
Fundraising Numbers

Using the National Survey of
Giving, Volunteering and
Participating for Fundraising

by Norah McClintock



Canadian Centre for Philanthropy™
Le Centre canadien de philanthropie MC



VOLUNTEER
BÉNÉVOLES
C A N A D A

Fundraising Numbers

Using the National Survey of Giving, Volunteering and Participating for Fundraising

Norah McClintock
Canadian Centre for Philanthropy

© Copyright 2000, Canadian Centre for
Philanthropy

Charitable organizations may download and circulate this manual within their own organization. All others wishing to use this material must contact the copyright holder in writing for permission to reprint and/or distribute this manual and any portion thereof.

Canadian Centre for Philanthropy
425 University Avenue, Suite 700
Toronto, Ontario
Canada M5G 1T6
(416) 597-2293
ccpresearch@ccp.ca • www.ccp.ca

Table of Contents

Acknowledgments	5
About this manual	6
The purpose of this manual	6
1. Introduction	7
2. Where does the money come from for Canada’s charities?	8
How — and how much — Canadians give	8
Direct financial support	8
Indirect financial support	8
The relative merits of indirect versus direct financial support	9
Focus on philanthropy	9
In-kind giving	9
Case study #1	10
It’s Your Turn: How do you raise your money?	10
3. Who gives: a snapshot	11
An overview of Canadian donors	11
The most generous donors	12
Why these numbers matter	13
How is this helpful?	13
Case study #2	13
It’s Your Turn: Getting a picture of the value of your donors	14
4. Finding donors — the first contact	15
Putting new donors in perspective	15
When is a donor a donor?	15
Where to look for new donors	16
Using Survey data to locate and reach donors	16
Barriers to giving	18
Case study #3	19

A Word on Tax Credits 19

Case study #4 20

Methods of donor acquisition 21

Case study #5 21

A few things you should be aware of: 21

Case study #6 22

After you get that first gift 23

It’s Your Turn: Identifying potential donors 24

5. Renewing and keeping donors 25

Why loyal donors are important 25

Case study #7 25

Keys to donors loyalty 26

Case study #8 26

Case study #9 27

Case study #10 28

It’s Your Turn: Retaining donors 29

6. Making the most of your relationship with donors 30

The long-term view: building relationships, building potential 30

Major gifts 30

Planned or deferred gifts 31

Case study #12 32

A word on stewardship 32

Case study #13 33

It’s Your Turn: The potential for major gifts 34

7. Where you can get additional help 35

Web sites of interest 35

Academic institutions that offer courses on fundraising 36


Appendix A – Profile of donors by major sector 37

Acknowledgments


The development of this manual would not have been possible without the six individuals who agreed to serve as members of an Advisory Committee for this project. Committee members contributed their experience, wisdom, and guidance over a period of many months. A heartfelt thank-you to:


 Beth Gauthier, CFRE
Director, Fund Development & Communications
Canadian Diabetes Association, BC - Yukon Division
Vancouver, B.C.

 Boyd McBride, CFRE
National Director, Fund Development
Canadian Paraplegic Association, National Office
Ottawa, ON

 Penelope Burk
President
Burk & Associates Ltd.
Burlington, ON

 Patricia Hardy, ACFRE
Director of Fund Development and Outreach
International Institute for Sustainable Development
Winnipeg, MB

 Dawna Crawford, CFRE
Manager, Alumni Relations
Southern Alberta Institute of Technology
Calgary, AB

 Rob Beatty
Executive Director, Development
Atlantic Salmon Federation
St. Andrews, NB

We would also like to thank those who allowed us to share their experiences with readers of this manual. They include: Gay Harper and Roger Bullock, North York General Hospital Foundation; Dianne Lister, Hospital for Sick Children Foundation; Anne MacNeill, East York Meals on Wheels; Tina Zebinski, Canadian Diabetes Association, Manitoba Division; Laurie Weir, University of Manitoba; Fraser Green, The FLA Group; Ken Wyman, Ken Wyman & Associates; and Carol Miller, World Wildlife Fund Canada.

A special thanks to Liane Greenberg, Research Associate, at the Canadian Centre for Philanthropy, for crunching numbers and answering dozens of questions.

Funding for this manual was provided by Human Resources Development Canada.

About this manual

Charitable organizations, by definition, have always relied on voluntary contributions from the community and the public at large. Canadians, in turn, have been giving and continue to give to charity in a variety of ways, to varying extents. Who these Canadians are, why they give, and what types of organizations they support has, up until very recently, not been well understood.

The National Survey of Giving, Volunteering and Participating (NSGVP) was undertaken to gain insight into how and why Canadians support individuals and communities, either on their own or through their involvement with charitable and voluntary organizations. Carried out by Statistics Canada in late November and early December of 1997 as an adjunct to the Labour Force Survey, the NSGVP interviewed 18,301 Canadians aged 15 and over about their giving, volunteering and participating over the previous one-year period (i.e., between November 1, 1996 and October 31, 1997). The NSGVP is a joint project of the Canadian Centre for Philanthropy, Volunteer Canada, Canadian Heritage, Statistics Canada, Health Canada, Human Resources Development Canada, and the Kahanoff Foundation's Nonprofit Sector Research Initiative.

Canadians' answers to the questions asked in the Survey can give fundraisers some insights into how and why Canadians give, and what prevents them from giving more.

The purpose of this manual

This manual is intended primarily for those who are new to fundraising. It has two purposes. First, it will highlight some of the significant findings of the Survey and show how these can be useful to those charged with fundraising within a charitable or voluntary organization. Second, it will provide those who are new to fundraising with a brief overview of the steps involved and methods that can be used to develop relationships with donors over time. Included are activities to help readers think about how to relate information from the Survey to their specific situation, and examples of how other organizations are successfully applying good information to their fundraising programs.

1. Introduction

Anyone who has ever been faced with raising funds for a charitable or voluntary organization knows that this is no simple task. To succeed at fundraising, a charity has to develop a strong case for support. It has to catch the attention of donors and deliver a clear message about the mission of the organization and what the funds raised will accomplish. When donations are received, the organization must ensure that donors are thanked. It must also keep donors informed about what their support has accomplished so that the act of giving is a meaningful one. The charity must do all of this in an increasingly competitive environment. There are more than 75,000 registered charities in Canada, many of which are vying for the hearts and pocket books of Canadians.

To meet fundraising goals, and often in response to government cutbacks at various levels, many charities and voluntary organizations have either launched fundraising programs or have intensified existing programs. Many have hired fundraisers or engaged the services of a fundraising consultant.

Fundraising itself has become increasingly professionalized. Associations of fundraisers, such as the National Society of Fund Raising Executives, the Association for Healthcare Philanthropy, the Canadian Council for the Advancement of Education and the Canadian Association of Gift Planners, have growing numbers of members across the country. Most of these provide professional development for their members and others. Some, like the NSFRE, offer certification opportunities for their members, who subscribe to codes

of professional practice. As well, a number of universities and community colleges across the country offer certificate programs and other programs in fundraising.

At the same time, there have been significant shifts in the thinking of donors. The sheer number of fundraising appeals received by the average Canadian has led some donors to become much more selective about which organizations they support, while others feel that they are being barraged with endless requests for money. Foundations and corporations have also been overwhelmed with appeals for funds. Many of these have responded by developing guidelines for their giving and becoming more focused in the types of organizations that they will support.


While there is no shortage of information about how to raise funds, there has been a lack of information about donors themselves. Who are they? How do they give? How much do they give? What types of organizations do they support? What inspires their philanthropy? What are the barriers to their support?


The National Survey of Giving, Volunteering and Participating (NSGVP) was undertaken to better understand how Canadians support individuals and communities, either on their own or through their involvement with charitable and voluntary organizations. It provides many insights into how and why Canadians support the work of charities and voluntary organizations, and what Canadians identify as barriers to giving.


2. Where does the money come from for Canada's charities?

Nationally, governments at various levels account for 60% of the funding that flows to Canada's more than 75,000 charities, according to the Canadian Centre for Philanthropy.¹ These funds come to charities in the form of grants, purchase-of-service agreements and contracts. A further 26% of charitable revenues is in the form of earned income, which includes investment income, income from related businesses, membership and subscription fees, and income from the sale of products and lottery tickets. The remaining 14% of funds comes from private giving.

The three main sources of private giving are:

 Individual donations, which account for 80% of private giving

 Corporate donations, which account for 10% of private giving

 Foundation grants, which account for 10% of private giving


This manual focuses solely on individual giving. For information on foundation and corporate giving, please see Chapter Six, "Where You Can Get Additional Help."


Eighty-eight per cent of Canadians over the age of 15 donated to charity between November 1, 1996 and October 31, 1997, the period covered by the Survey. These donations were either financial or in-kind (donated goods or services).

How — and how much — Canadians give

Direct financial support


Direct financial support to charities totalled \$4.51 billion. This came to charities in two main ways:


 78% of Canadians made direct financial donations either by approaching an organization or in response to an appeal by an organization. This accounted for 98% of direct financial support, or a total of \$4.44 billion. Canadians also dropped spare change in coin boxes, which are often located at cash registers or on counters in retail outlets, but this accounted for only about 1.5% of the total direct donations.


 3% of Canadians reported including a bequest in their will. Although the Survey did not ask people to state the value of their bequests, these can be an important source of funds for charities. In 1997, the Canadian Association of Gift Planners surveyed 300 of its members and determined that planned gifts accounted for 19% of the total funds for which these charities issued charitable tax receipts. Seventy per cent of these respondents reported receiving bequest gifts, which are the most common type of planned gift.

