volunteer infrastructure now. Turning to volunteers because you can't afford staff makes volunteer participation a second choice strategy, Ellis notes. If you want to increase volunteer involvement, you'll have to do the necessary planning. She advises taking time to set goals, define volunteer roles, prepare the paid staff to team with volunteers, and designate staff to recruit, screen, place and follow up your new volunteer recruits.

Retain your volunteer coordinator

It's incomprehensible, fumes Ellis, that exactly when many organizations want more volunteers they lay off the manager of volunteer resources! The job seems easy to eliminate from the budget, because it's seen as a soft position irrelevant to primary client services. If you've been lucky enough to have a volunteer coordinator, that person must continue as a key part of a solid volunteer engagement plan.

Include current volunteers in planning for uncertain budgets, expanded volunteer roles

Active volunteers already see what's going on, Ellis reminds us. They will hear and be affected by your staff's concern about possible layoffs, so there's no point pretending that it's business as usual. It's almost as pointless to cut staff and expect volunteers to take up the slack, particularly if you didn't consult volunteers in the beginning.

It's better to be frank with volunteers, she advises, and draw up on their community knowledge to contribute to solutions. She suggests meeting with them and asking these sorts of questions:

How might we raise more money this year from new sources, and how could you help us do that? What skills do you have that we haven't yet asked you to use? Can you see anything that needs doing here that you'd like to tackle? If we recruit new volunteers, what should we ask them to do and what qualifications should we look for? What might someone do as a short-term project, online, or in another less traditional way? Where should we look for new volunteers, and can you help us do the recruitment?

If you must lay off staff, Ellis counsels, let the affected teams strategize together about realigning work among remaining staff, current volunteers and possible new volunteers. Be aware that fewer and fewer volunteers want to commit to a long-term, multi-hour per week assignment.

Offer chances to build employment resumes

As unemployment increases, you can expect that people looking for new jobs will have unwanted time on their hands. They'll welcome opportunities to build new skills that will help them in their job hunt, Ellis notes. A relevant volunteer experience can help avoid a gap on a resume while job hunting, and add some structure to an empty daytime schedule.

You may need to evaluate the volunteer positions that you offer to see where they allow someone to learn a new skill or apply expertise in new ways. You may need to state and restate your willingness to write letters of recommendation for successful volunteers. Those who are job hunting while helping your organization may need to accept phone calls from prospective employers while they're on duty, or adjust their volunteer schedules to go to interviews. But if you can adjust to the circumstances and offer that type of welcome, plus work that the volunteer enjoys, you may retain a long-term volunteer even after new employment is found.

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Put your effort where the money is, says Johnston

LEGACY MARKETING from page 4

Inspiration is the second principle. Donors in the target age group identify with Martin Luther King's "I have a dream" speech. They want to be inspired by their connection to your organization and by the difference that it will make to future lives.

Finally, Johnston proclaims the simplicity of legacy giving over other types of planned giving. "If 95% of the money [planned giving revenue] is in the will," he asks rhetorically, "why do we do all that other stuff?"

Part 2 of this article will appear in the next issue of Canadian Fundraising & Philanthropy.

For more information, 416-588-7780, info@hjc.ca, www.hjcnewmedia.com

DIRECT MAIL – *Billy Sharma*

Innovative approaches to increase direct mail effectiveness

This is the first of a series of articles drawn from a seminar prepared for Canada Post.

We are bombarded by over half a million dollars' worth of commercial and media messages every day. As a result today's audiences have developed a selective intake mechanism. More important, most recipients simply don't have enough time in their busy, complex lives to read anything other than material that interests them.

Howard Luck Gossage, a famous copywriter, once said, "Nobody reads an ad or direct mail piece. People read what interests them ... and sometimes it's an ad or sometimes it's a direct mail piece." The decision to read or not to read comes down to one thing: is the person interested in what you are saying and/or showing?

No matter whom you are targeting – donors, prospects or suspects – all three groups have one thing in common. They all, even the most loyal donors, read very little of what we send them. Too often they look at the package and say, "Oh-oh! They want money again," without reading the contents. Those who do glance at the material read less than 50%.

The purple cow is the winner

Following the old formulas of writing and design just doesn't seem to work. In his two books, *Purple Cow: Transform Your Business by Being Remarkable* and *All Marketers Are Liars,* Seth Godin stresses that the key to success is to find a way to stand out from the herd – to be the purple cow in a field of monochrome Holsteins. So the question becomes, "How do we stand out or make our material interesting enough to get readers to pay attention?"

I have learned that there are four ways to get people to pay attention. You can show or tell them something new and interesting to arouse their curiosity. You can tell them something they didn't know before. You can tell them something in a unique way. Or you can tell them why something is important right now and spur them into action.