Indirect financial support

Indirect financial support to charities totalled \$1.28 billion. This was given in three main ways:

 71% of Canadians purchased goods (e.g., chocolate bars, poppies) from charities and voluntary organizations, for a total of \$410 million

 44% bought charity raffle or lottery tickets, for a total of \$463 million

 7% participated in charity-sponsored bingos or casinos, for a total of \$409 million

1. "A Provincial Portrait of Canada's Charities," Michael Hall, Research Bulletin, Vol. 4, No. 2&3, 1997, Canadian Centre for Philanthropy.

Not all of the \$1.28 billion that individuals contributed through these indirect methods ultimately ended up in the hands of a charity. In the case of sales of chocolate bars and similar products, only 30% - 50% of the purchase price goes to the charity. Sometimes it is much less. The rest goes to the supplier to cover the cost of the merchandise.² The same is true with charity-sponsored bingos and raffle tickets.

The relative merits of indirect versus direct financial support

Philanthropic giving, that is, giving without an expectation of a tangible return, accounted for 80% of the value of all individual financial contributions to charity. In other words, almost four times as much money came from individuals who made a direct financial contribution based on support of the cause for which the charity was soliciting funds as came from individuals who purchased a product, bought a raffle ticket or engaged in charitable gaming.


While indirect financial support can be an important source of revenue for some charities, getting support in this way does little to build a bond between the individual making the purchase and the charity that benefits from that individual's support. Instead, the relationship is often one of customer to vendor, with people basing their decisions on the quality or uniqueness of the product being offered.


In addition, getting this type of support can entail a significant investment by charities, which have to recruit, in some cases train, and usually supervise and coordinate the volunteers who sell the T-shirts, chocolate bars, or raffle tickets, or staff the bingo halls. Once the cost of the product or gaming activity is factored in, the return to the charity is often small, and the wear and tear on staff and volunteers high.

Asking for and getting direct financial support, in contrast, gives a charity the potential to build a long-term, philanthropically inspired relationship with its donors. Based on that relationship, a charity can often obtain higher levels of support from donors over time.

In-kind giving

In addition to financial support, Canadians made in-kind donations:

 63% donated clothing or household goods

 52% donated food

2. "Seller Beware," by Gary Nyp, *Front & Centre*, Vol. 4, No. 2, 1997, Canadian Centre for Philanthropy.

Focus on philanthropy

The Survey reveals that there are a variety of ways that a charity can generate support from individuals. The approach your organization takes will depend on your answer to the question: What kind of donor do we want to attract?

There can be a place for bingos and raffle ticket sales in a diversified fund development program. Many organizations have successfully raised money through product sales. You may wish to include these in the mix of your fundraising activities.

The focus of this resource manual, however, is on obtaining support from people who are willing and able to make philanthropically motivated, direct financial contributions to your organization. Most Canadians give in this way. This type of giving offers the most benefit to the charity, which can cultivate a strong relationship with the donor, and to donors, who can feel that their gifts are truly making a difference.

It's Your Turn...

How do you raise your money?

1. Examine your current donor base. What is the value of donations to your organization from:

- ✿ direct financial support, i.e., donations?
- ✿ indirect financial support, i.e., revenues from activities such as raffles, bingos, and product sales?
- ✿ in-kind giving?

2. How does this match with NSGVP data?

3. What conclusions might you draw from this?

Case study #1

A national organization with chapters across the country recently reviewed its fundraising sources. It discovered that 70% of its donations came in the form of funds raised through bingos, raffles, and product sales — in other words, from indirect financial support. Data from the National Survey of Giving, Volunteering and Participating told the organization that only 20% of individual support to the sector comes through this type of activity. This organization realized that it was placing too much emphasis on raising money \$2, \$3, or \$5 at a time through activities that emphasized indirect financial support instead of working on developing long-term relationships with donors based on the merits of the work it was doing in communities across the country. The organization is now downplaying fundraising through indirect sources and is concentrating its efforts on building a base of donors who will support it philanthropically on the strength of its work.

3. Who gives: a snapshot

An overview of Canadian donors

The overwhelming majority of Canadians contributed financially to charity, according to the NSGVP. Canadians gave, on average, \$239 during the Survey year. The amount of support varied across Canada, from an average low of \$137 in Quebec, to a high of \$338 in Alberta.

Generally, the rate at which Canadians donated and the amount they gave increased with their age, their level of education, their household income, and their participation in the labour force.

Donating Rate, Average Donation, and Median Donation, Canadian Population aged 15 and over, 1997

	Donating Rate	Average Donation	Median Donation
Total	78%	\$239	\$76
Age			
15-24	59%	\$79	\$20
25-34	78%	\$159	\$55
35-44	84%	\$258	\$83
45-64	83%	\$291	\$105
55-64	83%	\$313	\$108
65 and over	80%	\$328	\$140
Sex			
Male	75%	\$243	\$73
Female	81%	\$236	\$83
Marital Status			
Married, common law	85%	\$261	\$92
Single, never married	63%	\$162	\$35
Separated, divorced	73%	\$200	\$70
Widowed	76%	\$302	\$121
Education			
Less than highschool	68%	\$156	\$50
Highschool diploma	76%	\$198	\$75
Some postsecondary	78%	\$177	\$60
Postsecondary or diploma	84%	\$240	\$82
University	90%	\$473	\$168
Employment status			
Employed	83%	\$253	\$81
Full-time	84%	\$242	\$65
Part-time	79%	\$297	\$85
Unemployed	64%	\$103	\$29
Not in the labor force	72%	\$227	\$78
Household income			
Less than \$20,000	63%	\$134	\$40
\$20,000 - \$39999	77%	\$182	\$60
\$40000 - \$59999	81%	\$221	\$80
\$60000 - \$79999	86%	\$255	\$91
\$80000 or more	90%	\$455	\$150

Virtually all major religions stress altruism as a core value — giving of oneself and one's possessions for the betterment of the community as a whole. It is not surprising, then, that there seems to be a correlation between people's religious practices and their giving behaviour. Seventy-seven per cent of Canadians who made a donation during the Survey year said they were affiliated with a community of worship. These people accounted for 88% of all charitable donations.

The more active the participation in a place of worship and the more intense the religious belief, the higher the donation rate and the total amount donated:

🍁 90% of those who attended weekly services made a donation, compared to 75% for those who did not attend weekly. The average donation of weekly attenders was significantly higher than that of those who did not attend weekly — \$551 versus \$148.

🍁 The 12% of Canadians who described themselves as “very religious” accounted for 33% of all donations to charity.

It is important to note that the support of those who claim a religious affiliation reached far beyond their place of worship. Only 45% of donors who reported having a religious affiliation gave to religious organizations. The rest gave to a range of other types of organizations. A recent report based on the Survey, “Religion, Participation and Charitable Giving,” (available at <http://www.nsgvp.org>) provides an in-depth look at these donors.

The most generous donors

Averages can conceal startling contrasts. This is true of average donation amounts. Looking only at averages hides an important Survey finding: **Four out of every five dollars contributed by Canadian donors to charity came from 25% of the donor population.**

The top 5% of Canadian donors who made total donations of \$915 or more accounted for 9% of the total number of donations, but 47% of the total dollar value of all donations.

The next 20% of donors — those who made total

donations of between \$206 and \$914 — accounted for 31% of the total number of donations and 33% of the dollar value of those donations.

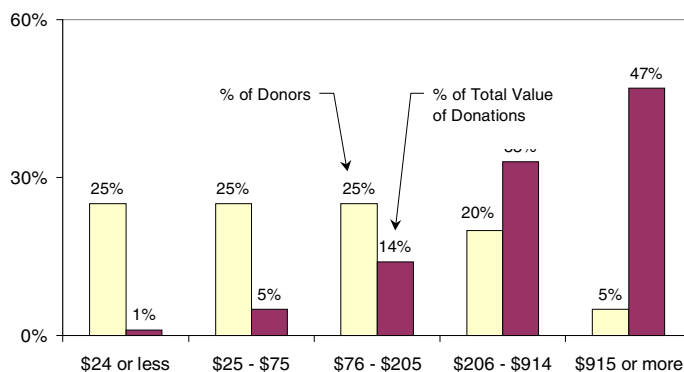
If we combine these two groups, we see that the top 25% of Canadian donors — those who gave \$206 or more — accounted for 40% of the total number of all donations, but 80% of the total dollar value of those donations.

This compares with donors who gave between \$76 and \$205, who accounted for 28% of the total number of donations and 14% of the value of all donations; donors who gave between \$25 and \$75 (21% of all donations and 5% of the value of all donations); and donors at the lowest end, who gave \$24 or less (11% of all donations and 1% of the total value of donations.)

This information confirms what veteran fundraisers know: that roughly 80% of the money comes from roughly 20% of donors. The Survey throws this into clearer relief: **nearly half of the value of all individual donations came from five per cent of all donors.**

Who are these generous givers? Compared with other Canadians, they tend to be older and are more likely to be married. They are also more likely to be employed full-time, to have higher incomes, and to have a university degree. Forty-five per cent of these donors attend religious services weekly, compared with just 14% of the rest of the population.³

The Distribution of Donors and the Total Value of Donations by Size of Annual Donation, 1997



3. “Much Comes from the Few,” Michael H. Hall, Angela R. Febraro, Research Bulletin, Vol. 6, No. 2, 1999, Canadian Centre for Philanthropy.

Why these numbers matter

If you are reading this manual, you are probably trying to improve your organization's fundraising by answering at least two important questions: Where can we find more (or new) donors? And, what are the best fundraising strategies to use to turn these people into loyal supporters of our organization?

To determine who will support you in the future, you first need a clear picture of who supports you now. How old are your donors? What is their income? How well-educated are they? Where do they live? Do you know their religious affiliation, if any? Are they employed, unemployed, or out of the workforce?

How is this helpful?

First, this information can indicate where you have fundraising potential in the short-term. For example, if most of your donors (or those whom you plan to ask for money) are younger or have a lower income or lower education levels, you may want to give some thought to how the work of your organization might appeal to other segments of the population who have a greater potential to give and a greater likelihood of giving. This is not to suggest that your current or more modest contributors are not valuable to your organization or that you should stop encouraging their support. But you may also want to find ways to welcome new donors into the fold.

Second, although it is important to keep short-term objectives in mind, experienced fundraisers always think about medium- and long-term goals as well. The Survey data can indicate where you may have potential in the years to come. For example, people over the age of 50 will make up 32% of the population of Canada by 2006, compared with only 21% today, according to Statistics Canada population projections. This is important to fundraisers because, as the Survey shows, individuals' total average donations tend to rise with age. Many people are in their peak earning years in late middle age. By this time, they have typically paid off their mortgages, educated their children, and fulfilled many of their material desires. These individuals have a greater capacity to give. If they have developed a good link with your organization, they can be good candidates for major gifts or planned giving (Chapter 6).

Third, laying Survey data against broader demographic data and trend analysis (see, for example, demographer David Foot's book *Boom, Bust and Echo*, pollster Michael Adams's *Sex in the Snow: Canadians Social Values at the end of the Millennium* or Judith Nichols's *Transforming Fundraising*⁴) can provide some insights into the best approaches to different segments of the population. For example, older people tend to be cash payers who distrust technology. They are, therefore, less likely than others to make donations on their credit cards. Boomers, on

4. *Boom, Bust and Echo 2000*, by David Foot, is published by Stoddart Publishing; *Sex in the Snow*, by Michael Adams, is published by Penguin Books of Canada; *Transforming Philanthropy*, by Judith Nichols, is published by Bonus Books.

5. "Quality In, Quality (and Dollars) Out," Norah McClintock, *Front & Centre*, Vol. 4, No. 6, 1997, Canadian Centre for Philanthropy.

Case study #2

At the Metro Food Bank Society in Dartmouth, N.S., data collection and analysis is critical to maximizing fundraising returns while minimizing costs. The organization runs three major direct mail appeals each year. Like most food banks, it has a small fundraising budget and scrutinizes every dollar spent. For one Christmas campaign, for example, the postage bill was \$7,000–8,000. "We have to have a reasonable expectation of return because that's an enormous expenditure for us," says the organization's fundraising and communications coordinator. Because they can afford to mail to only about 50 per cent of Dartmouth's 175,000 households, the organization makes good use of its fundraising software and database to carefully select the best postal walks. This allows it to track the number of donations that come in from year to year from each postal walk, so that it has a good idea of what to expect from each.⁵

the other hand, are more likely to have embraced the “buy now, pay later” credo, to like monthly payment and credit card options and to be good candidates for giving programs that take a preset amount from their account off their credit card each month. The Baby Busters (those born between 1965 and 1977) tend to be more highly computer literate than other segments of the population and to be more comfortable with a “cashless society.” Internet giving options may have more potential with this group than with older donors.

Finally, by building a solid picture of your current donor base and laying it against data from the Survey data either nationally, provincially, or locally, you can get an indication of your performance against national or provincial averages. How does your donor profile match the national profile or the profile for your province? Do you have more of the type of donor who tends to give at the lower end of the spectrum, or at the higher end?

It's Your Turn...

Getting a picture of the value of your donors

Divide your donors into five groups, based on the total value of each donor's gifts to your organization over the past year.

How many donors do you have in each group, and what is the total value of these donors' contributions to your organization?

1. More than \$500:
Number of donors who gave this amount: _____
Total value of these gifts: _____
2. \$201 to \$500:
Number of donors who gave this amount: _____
Total value of these gifts: _____
3. \$76 to \$200:
Number of donors who gave this amount: _____
Total value of these gifts: _____
4. \$26 to \$75:
Number of donors who gave this amount: _____
Total value of these gifts: _____
5. \$25 or less:
Number of donors who gave this amount: _____
Total value of these gifts: _____

What percentage of your organization's total individual donations comes from donors who gave more than \$500 to your organization in the past year? Those who gave \$201 to \$500? Each of the other three groups of donors?

How does this compare with the national average (or, if you raise funds only in your province or region, to the provincial or regional average), which indicates that the bulk of financial support comes from a small number of donors who give at the upper end?

What conclusions might you draw from this?

4. Finding donors — the first contact

Putting new donors in perspective

When most people think about improving their fundraising programs, they generally think about finding new donors. New donors are important. Even the best fundraising program in the world will, over the course of a year, lose donors due to circumstances that are beyond the control of the organization. People's life circumstances change. Their priorities change. Their interests change. Some die. To meet your fundraising targets, you have to replace these people with new donors. To expand your fundraising program, you have to find even more new donors.


When is a donor a donor?

Does someone become a donor to your organization simply by sending in that first modest cheque in response to your direct mail fundraising appeal? Is the person who made a first-time pledge over the phone as part of your phone-a-thon now a bona fide donor? Many experienced fundraisers would say, "No." Or, as American fundraising expert Mal Warwick has said, "A token initial gift does not make a person a donor."⁶ Fraser Green, an experienced Canadian direct mail fundraising consultant, reports that a prospect mailing (a mailing whose purpose is to reach those who have never before given to your organization) can typically expect to get a response and donation from anywhere between 0.5% and 4% of the people who received it. You can expect about 40% of the people who respond to your mailing the first time to give a second time to your organization. After they give a second time, however, (direct marketers call this conversion), 70-80% should renew their support from year to year - if you thank them promptly, communicate effectively with them, and keep them informed about how their donations are making a difference.


Fundraising is the art of inspiring and enabling people to fulfil their philanthropic impulses. Your goal is to build a relationship between your donors and your organization that allows donors, in a tangible way, to support a cause that is important to them and, through that support, to feel a sense of accomplishment and satisfaction. In other words, making that first contact with a potential donors

is not an end in itself — it's the beginning of what can, with care, become a long relationship.

Canadians who responded to the Survey cited a variety of reasons for choosing to spend a portion of their discretionary income on charitable giving:

 94% said they gave out of compassion for those in need.

 91% gave to support a cause in which they personally believed.

 65% gave because they had been personally touched by the cause supported by the organization — for example, they gave to a children's hospital that had helped a family member.

These Survey findings confirm some 1997 focus group research done by Angus Reid for the Canadian Centre for Philanthropy. This research showed that "for those who make regular donations, it appears that donorship can be a very personal activity, motivated by past history which makes the individual lean toward a specific charity, such as a family member passing away from a disease or from personally being helped by an organization."⁷

A significant percentage of donors gave out of a belief that they owed something to their community (58%) or to fulfil religious obligations or beliefs (34%).

6. *The Hands-On Guide to Fundraising Strategy & Evaluation*, by Mal Warwick, Aspen Publishers, Inc., Gaithersburg, Maryland, 1995

7. "Perceptions of Charitable Organizations," Final Report of Qualitative Research, Angus Reid Group, submitted to Canadian Centre for Philanthropy, June, 1997.

Only 11% of donors said they were motivated by the desire to get a tax credit, but, as we shall see, tax considerations were important for donors at the higher end of the giving spectrum.

The challenge for any charity is to find the people most willing and able to support the charity's specific cause.

Where to look for new donors

The three key indicators of the likelihood of securing a gift are commitment, capacity and connection. Paying attention to these three variables will focus you on individuals who have shown an interest in your organization, who have some ability to give, and who have made donations to your organization or a similar one.

Who are these people most likely to be? Generally, they are not complete strangers.

First and foremost, your prospective donors are people already active in some way with your organization. These could include your board members, volunteers, employees, members, constituents, audiences or clients.

The Survey reveals that 95 per cent of those who served on nonprofit boards of directors made charitable contributions. The average total annual donation of board members was \$516 — more than twice the overall national average of \$239. Although the Survey doesn't tell us whether all of these board members made donations to the organizations on whose boards they served, the data seems to indicate that those who were more active in charitable organizations were also more likely to provide financial support. Do all of your board members contribute financially to your organization to the degree to which they are able?

Besides its board members, most organizations have volunteers who help in a variety of capacities. According to the Survey, 91% of Canadians who gave their time as volunteers also made donations to charity. This compares to a donor rate of 72% for non-volunteers. Moreover, the average annual donation made by people who volunteered was \$383, almost two-and-a-half times higher than the average donation made by non-volunteers (\$156). While the ability of individual volunteers to give may vary, you will probably find that most would

be willing to contribute — if asked. And who better to recruit as donors than people who know your organization intimately and care enough about it that they are already giving their time?

The second place to look for new donors is among those who have been actively involved with your organization at some point in the past. These could include lapsed donors, past or retired employees and volunteers, and past constituents/clients. These people already know something about your mission and activities, which means you have one less hurdle to clear in gaining their support.

People who have given to you in the past, and who are referred to as “lapsed donors,” are often overlooked by charities. Charities may feel that lapsed donors have made a conscious decision to stop giving. In fact, a variety of factors, including forgetfulness, could account for this. Some veteran fundraisers have estimated that the chance of getting a donation from a lapsed donor is three to five times greater than getting one from someone who has never supported you before.

Finally, there is that large group of people who are another step removed from your organization. These could include families of constituents, contacts of current donors, and those who have an interest in the work of your organization.