How to arouse curiosity

Words can arouse curiosity. **Integra** decided that one thing they wanted their current and new donors to know was that kids with learning disabilities are the most misunderstood and neglected group of Ontario children. The outer envelope of a mail appeal featured the phrase, "What's the biggest thing you can fit in an envelope?" The printed page inside revealed that the biggest thing that could fit inside an envelope was a child's dream, and asked readers to fulfill this dream by sending such children to a special camp. That direct-mail piece increased the organization's database by 10% in its first year.

Second Harvest sent an envelope with the caption, "The face of hunger may surprise you." The message inside explained that 40% of Toronto's hungry faces now belong to children. That mailing more than doubled the average gift size of new donors from $56.73 to $117.31. The average gift size from current donors grew from $253.07 to $287.82. In total, the appeal generated 25% more than the corresponding campaign in the previous year.

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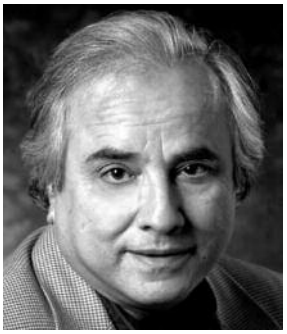

About the Author

Billy Sharma is a copywriter and an art director. He has over 30 years of direct marketing and advertising experience in Munich, Montreal, New York and Toronto. Today, he is President/Creative Director of his own company, Designers Inc., a creative resource for charities and non-profit agencies in Canada and the USA.

He has won over 80 national and international awards for his work. He writes a monthly column called Direct & Personal for the newspaper Direct Marketing, and publishes his own newsletter, Direct Forum. He is also teaches direct marketing at both Humber and Seneca Colleges in Toronto.

For more information, contact Billy at designersinc@sympatico.ca.

Understand the needs of volunteers in a job search

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Add roses to the bread

It's important to continue feeding the soul, Ellis notes, even as more basic needs increase. Human service organizations might recruit volunteers to raise the spirits of people in need, perhaps by including live music while people are in a food pantry or thrift store. Or you might organize a "not-a-holiday" party to give people some relaxation. You may discover performing, culinary, or other social skills among your paid staff, volunteers and clients, and you'll boost morale at the same time.

Susan J. Ellis is President, Energize Inc., 215-438-8342, susan@energizeinc.com.

This material is excerpted with permission from "Tools You Can Use," written for Fieldstone Alliance, http://www.fieldstonealliance.org/client/tools_you_can_use/01-07-09_volunteering_in_tough_times.cfm#resources

To boost gifts, put more than paper in a direct mail package

DIRECT MAIL from page 6

A more powerful way to arouse curiosity is with an additional element in the package that tells the story more intensely and captures the essence of your message. When the **United Nations High Commissioner for Refugees** launched its first Canadian acquisition direct mail piece, I inserted a piece of cardboard with the caption "Refugees deserve a better shelter then this" to conjure up the image of homelessness.

The package was mailed to 50,000 prospects culled from rented lists. 726 donors sent in $61,500, a response rate of 1.45%. The package is still used as a control package for UNHCR.

Interval House, Canada's oldest shelter for abused women and their children, had a control package that was unbeaten for 12 years. It already contained a number of strong elements including a lift note from an abused woman's child.

The new package contained them all, plus a toothbrush clearly visible through a lower window in the envelope. A handwritten message on the envelope said, "There is no time to pack when you are running away." This package beat the control package by 33%.

> *"Have people who don't know your organization scan your piece for 10 seconds. Then have them tell you the main idea that you're trying to communicate. If they can't, it's time to rewrite."*

Newsworthy and new

A package from **The Hincks Centre for Children's Mental Health** revealed the rising costs of keeping violent adults in prison. It highlighted the number of seriously aggressive young children who grow up to be violent, antisocial adults, and the fact that each one of these would cost over $100,000 annually to keep in prison. The letter asked donors to invest in proven, early intervention and treatment at a cost of nearly $450 annually per child.

The campaign drew over $1 million in donations, as well as $200,000 for campaign funding from the **Saul A. Silverman Family Foundation**.

Tell the same story in a new way

An awareness campaign by Integra told the story of isolation experienced by children with learning disabilities. "When John had imaginary friends at age four his parents thought it was cute," the appeal began. "Now at age 12, that's all he has."

The TV commercial based on that copy and art direction won a Silver CMA Award. The **Ontario Trillium Foundation** stepped up to fund the campaign to the tune of $60,000, and although it did not actually ask for gifts, it attracted $25,000 in donations and many in-kind gifts of goods and services.

Why it matters now, and how you can help

This approach is most effective during a crisis such as a flood. The **Christian Children's Fund of Canada** sent a two-part emergency mailing in response to the flooding in Tamil Nadu, India.

The appeal targeted only those who had sponsored a child in the affected area. After an e-mail sent within 48 hours of the disaster, child sponsors received a direct mail package detailing how their immediate donation would help provide emergency shelter, nutritious food, clean water and medical care for children and their families.

In the first week, the e-mail alone generated over $10,000, while the direct mail piece raised over $20,000 in the same week.

Passing the interesting package test

Have people who don't know your organization scan your piece for 10 seconds. Then have them tell you the main idea that you're trying to communicate. If they can't, it's time to rewrite.

When I have found an interesting approach, my checklist includes applying the insights of human psychology, creating a graphically inviting and pleasing piece and being donor-centric enough.

To apply the insights of human psychology to your piece, make sure you aim for the heart. Include all the emotional triggers that motivate people to donate. Keep your tone conversational rather than formal.

A graphically inviting, pleasing piece will be a quick, easy read. Remember that you are writing and designing for browsers rather than readers. Use a headline and modest amounts of underlining, boldface, italic and bulleted lists to draw the eye to key points. Keep the first sentence short, 20 words at most. Use provocative, unpredictable images that help to drive the narration.

To be donor-centric enough, tell your donors what amazing things the charity intends to do with their gifts. Mention real accomplishments, worthwhile results. Talk about the organization's cost efficiency. Celebrate the donors as heroes and emphasize that the charity's work would not be possible without their help.

Finally, remember that "the word *you* is *glue*." No other word has such a power to attract the reader.

DIRECT MAIL – *Jose van Herpt*

One third of Canadians remain loyal to direct mail giving

In December 2008, **FLA Group** conducted its sixth annual poll of 2,000 Canadian adults to determine their direct mail charitable giving behaviours. Here are some of the highlights.

- One in three Canadian adults made contributions to charity through the mail in 2008 – this is unchanged from 2007.
- We estimate the gross value of charitable direct mail giving in Canada this year to be $1.32 billion – that's 25% of all charitable giving (excluding churches) by individuals.
- The participation rate trend of Canadian adults in direct mail giving in Canada has declined by 1.2% per year since 2003.
- While the number of Canadians giving through the mail is staying constant, the number of charities they're giving to is not.

Cheque in the mail is still Canada's most popular method of giving

For the past six years, we've asked Canadian adults if they'd made at least one charitable contribution through the mail in response to an appeal they'd received from a charity in the mail. (Note: we did not include giving to places of worship or religious organizations in our questioning.)

In 2008, exactly one-third (33%) of respondents answered yes to this question. It's worth noting that this participation rate is the same as last year – despite the fact that this survey was conducted three months after the markets began to crash in September 2008.

Of the varying demographic differentiators, age remains by far the most important. While 20% of those in the 18-34 age group reported giving in the mail, this percentage climbs steadily to 65% of those in the 75+ age category.

Donors are concentrating their giving

The participation rate in direct mail giving is the first component of determining the overall value of that market. The second is giving frequency.

Our poll also asked those who reported giving to charity though the mail how often they'd given to charity through the mail in the past 12 months. Here's how they responded:

- 17% made only one charitable gift through the mail in the previous 12 months;
- 23% made two gifts;
- 41% made three to five gifts;
- 8% made six to nine gifts;
- 4% made between 10 and 19 gifts;
- 3% made between 20 and 29 gifts; and
- 2% reported making more than 30 gifts through the mail.

It's worth noting that more than 800,000 Canadians made 10 or more gifts to charity through the mail in 2008. The 41% making 3-5 gifts above increased from 33% last year, while the percentage of those making 6+ gifts has declined from 22% to 17%.

While the number of Canadians who give through the mail has remained constant from last year's study, the number of gifts they're making is not. There is a clear trend toward making fewer gifts per capita.

Donors have been telling us in focus groups for some time now that they intend to narrow their list of chosen charities, give larger gifts to the charities who 'make the cut' and try to achieve greater impact with their gifts.

Direct mail in the Canadian context

According to the **Canada Revenue Agency**, total receipted donations to charity in Canada were $8.5 billion in 2006. Religious giving accounted for 40% of this total, so giving to nonreligious charities totalled $5.1 billion.

Accepting $5.1 as the baseline for total charitable giving, direct mail represents exactly one-quarter of all charitable giving in Canada over the past twelve months.

Direct mail is not dead and it's not enough

Direct mail is far from dead. It remains the most popular method of charitable giving in Canada today. Now is not the time to throw the baby out with the bathwater.

Having said that, direct mail donors – and direct mail fundraising – are changing. Keeping abreast of that change and adjusting your program accordingly are critical to your success in 2009.

Donor loyalty is more important than ever before. As donors short-list their giving, they'll stay with the charities to which they feel the most loyal. You must go beyond the solicit-thank-solicit cycle and engage your donors. Survey them. Ask them to involve themselves in your work.