Within this group, you should look for people with some basic level of affinity for your cause. The Atlantic Salmon Federation, for example, has reasoned that avid anglers have a keen interest in preserving the nation's salmon stock and the ecosystems in which salmon thrive. It acquires lists of all licensed salmon anglers in North America and mails regularly to them to inform them about the Federation's work and ask for support. It is building a base of donors and members from along this group. Not every organization can get access to such a specific group of donors, and privacy legislation must be respected. But thinking creatively about who is most likely to support your organization can lead to some interesting approaches.

Using Survey data to locate and reach donors

Survey data can help you make decisions about how best to allocate the dollars you have available to dedicate to fundraising campaigns that are designed to acquire new donors. For example, a university consulting the Survey might note that Education and Research organizations attract only 7% of all donations and only 4% of the total value of all donations made. It might conclude that it would be a waste of money to plan and execute a broad-based public direct marketing campaign. Instead, it might be better off targeting alumni and the families of alumni. A health organization that serves a broad cross-section of the public might look at same the Survey information and see that 38% of the total number of donations made were to health organizations and that this represented 17% of the total value of all donations. It might conclude that an investment in a broad-based public appeal would reap substantial returns.

Survey information can reveal the demographic characteristics of people who make donations to organizations similar to yours. What is their age breakdown? Gender? Employment status? Education level? Household income? (See Appendix A)

You can use information of this type to help your organization target new donors through the exchange or rental of targeted mailing lists that have a proven track record of reaching the type of donor you are interested in. One national health charity routinely exchanges mailing lists with other charities in the same field, reasoning that individuals who respond to appeals from one health charity may well respond to an appeal from another. [Note: The Canadian Centre for Philanthropy's "Ethical Fundraising & Financial Accountability Code" includes a standard that states: "If a charity exchanges, rents or otherwise shares its fundraising list with other organizations, a donor's request to be excluded from the list will be honoured." This means that donors must be given the opportunity to have their names removed from such lists.⁸]

You can also use information from the Survey about the types of donors who give to causes similar to yours to make decisions about other ways to reach these people. Are there magazines with the same audience that might be responsive to including a printed public service announcement from your organization? Are there companies that target products specifically to those people that you might partner with in a fundraising effort that

8. Ethical Fundraising & Financial Accountability Code, Canadian Centre for Philanthropy, 1998. To view the Code, visit www.ccp.ca

Distribution of number and amount of donations by type of organization, Canadian Population aged 15 and over, 1997

Organization Type	Distribution of total number of donations (74 million)	Distribution of total value of donations (\$4.44 billion)
Health	38%	17%
Social Services	21%	11%
Religion	15%	51%
Education and Research	7%	4%
Philanthropy and Voluntarism	5%	6%
Culture and Arts	4%	3%
International	2%	3%
Environment	2%	2%







will benefit both you and the company involved? Are there activities that these people typically enjoy that might suggest events to draw these people closer to your organization, raise their awareness of your cause, and, perhaps, even raise a little money?


The Survey also showed that a significant number of employed volunteers received support in various forms from their employers: 27% said they could use the facilities and equipment of the business for their volunteer activities; 24% could take time off from work to engage in volunteer activities; 22% were able to modify their hours of work to accommodate volunteer activities. Employers who are supportive of employee volunteer activities are generally more likely to have established a corporate contributions program. If you can find a way to make a link between your organization's volunteer programs and its fundraising program, you could be building bridges for future corporate support. For more information on how to approach companies for support, visit the Imagine Web site at www.ccp.ca/imagine.


Barriers to giving

Understanding what prevents people from making a donation is perhaps more important for fundraisers than understanding donor motivations. If you know what stops Canadians from giving — or, in the case of donors, from giving more or giving more often — you can give some thought to how to overcome these barriers.

The Survey revealed that the key barriers to giving for both donors and non-donors, in descending order of importance, were:

-  wanting to save money for future needs
-  preferring to spend money in other ways
-  not liking the way requests are made
-  thinking the money will not be used efficiently
-  giving money directly to people, not through an organization
-  giving time (volunteering) instead of money

 finding it difficult to find a cause worth supporting

 not knowing where to make a contribution.

Do all donors feel the same way?

No. Donors at the higher end of the giving spectrum were more likely than those at the lower end to be concerned that the money they gave would not be used efficiently and that charities are spending too much on administration and fundraising.⁹

Almost half of the top 5% of donors (those who gave more than \$915 in the Survey year) and the next 20% of donors (those who gave between \$205 and \$914) expressed a dislike for the way requests for donations were made (48% in both cases). It's important for fundraisers to note that these two groups cited this barrier more often than donors at any of the lower donation levels.

These top donors also expressed significant concerns about whether their donations would be used efficiently (36% of the top 5%; 43% of the next 20%). Forty-three per cent of these two groups combined (i.e., donors who gave an average of \$206 or more and accounted for 80% of the value of all donations) said that they thought charities spent “too much” money on administration or fundraising.

For **donors at the more modest levels**, the most commonly identified barrier was, “There seems to be so many organizations, sometimes I do not feel like giving to any.” This was cited by 65% of those who made an average annual donation of \$205 or less. The other common barriers were:

For **donors who gave between \$76 and \$205** (14% of the value of all donations): “Do not like the way requests for donations are made” (43%); “Think the money will not be used efficiently” (40%); “Too much money is spent by charities on administration and fundraising” (40%).

For **donors who gave between \$26 and \$75** (5% of the value of all donations): “Too much money is spent by charities on administration and fundraising” (42%);

9. “The Public's Concerns About Fundraising and the Use of Donated Dollars,” Michael H. Hall and Angela R. Febraro, Research Bulletin, Vol. 6, No. 3, 1999, Canadian Centre for Philanthropy.

“Do not like the way requests for donations are made” (40%); “Think the money will not be used efficiently” (39%).

At the lowest end, for **donors who gave \$25 or less** (1% of the total value of donations): “Think the money will not be used efficiently” (37%); “Too much money is spent by charities on administration and fundraising” (35%); “Do not like the way requests for donations are made” (34%).

Why are these concerns important? Because **donors who identified these concerns tended to give less**. Donors who said “there are so many organizations seeking donations that they sometimes don’t feel like donating to any” gave an average of \$195 a year, substantially less than the average of \$315 given by those who did not hold this belief. Similarly, donors who said they “did not think the money would be used efficiently” gave, on average, less than those who did not share this concern.

Focus group research done for the Canadian Centre for Philanthropy by Angus Reid concluded that people who made sporadic donations tended to be very influenced by the method of solicitation and their perceptions of the organization that was asking for money.¹⁰ These people thought it was extremely important that the individual asking for funds “be dedicated to the organization themselves,” rather than being paid to obtain donations. They also felt strongly that the individual

soliciting funds should be able to provide details on “where the funds are going.” Sporadic donors also wanted to know how much of their money would go to the cause and how much to administration and overhead. They favoured information sheets that outlined the organization’s budget and how its money is spent. While attending to all of these matters won’t necessarily guarantee a donation, ignoring them may result in a lost opportunity.

First, target your donors carefully. The Survey tells us that 61% of all donors and 58% of all non-donors felt there seemed to be so many organizations asking for money that they didn’t feel like giving to any. It is important, then, to assess your organization’s profile among potential donors before you ask for funds. You should target your approaches primarily to those who are the most likely to have an affinity for your cause. People are generally more open to receiving information and a request for support from a cause they care about than they are to being solicited for funds for a cause they know little about or are unlikely to care about.

Second, when approaching individuals for support, be sure to tell them what their donation will accomplish. Four in ten donors worried that their donations would not be used efficiently — a worrisome statistic. Provide information about what your organization has accomplished in the past. Tell stories and provide

10. “Perceptions of Charitable Organizations,” Final Report of Qualitative Research, Angus Reid Group, submitted to Canadian Centre for Philanthropy, June, 1997.

Case study #3

East York Meals on Wheels in Toronto started a fundraising program a couple of years ago. It took some simple steps to appeal to those already close to the organization. It began a modest direct mail campaign. It added donation information and a tear-off coupon to the monthly newsletter it sends to volunteers and clients. Donors acquired through direct mail now receive the newsletter every other month. It started a Christmas giving campaign, asking newsletter readers to consider making donations on behalf of people on their Christmas list; the agency would send a Christmas card thank-you. Finally, it added donation information and a coupon to its agency brochure, so that people inquiring about the agency and its services receive a fundraising message as well.

“The biggest lesson we’ve learned is that if you don’t ask, you won’t get any money,” the agency’s director said. “We’ve been amazed. There are lots of people who will give if you ask.” Before it started its fundraising program, the agency received a few thousand dollars a year in unsolicited gifts. Now, after taking some basic steps, it brings in ten times that amount.

testimonials about lives that have changed because of money you have successfully put towards your cause. Outline concrete plans for the funds you are seeking to raise.

Third, practice full disclosure. This will help to address concerns that “too much money is spent on administration or fundraising.” Make your annual report and financial statements available to donors who want this information. Disclose how much is spent on programs, and how much on administration and fundraising. Answer donors’ questions about how you raise money and educate them about the costs associated with fundraising. [Note: The Canadian Centre for Philanthropy’s “Ethical Fundraising & Financial Accountability Code” includes a standard that states that donors and prospective donors are entitled to receive, promptly, and on request, the charity’s most recent annual report and financial statements as approved by its governing board.¹¹]

A Word on Tax Credits

According to the Survey, only about one in ten donors said their giving was motivated by the desire to get a tax credit that would reduce their income taxes. Tax matters, nevertheless, can be a consideration for donors who give larger amounts.