DIRECT MAIL continues on page 9

About the Author

Jose van Herpt is Principal, The FLA Group and a direct marketing practitioner since 1982. She has honed her skills with a wide variety of charitable causes in direct mail, telefundraising and e-appeals. Jose is a well-rounded direct response expert, skilled at innovative strategy, authentic copy, creative design, tight production management and cutting edge analysis

For more information, 613.232.9113, jvanherpt@thefla-groupinc.com.

BUSINESS PARTNERSHIPS

It's win-win when business partners with charities and nonprofits

Imagine Canada has announced the winners of the *Canadian Business and Community Partnership Awards* recognizing innovative collaborations between businesses and nonprofit partners. The partnerships extend beyond financial support. Both parties engage in project design, oversight and implementation.

"In the current economic environment," says Imagine Canada president and CEO **Marcel Lauzière**, "it is very heartening to see these businesses maintaining and even growing their support of Canada's communities through partnership with charities and nonprofits. These partnerships truly lead by example and we hope others are inspired by their actions."

To be eligible for a partnership award, projects must be sustainable and include active involvement and resources from both parties. Entries were reviewed by a jury of Canadian community investment professionals and nonprofit leaders. Three partnerships were selected for awards.

Share the Warmth Home Energy Efficiency Project

SaskEnergy, **The Salvation Army** and **Saskatchewan Institute of Applied Science and Technology** joined forces to improve the energy efficiency in the homes of low-income Saskatchewan families. Program partners and other community volunteers perform energy efficiency upgrades in low-income homes in urban and rural communities throughout Saskatchewan.

The program has helped 974 families to become more energy efficient. Its goal is to help 2,500 Saskatchewan families by 2010.

The Great Canadian Shoreline Cleanup

TD Bank Financial Group, **Vancouver Aquarium** and **TD Friends of the Environment Foundation** started a direct action conservation program to engage Canadians in rehabilitating shoreline areas through annual cleanups. In 2008, this collaborative partnership brought together more than 63,000 Canadians, including nearly 8,000 TD employees, to remove over 135,000 kilograms of harmful litter from shorelines.

The Red Cross Call Centre

Telus and the **Canadian Red Cross** *Lower Mainland Region* worked together on the call centre that is an integral part of British Columbia's Disaster Response Centre. Telus' CallCentreAnywhere technology allows Canadian Red Cross volunteers and staff to login and receive calls wherever they may be during a crisis. The Red Cross Call Centre can be operational 7 days a week, 24 hours per day during major emergencies. More than 80% of disaster relief communication is carried out by volunteers.

Imagine Canada's sponsors for the awards program include **EnCana Corporation**, **enVision Financial** and **Maclean's** magazine.

See videos of the winning partnerships at http://www.imaginecanada.ca/en/node/27 or http://www.youtube.com/user/ImagineCanada. For more information: Marnie Grona, mgrona@imaginecanada.ca, 1-800-263-1178 x244, or 416-597-2293, 416-300-7220 cell; www.imaginecanada.ca

It's ten times more expensive to replace donors than to keep them

DIRECT MAIL from page 8

Encourage people to volunteer. Ask them to talk to their family and friends about you. Tell them where their money is going – and the impact their donations are having.

10% increase equals 100% increase

Focus relentlessly on donor retention. Every marketer knows that it's ten times more expensive to find a customer (donor) than it is to keep one. **Adrian Sargeant**, in his book *Building Donor Loyalty*, reports that a 10% increase in retention can double your net income.

Leverage as many donors as possible to monthly, intermediate and legacy (bequest) giving. American demographer and fundraiser **Judith Nichols** has been telling us for over a decade to "go deep more than wide" with our donor pyramids.

Welcome, communicate, go for the second gift

Double – or triple – your efforts at securing that all-important second gift (we call this conversion). The majority of first time direct mail donors never make a second gift. Have a highly organized welcome plan that includes prompt receipting, a welcome phone call (with no solicitation) and a welcome kit that orients the new donor to your mission, beliefs and programs or services.

And last but not least – step up and communicate to your constituency with passion and emotion. Whether it's direct mail copy, web content or newsletter articles – make them feel something! You'll be glad you did.

Polling methodology notes: The polling referred to in this memo was conducted on behalf of FLA Group by Environics Research Group during the first two weeks of December, 2008. The sample size of 2,034 is considered to be accurate +/- 2.2%, 19 times out of 20. All interviews were conducted by telephone.

> *We are more than our investments. We are more than the year-to-year or day-by-day changes in our net worth. We are what we do for charity. We are how we treat our family and friends. We are how we treat our dogs and cats. We are what we do for our community and our nation.*
>
> *- Ben Stein, New York Times*

SCHOOL FUNDRAISING – *Leanne Hitchcock*

Independent charities forge new tools for student success

Canadian Fundraising & Philanthropy has highlighted school fundraising initiatives in a number of recent articles. In this issue, we focus on organizations outside schools that help support students by providing the basic building blocks students need to succeed: adequate nutrition, assistance in dealing with poverty and violence issues, and academic support.

Pathways to Education was created to reduce poverty and its effects by lowering the high school dropout rate and increasing access to various supports. The program focuses on four key areas – tutoring, mentoring, financial needs such as bus tickets, and advocacy by support workers. These forms of assistance help ensure that young people will successfully complete high school, continue on to post-secondary education programs and become actively engaged in their careers.

Pathways tackles systemic issues

Development and communication director **Matthew Airhart** says Pathways is working on problems kids face at home. "There are barriers in low income communities that are a result of the communities, not schools. These include language barriers (such as parents who do not speak English) and poverty. Our program helps support kids so that when they go to school they are ready to learn."

"The main difference between Pathways to Education and traditional school fundraising is that the Pathways program is community-based," Airhart continues. "We work with kids in their community so it is quite different than raising funds in a school. Typically fundraising in schools is primarily from parents. We operate in the social housing areas and do not raise funds from parents, but we engage the parents and children in a partnership."

"Funding comes from three sources: individuals, corporations and foundations," he explains. "Recently we received an Ontario provincial grant of $19 million over four years. The **Trillium Foundation** was one of our founding funders and gave us a huge amount of support, for which we are very grateful."

Pathways receives 25% of its funding from foundations, 24% from the **United Way** (even though it's not a UW agency), 6% from individuals and 14% from corporations. The program has been proven to get results by lowering the dropout rate among students.

School board creates foundation to build revenue

An organization with similar goals is the **Toronto Foundation for Student Success**. TFSS is a registered nonprofit organization created to ensure that students get the most from their educational experience.

As with most foundations, TFSS operates independently from the **Toronto District School Board** while acting as its charitable foundation. Its cost per dollar raised is dramatically different from most charities; the school board pays all administration costs and provides free office space, enabling the TFSS to apply 100% of all donations directly to its programs.

Acting as an advocate for students, TFSS' primary mandate is to initiate programs to deal with the hunger, poverty and violence they experience. The foundation works in partnership with the TDSB, corporations, individuals and others to draw on the enthusiasm and expertise needed to execute its programs.

Foundation supports nutrition, health care, mentoring

TFSS funds a variety of programs – nutrition and hunger, hearing and vision correction, and character development mentoring to students with special needs.

The *TFSS Apple Program* provides over one million apples a year to students that need them. The foundation purchases local apples inexpensively from Ontario growers and supplies them to students in 150 schools. Teachers have reported that students experience fewer colds, less time off school due to illness, and greater concentration in the classroom.

The *Premier's Milk Campaign* to provide the gift of milk to underprivileged students was spearheaded by former Ontario premiers **Bob Rae**, **Ernie Eves** and **David Peterson**. The program helped provide over 300,000 servings of milk to hungry students last year.

The *Sprott Asset Management Gift of Sight and Sound* program helps thousands of children living in Toronto's highest need communities who have difficulty seeing the blackboard or hearing classroom lessons clearly. The program brings health care professionals into schools for screening to assess hearing and vision needs, and provides free hearing assistance devices and glasses. In 2007/2008, 36% of the children screened were referred for medical follow up, almost double the percentage found in middle-class populations.

The *Student Success Character Development and Mentoring Initiative* helps students whose poverty has led to a lack of focus, a loss of hope, and frustration expressed through aggressive or disruptive behavior in the classroom. Most importantly, it involves parents and local role models to ensure that the positive impact of the program extends beyond the classroom and into the home and community. Benefits of this program include increased attendance, improved classroom behaviour and greater rates of homework completion.

In 2008/2009, this initiative will reach over 15,000 students and help them build upon their image at school and within their community, learn and refine important life skills, participate in physical activities that promote teamwork and develop healthy eating habits and healthy lifestyles.

The foundation has two sources of government funding, the city of Toronto and the provincial Ministry of Children and Youth Services. It draws much of its funding from individuals, corporations and other foundations.

For further information, www.pathwaystoeducation.ca; Toronto Foundation for Student Success 416- 394-6880, email: tfss@tdsb.on.ca, http://www.studentsuccess.ca

Relationship Fundraising by Ken Burnett

I'm in a relationship with **Ken Burnett**. It's true. About a year ago I was working on a direct mail piece and it was a bit of a struggle so I picked up his book *The Zen of Fundraising* for some inspiration. There was a reference that I didn't understand so I decided to drop him a note and ask him what he meant. He says at the back of the book to contact him, the email address is right there - so I did. (Buy the book if you don't believe me)

Ken actually wrote back – within 24 hours. After I got over the initial shock of it all (as well as the cynicism that perhaps this was someone on staff and not actually him) we started a dialogue. He shared resources and information and gave me about one hour of free consultation. I was so grateful for the experience I offered to do something for him – although I couldn't imagine what it could possibly be…

Fast forward eleven months and I have volunteered close to 100 hours (which aren't cheap) to a project of his, www.SOFII.org. I have even opened up my wallet and given my own money to it. Money I could have bought groceries or maybe shoes with. Do I feel used? Manipulated? Taken for granted? Not at all….because we have a relationship.