While only 41% of donors overall said they would claim a tax credit for charitable donations, this soared to 91% for the top 5% of donors who gave more than \$915 a year. Seventy-six per cent of donors who gave between \$205 and \$914 a year said they would claim a tax credit when they filed their income tax returns. Forty-four per cent of these donors said they would contribute more if they were given a better tax credit. What does this mean for your fundraising efforts?

First, while donors are motivated primarily by the cause they are supporting, it certainly pays to communicate the “net” cost to them of their donation. The Voluntary Sector Roundtable, a coalition of national charitable umbrella groups, has produced a brochure called “How to Save Money by Giving It Away: A Guide to Tax Incentives for Donors to Canadian Charities” that you can use with your donors. You can find it at www.web.net/~vsr-trsb.

Second, send tax receipts — and thank-you letters — to donors promptly, with a reminder to them to include these receipts when they file their income tax returns.

Third, if you have a number of high-end donors, consider a reminder mailing to them in the pre-income tax season.

11. Ethical Fundraising & Financial Accountability Code, Canadian Centre for Philanthropy, 1998. To view the Code, visit www.ccp.ca

Case study #4

Every new donor to the World Wildlife Fund of Canada receives a 12-page Welcome Booklet along with their tax receipt. The booklet lists WWF’s programs, outlines what communications donors can expect to receive, tells them how to get more involved, gives Web site information, and outlines upcoming events. Inside the booklet are information request sheets that donors can use to ask for pamphlets on specific topics, copies of the annual report, or information on school programs. There is also a pamphlet outlining how to become a monthly donor, and a survey donors can fill out to tell WWF more about themselves. Included is a “We’re Listening Guarantee” that says that WWF only wants to send information that donors are interested in receiving. Donors can ask to receive all the mail WWF sends out, including the quarterly newsletter and the annual list of endangered species, or only information on Canadian issues, or only international issues. They can also specify that they only want to be contacted once a year when it’s time to renew their support. People are extremely receptive to the guarantee, the organization reports. Restricting mailings to those who actually want them also saves money.

Remind them to gather their receipts and attach them to their tax forms.

Fourth, depending on your donors, you may want to consider a special year-end solicitation. One organization with many affluent donors sends a letter out about six weeks before Christmas. This organization reports that it has “significant” cash flow in the last two weeks of December when these donors make their last charitable gifts of the year with capital gains avoidance in mind.

The 1997 federal budget cut in half the capital gains tax on any publicly-traded equities (i.e., stocks, bonds, bills, warrants and futures) donated to a registered charity. When this capital gains tax deduction is added to the value of the charitable donations tax credit, the total tax benefit can be as much as 64% for the donor. This measure was introduced for four years only and will be reviewed at the end of 2001, so make sure your donors know about it now. Information is included in “How to Save Money by Giving It Away.”

Case study #5

One organization, which works internationally, has a fund development plan that targets a variety of supporters and potential supporters. For each group or target market, the organizations has set a fundraising goal and assigned specific staff and volunteer responsibilities. The plan includes the following elements:

- ✻ Personal Solicitation of members of the Board of Directors and Honourary Board of Directors by board of chair and fund development chair.
- ✻ Individual Solicitation of top donors by board members, non-board volunteers and staff through personal visits, phone calls, and invitations to special events.
- ✻ Special events to raise organizational profile, touch new donor groups and raise funds.

Direct Marketing:

- ✻ to lapsed donors, using telemarketing, to recapture as many lapsed donors as possible at the beginning of the fund raising year to ensure maximum exposure to the organization throughout the balance of the year.
- ✻ to annual donors, through mailing. New donors receive a different package than renewing donors. Donors will be encouraged to join monthly giving.
- ✻ to major donors, through mailing, but using a more personal approach. Donors will be encouraged to adopt a project.
- ✻ acquisition of new donors, with an expected response rate of one per cent. Standard direct mail package using rented lists of “hot” charity givers.
- ✻ appeal to volunteers in specific ethno-cultural communities, through the mail.

After taking some basic steps, it brings in ten times the amount.

Methods of donor acquisition

The main methods used to get a first philanthropic gift from individuals are direct response (direct mail and telephone solicitation), special events, and personal canvas or personal request. There is a wealth of material available on how to undertake these types of activities (see “Where You Can Get More Help” at the end of this manual).

A few things you should be aware of:

Getting that first donation is often costly. A direct mail prospect campaign, that is, a campaign aimed at finding potential new supporters, may break even at best and may even lose money. That can sound pretty discouraging if you look at that campaign in isolation. But the goal of prospecting is to find that one person in a hundred who will display enough interest in your organization to send you a first gift. If you treat that donor well (we will discuss this in the next chapter), that person will give again and again. Veteran direct mail fundraiser Fraser Green says, “You have to look at the life-time value of donors. If you know, for example, that your donors give an average of 1.3 gifts a year of \$38 and that their life expectancy with you is four years, that’s almost \$200.”¹²

Even if it cost you \$50 to acquire a repeat donor, you will gross \$150 - a pretty good return on your investment. If, in addition to your direct mail program, you start promoting monthly giving, doing personal solicitations and planned giving, and you have good stewardship and acknowledgment programs in place (see Chapter Six), you have the potential to double that return.

Some organizations use the telephone to find first-time donors. This can work, although many professional direct response fundraisers believe that the telephone works best to get repeat gifts from people who are already donors to your organization and are familiar with your work. Telephone solicitation is not generally recommended as an acquisition strategy.¹³

Special events, like direct mail, can be costly, both in terms of the money spent to mount them, and the staff

12. “18 Common Fundraising Mistakes and How to Avoid Them,” Norah McClintock, Give and Take, 1999, Canadian Centre for Philanthropy.

13. “How Can We Use the Phone to Raise Funds Without Annoying Potential Donors?”, Front & Centre, Vol. 6, No. 5, 1999, Canadian Centre for Philanthropy.

14. “What a Great Idea!”, Front & Centre, Vol. 4, No. 2, 1997, Canadian Centre for Philanthropy.

Case study #6

The Alzheimer Society of Canada has been successful with a people-to-people fundraising activity that is easy to organize. Its annual Coffee Break™ is held in thousands of locations across Canada each September and takes advantage of the fact that, on average, Canadians drink a cup of coffee 2.8 times a day.

Coffee breaks are held in small business locations, health care facilities, retail outlets, service organizations, community centres, and nursing homes. People make a donation for each cup of coffee they drink and also have the chance to learn more about Alzheimer's disease. The event works well in both rural and urban settings. A Coffee Break™ is just as likely to be a home party tagged onto a bridge club in rural Saskatchewan as it is posters and collection cans in a corporate head office coffee room in downtown Toronto.

The reason this type of fundraising works, organizers say, is that drinking coffee is already part of people's daily routine. They don't have to be mobilized to step outside of that routine. The organization used the concept of concentric circles to grow the event, encouraging those closest to it to approach those closest to them. For example, all of the local Alzheimer branches and chapters asked board members and suppliers to host a coffee party. In this way, people invest their limited time in the best prospects.¹⁴

and volunteer resources required to make them successful. Certain types of events draw people who may never otherwise give to your organization. Golf tournaments, for example, draw avid duffers. Runs and walk-a-thons attract fitness buffs. If you choose special events as a way to draw in new donors, be sure to find ways to collect names, addresses and phone numbers. It won't do you much good in the long run if people purchase a ticket to your event, enjoy it, and then leave without you knowing who they were and how you can contact them again. One method that works is to have a special draw (ask local businesses for donated items) and ask for contact information on the draw ticket. You can then put all of this information into a database and do a special follow-up mailing to those who attended your event.

One in five Canadians made donations in response to a door-to-door canvass in the year covered by the Survey. This method of fundraising works best for organizations that already have some profile in their community. Some charities swear by such canvasses and use them annually because they give a face to the organization. They also give prospective donors a chance to ask questions and gather more information about the charity and the cause. Because donations made at the door are usually receipted on the spot, this ensures that the charity gathers information about who these donors are and where they live, so that they can be contacted again.

Other direct face-to-face contact, in which two- or three-person teams meet with prospective donors, may also work well as first-contact activities for small, community-based organizations. (They definitely work well for major gift solicitations with current donors.) Depending on the cause and community profile, a small group run by volunteers may have more success by sitting down and having coffee with a few people to explain their case and their plans than they will by organizing months of breakfasts, bingos and car washes.

After you get that first gift

No matter what method of first contact you use, you must do two things:

First, keep good records. The goal of first-contact activities is to find people who are interested in your cause and who you can approach again. At a bare minimum, record the donor's name (and make sure you spell it correctly), full mailing address, phone number, the date and amount of their gift, and the method of solicitation used to secure that gift. This will form the basis for the profiles you will build on these people as they continue to support you over the years. It will also help you understand which donors have the interest and ability to become more involved with you as they get to know you better. [Note: The Canadian Centre for Philanthropy's "Ethical Fundraising & Financial Accountability Code" includes the following provision on privacy that is adhered to by charities that have adopted the Code: "The privacy of donors will be respected. Any donor records that are maintained by that charity will be kept confidential to the greatest extent possible. Donors have the right to see their own donor record and to challenge its accuracy."¹⁵]









15. Ethical Fundraising & Financial Accountability Code, Canadian Centre for Philanthropy, 1998. To view the Code, visit www.ccp.ca

Second, thank all donors for their gift, and do it promptly. Many charities include a thank-you letter when they send charitable tax receipts to donors. If you have already provided a receipt (in the case of a door-to-door canvas), consider following up with a simple thank you letter. Ask donors if they would like to be put on your mailing list to receive information about your organization. And be sure to do this promptly, while the memory of the gift is still fresh in the donor's mind. Some organizations have guidelines for how swiftly a gift must be acknowledged. A good maximum is two weeks from the time the donor makes the gift to the time they receive their receipt.