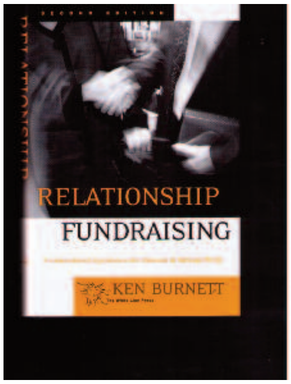
You, me and 900 others

One day last summer I stumbled across a blog that was talking about a game fundraisers could play over drinks at International Fundraising Conference in the Netherlands called "Six Degrees from Ken Burnett." I smiled smugly because I knew I wouldn't have to play that game. When I got to the conference I'd be there with Ken in person having drinks. Well imagine my shock and surprise when we got to the conference and the 900 other fundraisers there were also in a relationship with Ken Burnett!

Be patient…there is a point, this isn't therapy.

It has been about nine years since I read ***Relationship Fundraising*** for the first time. I ordered it through an inter-library loan. It took six weeks to get to me and came from a small community in northern Canada. I think it was the first fundraising book I had ever read and I kept it long past its due date before reluctantly giving it back. I studied it and moved on.

We are going to be under more pressure than ever to deliver in 2009. With this pressure comes the temptation to think about process, money and the bottom line. What better time to rethink the "R-word"?



I have since bought (with my own money once again!) the second edition for my library. I didn't bother to read it though; I knew what "relationship fundraising" was, after all. I considered myself pretty good at it.

What would a real relationship look like?

Once again looking for inspiration I finally re-read the book. I am absolutely convinced that the term "relationship fundraising" has become a cliché. Almost everywhere I turn I read about the importance of good relationships with our donors. How many of us actually do it? Are we:

- Putting our real cell (mobile) phone number on correspondence and inviting donors to use it?
- Responding quickly with sincerity and empathy?
- Focusing so much on individuals that they feel they are in fact our only donor?
- Really trying to understand what motivates our donors? Or our board members, volunteers and staff?

I know only one person who does all these things effectively… and he wrote the book!

We are going to be under more pressure than ever to deliver in 2009. With this pressure comes the temptation to think about process, money and the bottom line. What better time to rethink the "R-word"? To use it less in staff reports, position descriptions, blogs and workshops and just do it?

Ken tends to be self-deprecating about this. He refers to "having made a career out of stating the bleedin' obvious," and says things like, "If you are nice to people they'll be nice back to you."

But is it really so obvious, when most of us don't actually do it very well? Perhaps we should use the scare provided by this recession to rethink our most basic of basic approaches – how we build our relationships with donors.

I suggest we all read ***Relationship Fundraising*** again and really think about what our donors want. Let's let this drive our business plans for 2009.

To purchase a copy of Relationship Fundraising for just $47.99, visit www.canadianfundraiser.com/relationshipfundraising

Kimberley MacKenzie is the Volunteer Canadian Ambassador for the Showcase of Fundraising Innovation and Inspiration and the executive director of the Lake Simcoe Conservation Foundation in Ontario.

IDEAS WE'VE NOTED – *Janet Gadeski*

Professionals, move over – make room for tech-savvy amateurs

Five decades ago, the profession of fundraising was largely unrecognized as a core organizational competency. Fundraising happened, of course, and people with professional skills designed the packages, set the strategy and tracked the gifts. But the asking occurred between peers for the most part, from neighbourhood canvassing to discreet discussions of significant gifts among social and business leaders.

When I was educated for nonprofit management in the mid-80's, fundraising was much more systematic. Professionals, though, were still expected to keep a relatively low profile. "Fundraisers forge the bullets, board members fire them," I heard time and time again.

By the 90s in Canada, that had changed. The professional fundraisers of my acquaintance were making the ask in conjunction with board members or alone, and conversations over lunch at conferences often turned to shared laments about board fundraising effectiveness.

Internet makes everyone a potential fundraiser

Then along came the Internet, offering an entirely new realm of fundraising techniques and possibilities. Suddenly ordinary supporters capable of only modest gifts from their own resources were able to leverage their networks to raise more money for their favourite charities.

They collected 'thon' pledges and tracked them on personal pages rather than standing by the water cooler with a pledge sheet. They set up their own pages and sent their own e-blasts to raise money for the causes they believed in, while the pros back in the offices watched their dream of brand consistency and control diminish. Individualists among them even started brand new charities, light on staff and heavy on tech expertise, to raise money and communicate with donors primarily by electronic means.

Janet Gadeski, Editor

It's leading us in interesting new directions, and it's still too early to separate the keeper techniques from the fads. For every risk of unauthorized, off-message fundraising, there is the potential of another **Amanda Rose**, whose **Twitter** fundraiser for the U.S. organization **charity:water** went global and created a major gift higher than any of my own board members has ever achieved. (You'll be reading more about her in a subsequent issue of ***CF&P***.)

Who are these donors anyway?

Is all this e-giving sustainable? Yes, people may be giving to their friends rather than to the cause, but wasn't that happening 50 years ago in face-to-face conversations at the country club? Can the charity steward the donors well and build a relationship if the giving happens through the intermediary of a supporter they don't know either? That's a tougher question, and here's one that's tougher still: What would it look like if a charity found a way to empower that supporter to steward the donors she or he had attracted?

It's a different kind of volunteer work, isn't it? It's highly skilled, highly individualistic, and done at the convenience of the volunteer. But with everything we now know about people's preference for short-term, high impact projects rather than unending committee and board obligations, it sounds like an ideal assignment.

MAJOR GIFTS – *Alan Sharpe*

Carefully documented moves management is key to success

The key to securing large gifts from your donors is relationships – relationships that are warm, professional and mutually beneficial. But how do you nurture or cultivate those relationships with prospective donors who have little or no connection with your organization and your cause?

A comprehensive moves management system is the answer. In the fundraising profession, "moves" are the planned, regular, documented steps you take to draw donors closer to your organization. Phoning a donor on her birthday is a move. Having lunch with the donor is a move. Mailing the donor a personal, informative and engaging letter is a move.

Track the details of every contact

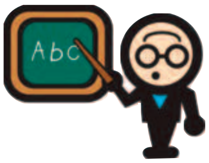
The key to successful moves management is documenting every move, preferably in a database. Every time you perform a move, you should record the following:

- What is the name of the donor?
- Where did the meeting or event take place?
- On what date and at what time?
- Who was present at the meeting or event (prospect, staff, volunteers, others)?
- What information did you convey during the visit or event?
- What happened during the meeting or event (comments, concerns, objections, questions)?
- What materials did you distribute or leave behind, if any?
- What is the next step?

MAJOR GIFTS continues on page 13

PROFESSIONAL GROWTH

Keep skills polished and current with workshops, Webinars



***Key-To-The-Sector* Workshops**, *Designing Nonprofit Web Sites: a hands-on computer lab for non-designers*, **Sue Rosenthal**, communications consultant. Wednesday, March 25, 9 a.m. - 4 p.m., location TBA in downtown Toronto. $297 +GST.

__Key-To-The Sector__ Workshops are accredited by CFRE International for certification or recertification. A 25% discount is available for subscribers to Canadian Fundraising & Philanthropy's Premium Leadership Service.

Mary Singleton, Workshop Manager, 416-267-1287; more information, presenter bios, and registration, www.canadianfundraiser.com/webpages/keyworkshops.asp

***AFP Nova Scotia Chapter**, Annual Maritime Fundraising Conference*, April 15 - 16, Holiday Inn Select, Halifax. Members $349, non-members $449, special rates for volunteers and students.

http://afpns.ca/page.php?page=22&menu=21

***Canadian Bar Association/Ontario Bar Association**, National Charity Law Symposium*, **Terrance S. Carter, Linda J. Godel,** co-chairs, Thursday, May 7, 8:30 a.m. - 5 p.m., InterContinental Toronto Centre Hotel. Members, $330.75, non-members, $435.75, students, $210.

http://www.cba.org/CBA/CLE/pdf/CharityCLE09_Final.pdf

***Hollyhock Leadership Institute**, The Nuts & Bolts of Fundraising: Getting What You Need in Tough Economic Times,* **Andy Robinson**, Monday, April 6, 9 a.m. - 5 p.m., Tides Renewal Centre, Vancouver. $150.

Get That Grant! Strategies for Grassroots Organizations, **Andy Robinson**, Tuesday, April 7, 9 a.m. - 5 p.m., Tides Renewal Centre, Vancouver. $150, or both days for $250.

http://www.hollyhockleadership.org/programs

***Maytree**, HR Management*, **Lynne Toupin**, Executive Director, Human Resources Council for Voluntary & Nonprofit Organizations. Wednesday, April 29, noon - 2 p.m., St. Michael's College, Toronto. Free.

http://www.maytree.com/training/five-good-ideas

***Forum for Fundraising**, 29 Ways to Gain and Retain your Donor Base*, **Pat Rich**, Principal, EMD Consulting Group. Tuesday, March 24, 2 p.m. EST, Webinar. US$199.95.