It's Your Turn...

Identifying Potential Donors

Are the following people contributing financially to your organization? What plans could you put in place to solicit their support?

-  Current and former board members
-  Staff
-  Key volunteers
-  Constituents, e.g., alumni (colleges and universities); patients (hospitals); audiences or regular ticket buyers (performing arts organizations); congregations (places of worship); clients (e.g., those who have been helped by health organizations, social service organizations, etc.)
-  Current donors
-  Lapsed donors
-  Those who support organizations similar to your own
-  Affluent individuals with whom someone in your organization has a peer relationship

5. Renewing and keeping donors

Why loyal donors are important

Fundraisers who have developed successful fundraising programs know that the key to success comes from building and maintaining long-lasting relationships with donors. Fundraising isn't just about getting people's money. It's about getting their support. Veteran fundraiser Penelope Burk describes the person who gives to a charity for the first time as "someone in an intense state of cultivation who is not yet a donor." This description helps professional fundraisers put the emphasis where it belongs — on turning that one-time donor into a loyal donor.

Two important facts may bring more clarity to this point.

First, it's far more cost-effective to keep a donor than to find a new one. Take direct mail as an example. About one in a hundred people who receive a prospect mailing will respond with a gift — which makes the cost of prospecting high. But four or five out of ten of those people will give again, if asked properly — a much better return on the cost of a mailing. The response rate on successive mailings to these same donors should improve

— again, if as a fundraiser you are doing your job correctly.

Second, loyal donors give more on average. The Survey data show that the 44% of donors who give regularly to the same organizations accounted for 65% of all donations. This compares with the 55% of donors who do not give regularly to the same organizations, but who vary the organizations they support — and whose gifts accounted for 44% of all donations. This makes sense. The more regularly you communicate with your donors and the more chance you have to tell them what their donations are accomplishing, they more likely they will be to give to you again.

It's important to note that those who made larger annual donations were more likely to give regularly to the same organizations. Seventy-three per cent of the Top 5% of donors (who gave an average of \$915 or

16. "Quality In, Quality (and Dollars) Out," Norah McClintock, *Front & Centre*, Vol.4, No. 6, 1997, Canadian Centre for Philanthropy.

Case study #7

The Heart & Stroke Foundation of Ontario collects information on the age and sex of its donors: whether these people are at risk of heart disease, whether they've had an incidence of heart disease in their family, whether they've had a stroke, whether they're a care-giver, donors' specific information requests, and all the ways they may have given to the Foundation — at the door during Heart & Stroke month or in a Ride for Heart event, for example. It recognizes that this information is key to a targeted and efficient fundraising program.

This information is then used to determine the communications that donors receive. If the organization wants to announce a news-breaking discovery in a specific area, it can identify which donors would probably be most interested in hearing about it. If it has something special to say in the area of caregiving related to stroke, it can pull together a list of all of the people in its donor base who have had a stroke and all the people who are care-givers, and send them a special communique. The organization says, "This is very powerful for fundraising."¹⁶

more) supported the same organizations regularly, as did 61% of the next 20% of donors (who gave between \$206 and \$914). In contrast, only 36% of those who gave \$25-74 were regular supporters of the same organizations. This fell to 23% of those who gave less than \$25 in the year.

Another important fact to keep in mind is that *most donors (83%) give to more than one organization*. Thirty-one per cent give to four or more organizations. This means that you do not have donors' undivided attention. It also means that donors clearly have somewhere else to give their money if you don't make their charitable giving a meaningful, fulfilling and satisfactory experience.

Keys to donors loyalty

How can you maximize your chances of turning a one-





time or newly renewed donor into a loyal donor?

Prioritize your resources. You should be spending more time on keeping current donors than on acquiring new ones. A good rule of thumb is to spend about 70 per cent of your time on activities that inform and involve current donors. These are the people who, on average, make larger gifts to you. These are also the people who, as they get to know you better, will be more likely to consider making a significant one-time gift or major gift, or to make a deferred gift, such as a bequest in their will.

Know who your most loyal donors are. That sounds pretty basic. But do you know how many of your donors are repeat donors? Do you know which donors have supported you loyally for the past three years? The past five? What is their average annual gift to you? How much have they contributed in total to your organization since they started giving? It's important that you know the answers to these questions so that you can understand

Case study #8

North York General Hospital Foundation has had a staff member dedicated to donor relations since 1997. This person:

-  Personally telephones every person who gives the hospital \$500 or more, simply to say thank you. Each phone call is noted on the foundation's database and in a hard-copy file. The notation could be as simple as "thank-you call made on such-and-such date." Or, depending on how the conversation goes, it could include information such as, "she is 78, he is 79, they have put the hospital in their wills, they have been patients for x-number of years." The donor relations manager is careful not to push or pry for information, however. The purpose of the call is to say thank you. Almost universally, these donors say, "no one has ever thanked me like this before."
-  Writes thank-you letters from the president of the foundation to these donors. The letters refer to the number of years they have supported the foundation, how important the donors are to the hospital, and, if they gave to a specific area, a note or two about that.
-  Ensures that everyone who gives \$250 or more is listed in the foundation's publication, Health Connections.
-  Co-ordinates thank-you's to those who give a one-time gift of \$1,000 for the first time. A hospital volunteer calls and makes an appointment with these donors, then visits them with a thank-you gift. The assumption is that someone who gives a gift of \$1,000 for the first time has a reason. When the volunteers go out to say thanks, they try to discover that reason, without being invasive. They have a form that they are asked to fill out in their cars as soon as they leave the person's house.

Why does the Foundation work so hard to thank these donors? Conventional fundraising wisdom is that it's five times easier to keep a donor than to acquire a new one.

where to put your emphasis when planning donor renewal or donor upgrading activities. It's also helpful when you want to thank donors sincerely for their support.

Don't treat all donors the same. The donor who has given you \$100 a year for the past five years should not be treated the same as the donor who has just given you their first \$20 donation. Your more loyal donors deserve a personalized approach, especially when you're asking them for more money. Remember, over 50% of current donors who responded to the Survey said they would not give more because they don't like the way in which requests are made. Some professional fundraisers take this as an indication that organizations are not taking the time to understand their donors.

Start to build your knowledge about these people. Know who they are, their basic profile (age, education level, income level, employment status), what specific areas of your organization they prefer to support, which specific appeal they responded to. Some of this information can be gathered immediately (for example, using special codes to identify which donors responded to which appeal). Some can be gathered over time. For example, you could survey donors, asking a few key questions this year, and a few more next year. Or you could make a donor welcome package really work for you by telling donors that you want to respond to their needs and then asking them a couple of questions about what attracted them to your organization and what interested them the most.

This will give you good information as you think about their future support to your organization. Do they have the capacity to make a major gift? Are you planning a special fundraising appeal or a specific project that may interest them? Are they at the age when planned giving becomes a good option? Knowing more about who your donors are and what interests them will also help you to personalize your thank-you letters and to understand how best to update them about your activities.

Acknowledge all gifts promptly. First, it's good manners to thank someone when they give you a gift. Second, it pays off. A few years ago, Penelope Burk, author of "Thanks...How to Keep your Donors", ran a test with a charity over two years. Immediately following a direct mail acquisition campaign, every tenth new donor was phoned by one of the charity's board members to thank them for the gift. Burk tracked this 10 per cent of new donors over the next 18 months. On average, she reported, they gave more often than the other 90 per cent, they gave 39 per cent more, and their retention rate was higher. A good, sincere thank-you can go a long way.

Report on what the gift accomplished. Forty per cent of people who are already donors said they wouldn't give more to charity because they weren't sure the money was being used effectively. This is a big problem. It can also be an opportunity — effective communications with these donors might lead them to increase their support. When writing her book, Penelope Burk interviewed hundreds of donors about the type of recognition or return they most valued for their gift. The number one thing that donors want, she discovered, is measurable results of their gift at work. Tell donors what their donations have made possible. Keep them up to date on projects to which they have contributed. And don't just tell them what you're up to when you want to ask them for more money.

Understand what communications your donors prefer. To communicate effectively with donors, you have to understand what they want to know and how they want to get that information. If you don't know, ask them. Do they find your newsletter informative? Do they visit your Web site? Would they prefer to hear from you by e-mail? Are there things that they want to know that you're not telling them? If you survey your donors on these questions, be sure you can tell which donors are telling you what. Do your most loyal donors pitch your newsletter in the garbage? Do the donors who give you the biggest gifts have the most questions? Are those

Case study #9

The Atlantic Salmon Federation has a renewal rate of over 80% among its supporters. It attributes its high rate of success to three things: it has managed to attract supporters who are passionate about the cause — Atlantic salmon anglers, people who like to fish; its members receive a high-quality, information packed publication, the Atlantic Salmon Journal, four times a year; and it treats supporters with a personal touch. Every thank-you letter that goes with the tax receipts is hand-signed. Everyone gets a personal note. The director of development writes notes for everyone who gives \$1,000 and under. Those who give \$1,000 and over hear from the organization's president. They have a form that they are asked to fill out in their cars as soon as they leave the person's house.

donors who prefer Web sites and e-mail younger people who are giving more modestly? If so, listen carefully to them so that they grow with you.

One health charity respects the wishes of donors who want to receive only one mailing per year. It never risks losing donors because of mailing frequency. If a donor wants his or her name removed from the charity's mailing list, that is respected, too. The charity also tells donors how to get on the Canadian Marketing Association's Do Not Mail / Do Not Call list of people who don't want to receive direct mail or telemarketing solicitations from other organizations. [For more information on this, visit the Canadian Marketing Association's Web site at

www.cdma.org.] But, the charity notes, a lot of people are interested in its cause and find out something about it with every mailing.

Use your database to track your performance and identify problem areas. A little analysis can tell you a lot. For example, a comparison of your average first-year gift to your average multi-year gift can give you an indication of the effectiveness of your donor acquisition and donor retention programs. If your multi-year gifts are higher on average than first-year gifts, this indicates that you are doing a good job of involving and informing your donors. You can study year to year trends to assess the effectiveness of steps you are taking to improve your program. You can also look at how many

Case study #10

Donor Cultivation:

Smart organizations draw up clear donor cultivation plans. One organization, for example, has clearly identified the purpose of donor cultivation:

- ✿ To add prospects to the donor base and develop them to become active supporters and regular donors; and
- ✿ To improve relationships with current board members, donors, volunteers and other friends of the organization, to build a greater understanding of how they can help our agency achieve its mission.

It acknowledges that donor and volunteer recognition are critical to the cultivation process and has put cultivation on the agenda at board meetings to encourage board members to become part of the process.

The organization uses the following cultivation methods:

- ✿ Open Houses twice a year for donor and volunteer recognition. These also give donors and volunteers an opportunity to see the facilities and meet staff. They also allow for recruitment of potential volunteers and cultivation of potential donors.

Ongoing Communications:

- ✿ Holiday cards, sent to corporations, friends and major donors from key staff and board. These do *not* solicit money.
- ✿ Post cards sent to major donors from overseas staff.
- ✿ Newsletter, sent four times per year to provide regular updates on programs, activities and special events. The newsletter mailing list includes funders, program partners, donors, volunteers and hot prospects and suspects.
- ✿ Annual Report. This is a major communications tool sent to government and private funding sources, large donors, agency executives, public officials and is submitted with proposals and requests to large donor prospects.

gifts a donor made to you in the past year or two years. Those who gave three, four or more gifts to you are important because they are your most responsive donors. Tracking gift upgrades and downgrades — how many people increased the size of their gifts to you and how many decreased — can give you, on the one hand, an indication of increased giving potential and, on the other hand, throw up a red flag: are donors decreasing their support because they are unhappy with some aspect of your organization's performance, or is there some other reason?




It's Your Turn...

Retaining donors

Examine your donor base. What percentage of your donors give you a gift every year? What is the average value of their gift?

What percentage give you a gift once, but never give to you again? What is the average value of their gift?

Examine your communications to donors:

-  How quickly do you acknowledge their gift and send tax receipts?
-  Do you communicate with donors between "asks" to tell them what their donation is accomplishing?
-  Do you send the same pieces of information to all of your donors or do you communicate with donors based on their specific interests and history with your organization?

What could you do to improve communications with donors?

6. Making the most of your relationship with donors

The long-term view: building relationships, building potential

Strong, ongoing relationships with donors are those that focus on the donors' philanthropic goals and objectives, not on the charity's needs. When donors feel good about what their charitable gifts have accomplished, when they are well-informed about the cause they are supporting, and when they feel they are making a difference, their support will be more likely to continue. This is good news for charities. As we have seen, loyal donors tend to make larger gifts, which, over time, can really add up.

Maintaining a satisfactory relationship with your donors can also increase your chances of benefiting if and when the donor is ready to make a significant donation.

The first step in identifying the potential for larger gifts from your donors is to analyse their giving patterns. Do you have donors who are giving you a regular amount of money over a period of years? Consider asking these loyal supporters for a larger gift. One organization, for example, makes an effort to upgrade every donor who gives \$50 a year for two years. These donors are asked for \$100.

Do you have some donors who have given you larger than average gifts over the years? For some organizations, this might be gifts of \$100 or more. For others, it could be donations of \$1,000 and up. These are donors who might be willing to give at a higher level — if they have a good relationship with your organization.

One organization makes sure that its donors who give more than \$1,000 are distinguished from the rest of its donors base of 70,000 people. “We treat them very much like we would our own board members,” the organization's executive director says. “We keep them up to date on what's happening and actively seek their input because we feel they're as concerned as we are about the issues facing us. We treat these people as a major part of our organization.”

Some organizations invite higher end donors to special functions, such as president's dinners or breakfasts, and provide them with information and news about the

organization. Some encourage donors to attend annual meetings and offer their input, or to come and visit or take a tour of the charity's facilities so that they can see how their donations are being used and what the results are.

Major gifts

By taking care to involve donors at the higher end, to inform them about the ongoing activities of the organization, and to demonstrate to them that their donations are being wisely spent and are achieving results, you can build a satisfying relationship that may lead to a significant or major one-time gift, either an outright gift or a deferred gift.

One arts organization had a woman on its mailing list for years. This woman routinely responded to the organization's annual appeal with a modest donation. When the organization launched a multi-million dollar campaign to fund renovations, this woman donated more than \$25,000 to the cause. Many fundraisers are convinced that every organization has such people in its donor base. The problem is that many of them are not identified and are never asked for a significant gift.

You can use the exercise below (“It's your Turn...”) to start thinking about identifying prospective major gift donors from among your current donors and contacts. Be prepared to think creatively. Major gifts prospects aren't necessarily people with well-known names. According to *The Millionaire Next Door: The Surprising Secrets of America's Wealthy*, two-thirds of American millionaires are self-employed entrepreneurs — welding contractors, rice farmers, owners of mobile-home parks, pest controllers, coin and stamp dealers, paving contractors — or professionals such as doctors and accountants. Four out of five are first-generation affluent. They live in neighbourhoods where non-millionaires outnumber millionaires by a ratio of three to one.¹⁷ In other words, they don't fit the stereotype of millionaires.

17. *The Millionaire Next Door: The Surprising Secrets of America's Wealthy*, Thomas J. Stanley & William D. Danko, 1998, Simon & Schuster Trade.

If you analyse your database and think that some of your donors have the potential to give a major gift, what should you do?

First, review your communications with your donors. Have you been keeping them well-informed about the progress and plans of your organization? Have you accounted well for the money you have spent? Have you taken care to thank them for each gift — without waiting until it's time to ask for money again? Have you made every effort to involve them more closely in the work of your organizations? If not, you should probably consider making a few changes before approaching these people for significant gifts.

Second, be clear on what you want the money for and how it will be spent. This is always important and should always be communicated clearly to donors. It becomes more important when you are asking for a major donation. Anyone will ask more questions when they are buying a new car than they will when purchasing the weekly groceries. Making expenditures on charitable donations is not much different. The Survey data bears this out — donors at the higher end are more likely to have concerns about how the money is being spent and how much of it is going to administration.

Third, review your networks. Getting a major gift is about finding the right person to ask the right prospect for the right amount of money at the right time. Networking is a crucial element. By enlisting the help of key volunteers with extensive networks throughout the community, you can not only gather more information on your donors, but also have doors opened and have peers (other donors at the same level as the prospective donor) actually ask for the donation. Some organizations use volunteers to review lists of major gift prospects and give opinions on whether they think the affiliations of certain prospects with the organization are strong, whether they have the capacity to give and how they should be approached strategically.

Fourth, be prepared to provide information about the tax credits for large donations. As the Survey discovered, while few donors are motivated by the tax benefits of giving, donors at the higher end are more likely to claim a tax credit for their gift. Giving them the right information can help them plan better.

Planned or deferred gifts

Some donors who are unable to make an outright major gift may be willing to consider a deferred gift — leaving a bequest in their will, for example. Deferred or planned giving has really taken off in Canada. The Canadian

Association of Gift Planners holds annual meetings and regular luncheon round tables in many communities across the country that encourage fundraisers to discuss the ins and outs of structuring and acquiring deferred gifts.

Generally, deferred gifts or planned gifts are made by older donors — unmarried individuals or married couples over the age of 60 whose children (if they have children) are now adults, whose homes and cottages are paid off, and who are giving thought to the legacy they wish to leave behind. These people are more likely to be involved in estate planning and to be able to commit resources to a charity.

The jargon, tax laws and often complex financial relationships that are part of planned giving can be intimidating for beginners. Don't worry. It doesn't have to be complicated. About 80 per cent of planned gifts are bequests — a provision in a person's will to leave a specific sum of money to a specific charity. The Canadian Association of Gift Planners, which has chapters in most cities across Canada, can provide information on how to get started in this field. It also maintains a "Leave a Legacy" Web site that provides information on the various ways in which donors can make a gift and how charities can get involved in promoting planned giving among their donors.

Many charities have taken some simple first steps. For example, they include messages on planned giving in materials sent regularly to donors. Some run articles in their newsletters that highlight donors who have made bequests and that include sample wording that donors can use in their wills. Many charities have developed brochures that explain planned giving to donors and offer opportunities to ask for more information. These can be included in mailings to loyal donors.

Some charities hold seminars on how and why to make a will, often in conjunction with a lawyer or group of lawyers who specialize in this area. This provides useful information to donors and can plant the idea of leaving a bequest to charity. Most charities that do planned giving recruit volunteer lawyers and estate planners to advise them on how to proceed.

Encouraging donors to make a bequest is only the beginning. Donors can choose to change their wills at any time. If they do, you may be out of luck. To avoid disappointment, make sure you spend time and effort cementing the bond with these donors. This sometimes has wonderful, unanticipated results. One university

director of development did such a good job maintaining a relationship with a donor who had made provisions in her will — even dropping by just to say thank you and to chat with her about what was happening at the university — that the donor made a substantial outright gift in addition to a deferred gift.

The better you know your donors, the more opportunities both you and the donor will have to explore that person's philanthropic objectives and to explore other types of planned gifts, such as charitable gift annuities, strip bonds or life insurance policies. For more

information, contact the Canadian Association of Gift Planners (see “Where You can Get Additional Help” at the end of this manual).