http://www.forumforfundraising.com/SeminarDetail.php?seminar_id=101

Addressing Donor Fatigue: Keeping and Growing your Base of Support, **Judith Nichols**, Deputy Director, External Affairs, Brooklyn Public Library. Thursday, March 26, 2 p.m. EST, Webinar. US$199.95.

http://www.forumforfundraising.com/SeminarDetail.php?seminar_id=104

***Idealware**, Choosing a Low Cost Constituent Database,* Thursday, March 26, 1 p.m. - 2:30 p.m. EST. Webinar. US$40.

Getting Started with Online Conferencing and Seminar Tools, Thursday, April 2, 1 p.m. - 2:30 p.m. EST. Webinar. US$40.

http://www.idealware.org/online_seminars/

Records are essential, but it's donors that matter

MAJOR GIFTS from page 12

- Who will perform the next step?
- When is the next step to be performed?

Donor cultivation and moves management only work when they are planned and documented. You plan beforehand and you document afterwards.

You plan because donor cultivation never happens on its own. It is not deadline-driven the way a Christmas direct mail appeal is. And you document your cultivation steps and moves because you forget the details otherwise.

Remember that moves management is all about relationships, not ratios, keeping donors, not keeping records. If you put your donors first in all that you do, and if you plan beforehand and document afterwards, the money will follow.

Alan Sharpe is a fundraising practitioner, author, trainer and speaker, and the Director of Development with The Gideons International in Canada.

For further information: Alan Sharpe, President, Raiser Sharpe, 38 Wethered St., London ON N5Y 1G9, 877-742- 7732, alan@sharpecopy.com, www.raisersharpe.com

IN BRIEF

Surf the Web, save the world in new social enterprise venture

Bettertheworld.com, described by its developers as "the world's first effortless fundraising platform that empowers millions of people to raise money for charity by surfing the web," launched in Canada in February.

"The concept is very simple – raise money for charity while you surf and search the web," stated **Steve Croth**, a Canadian social entrepreneur and co-founder of Better The World. "We already all do this as part of our daily routine. Why not help charities at the same time?"

In less than two minutes, people can join through www.bettertheworld.com, download the tools, start raising money and track the impact of their activities. The tools include a browser sidebar and Google-powered search toolbar, both of which seamlessly integrate with Microsoft Internet Explorer and Mozilla Firefox.

Many charities are viewing 2009 as an opportunity to re-evaluate and expand their use of online tools and programs. "We've seen a growing trend towards people seeking innovative ways to support us. Better The World offers us a new way to connect online with people who want to support us, but don't necessarily have time or money to give," says **Habitat for Humanity Toronto**'s CEO **Neil Hetherington**. "People can now surf the web, support Habitat, and stay engaged with what we are doing to help rebuild communities."

So far Better the World has partnered with leading global and local charities and foundations like Habitat for Humanity, **TakingITGlobal**, **Children's Miracle Network**, **United Way Toronto**, **CANFAR**, **SickKids Foundation**, the **Lewa Wildlife Conservancy**, and **Heart and Stroke Foundation of Ontario**.

"Most websites and communities related to global social issues focus on delivering content related to awareness of global social issues; we've focused on impact," says co-founder **Mark Bachman**. "We are proud to be partnered with leading global and Canadian charities to make a tangible and measurable difference to their organizations."

Better The World is a for-profit social venture that is privately owned and operated in Canada and the U.S. Born from extensive research completed at the Richard Ivey School of Business at the University of Western Ontario, it is the world's first for-profit social enterprise with a 90/10 revenue sharing model. For more information, visit http://www.bettertheworld.com or contact Steve Croth, 647.827.0412 x250; scroth@bettertheworld.com.

Goldie Company's new communications group combines new tech with traditional marketing

The Goldie Company, established in Toronto in 1965, has launched **Gamma Communications**, a full-service firm providing smart-priced marketing and communications services to Canada's nonprofit sector. The new organization emphasizes online, social media and new technologies that, combined with traditional marketing activities, will help keep expenses down while reaching target demographics.

"The way we are connecting and engaging with our audiences is changing very quickly, even though the messages are still the same," says managing director **George Stanois**. "New opportunities are emerging that can help nonprofits get their message out in a more targeted way, while keeping their costs down and having more impact than we have ever seen before."

Communications has always been a cornerstone of any fundraising activity. With the advent of everything from texting to **Facebook** to **Twitter** to **Youtube**, all having unprecedented success in mobilizing presidential political campaigns, expediting disaster relief fundraising, and planning large-scale events, the online revolution has come of age in the non-profit sector, he believes. "I think all fundraising organizations can benefit from this," Stanois says.

For more information, www.gammacom.ca

> *Most organizations are so focused on achieving their goals and objectives that they fail to see that trust should be the foundation of all their efforts*
>
> *– Larry Checco, branding consultant, Checco Communications*

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