A word on stewardship

Stewardship is the process by which an organization seeks to be worthy of continued philanthropic support through activities such as acknowledgment of gifts, donor

Case study #12

At the Canadian Diabetes Association, Manitoba Division, a major or significant gift is one of \$500 or more. Donors who give at this level are recognized in a special way and are cultivated for future giving and potential legacy or planned gifts.

Every donor who gives \$500 or more is assigned to the Division's planned giving manager. As soon as the charitable tax receipt has been prepared, the donor receives a personal thank-you call from the planned giving manager or other volunteer staff who have a relationship with the donor. Whenever possible, arrangements are made for the receipt to be hand-delivered. This gives the planned giving manager a chance to understand why the donor made the gift and to start developing an ongoing relationship. A variety of other contacts and recognition initiatives are available and include updates and visits. These people are important to the organization because they have demonstrated a belief in the organization and have a capacity for a making a significant gift.

In the long run, says the planned giving manager, those most closely connected to our cause are the prospects for a major or planned gift.

The Division holds bi-annual estate and financial planning seminars throughout Manitoba that typically draw about 30 people to explore a variety of gift planning options. The planned giving manager follows up with those who request additional information or who ask a lot of questions in the seminar. The Division also includes a planned giving message in its regular newsletter to donors. The back of the donation reply form in the newsletter gives people check-off options: I would like to be invited to an estate seminar; I have already made a gift to the Canadian Diabetes Association; I would like more information. The planned giving manager follows up with people who tick off any of these boxes. “Some people make it known that they are making a life insurance gift or are making a bequest in their will,” the planned giving manager says. “When we have seminars, I encourage donors to let the charity know if they have decided to make a gift so that the charity can acknowledge them while they're alive.” This doesn't always happen.

Most importantly, staff and volunteers are involved in the process — the planned giving manager cannot do this alone. The Association relies on feedback and participation of others to ensure that there are opportunities for donors to become involved in other aspects of the organization, such as gatherings with programs staff or researchers — or a simple call from the Executive Director or Board President.

recognition, the honouring of donor intent, prudent investment of donations, and the effective and efficient use of funds.

This means that, as part of your fundraising program, you should be sure that all gifts are acknowledged, that relationships with current donors are given priority over the quest for new donors, and that you adopt and adhere to policies at the board level that assure donors that you are following sound fundraising and financial accountability practices (the Canadian Centre for Philanthropy's Ethical Fundraising and Financial Accountability Code is a good place to start).

The Hospital for Sick Children Foundation in Toronto has developed a written Donor Relations and Stewardship Policy. Its Philosophy of Stewardship and Donor Relations states: "We strive to cultivate existing relationships; attract new donors; ensure that one clearly stated policy of recognition is applied at all times; retain a loyal donor base; demonstrate our donors' positive impact upon the Hospital; provide cost effective, appealing benefits and recognition for donors; supply opportunities for donors to learn about HSC and the achievements made possible by their gifts; and give donors a sense of being connected to a unique and valuable organization."

The policy itself spells out in detail how gifts of various sizes are to be recognized, as well as the staff responsibilities for stewardship activities. Duties of the Foundation's stewardship team include preparing and maintaining a roster of hospital staff willing to participate in donor cultivation and/or stewardship activities; tracking endowment program reports and financial statements to ensure appropriate donor contact is made; ensuring thank-you letters are signed appropriately; and preparing large gift thank-you letters.

Smaller organizations could apply the basic principles of this in a modified form. For example, board members and other volunteers can often be enlisted to make thank-you phone calls to donors or to write special letters in recognition of large gifts. The key is to stay in touch with your donors, make sure they understand how important their gifts are, and give them more opportunities to get involved in your organization, as donors and as volunteers.

Remember, your organization has a mission to fulfil. You need the support of your donors — your partners — to ensure that you meet your mission. Solid donor relations and stewardship practices can go a long way to ensuring your success.

Case study #13

The University of Manitoba started its planned giving program in 1992 with a simple newsletter sent to alumni over the age of 50. Today, 38,000 people receive its planned giving newsletter and planned gifts typically account for over \$1 million each year. Sometimes the amount is even higher.

About 90 per cent of planned gifts to the university come in the form of bequests, says the university's planned giving officer. Many of these only become known to the university after the donor has died. The university has launched a special recognition program to encourage donors to make their intentions known in their lifetime, so that their generosity can be acknowledged.


The planned giving newsletter is also sent to professional advisors in the area — everyone with a CA designation and all lawyers, says the planned giving officer -- so that they can assist clients who are interested in charitable giving and the tax advantages of making charitable gifts through their wills.


Because planned giving involves the ultimate gift, it tends to unfold according to the donor's timeline, without the urgency of other major giving programs, such as capital campaigns. "We want to provide a number of prompts to donors so that when the time comes, they will think that they can make the kind of gift that they've read about in the newsletter or in our annual report to donors," the university's planned giving officer says. "We try to give them a sense of the wide variety of types of gifts that people have made and the difference these have made at the university."


It's Your Turn...


The Potential for Major Gifts

What is your potential for major gifts fundraising? Trainer and consultant Ken Wyman's book, *Face-to-Face: How to Get Bigger Donations from Very Generous People*, suggests that you examine your current donor base to find your prospects. Look for:

-  Past performance: The top 20-30% of donors who have made one or more unusually large donations to your organization; whose total amount donated over the years is unusually big; who have given much more frequently than other donors; and whose total number of donations over the year is unusually high, even if the total amount is not. These are loyal donors who have demonstrated an affinity for your cause.

-  People with titles and degrees — these professionals can probably afford to make larger than average donations.

-  People with upper-income addresses — people who live in affluent neighbourhoods can probably make larger donations.

-  Supporters who are known to be affluent — check your donor base for familiar names of business leaders, authors, athletes, politicians.

7. Where you can get additional help

Other NSGVP information — www.nsgvp.org — contains a growing number fact sheets, reports and management resources created with analyses of the National Survey of Giving, Volunteering and Participating. It also includes a glossary of terms, FAQs (frequently asked questions) and allows users to submit a question — and receive a prompt answer — about the survey data.

Web sites of interest

Association for Healthcare Philanthropy — www.go-ahp.org A membership organization for fundraisers in hospitals and healthcare organizations in North America. Holds an annual conference. AHP Canada also has a Web site — www.ahpcanada.com

Association of Professional Researchers for Advancement — www.aprahome.org A membership organization that brings together those who undertake fundraising-related research. Includes a Statement of Ethics for researchers.

Canada Customs & Revenue Agency — www.cra-adrc.gc.ca Information on the federal government's regulations of charities and non-profit organizations.

Canadian Centre for Philanthropy — www.ccp.ca Contains an Information Centre, links to books on fundraising and to book publishers, information on foundation fundraising and on the Imagine program that encourages giving by Canadian corporations. Also includes an “Ethical Code for Fundraising and Financial Accountability” and an Interpretation Guide for the Code.

Canadian Association of Gift Planners / Association Canadienne des Professionnels en Dons Planifiés — www.cagp-acpdp.org A membership organization that fosters the development and growth of gift planning. CAGP has an annual conference and regional roundtable

meetings across Canada. It also maintains the “Leave a Legacy” Web site — www.leavealegacy.ca

Canadian Council for the Advancement of Education — www.stmarys.ca/partners/ccae/ccae.htm A membership organization for professionals in fund development in post-secondary education institutions in Canada. CCAE holds an annual conference.


Canadian Marketing Association — www.cdma.org CMA has a fundraisers council has produced a booklet called, “The CMA Fundraiser’s Handbook: Measurement and Evaluation in Direct Response Fundraising.” The CMA also maintains a Do Not Mail / Do Not Call database for individuals who want their names deleted from direct marketing lists.

Charity Village — www.charityvillage.com Contains a wealth of information on fundraising and nonprofit management, including a research section, links to books on fundraising and book publishers, and links to other organizations and sites.

Council for Advancement and Support of Education — www.case.org A membership organization for professionals in fund development in post-secondary education institutions in North America. CASE holds an annual conference.

The Department of Canadian Heritage’s Community Partnerships page (www.pch.gc.ca/cp-pc/ComPartnE) has a number of publications that can be downloaded. These include:

 *Fundraising Ideas That Work for Grassroots Groups*

 *Face-to-Face: How to Get Bigger Donations from Very Generous People*

 *Guide to Special Events Fundraising*

National Society of Fund Raising Executives — www.nsfre.org A professional association of fundraisers in charitable and nonprofit organizations. NSFRE holds an annual international conference. NSFRE offers a certification process for its members, who must adhere to NSFRE's Code of Ethics. NSFRE chapters across Canada also have annual conferences. Complete contact information for Canadian chapters of NSFRE is available on the NSFRE Web site.

Society of Fund Raising Executives — www.mic.ns.ca A membership organization of professional fundraisers, based in Halifax, N.S. Holds an annual conference on fundraising. Web site includes a Code of Ethics.

Academic Institutions that offer courses on fundraising

Dalhousie University / Henson College — www.dal.ca/~henson/n_profit.html

Grant MacEwan Community College — www.gmcc.ab.ca

Laurentian University — www.laurentian.ca/www/cce/index.htm

McMaster University — www.mcmaster.ca/conted

Mount Royal College — www.mtroyal.ab.ca

Appendix A – Profile of donors by major sector

The following are profiles of donors to various types of causes. (Note: The percentages of people who attend a place of worship are based only on the donors who reported having a religious affiliation.)

Distribution of Canadian Donors aged 15 and older by Type of Organization and Demographic Characteristics, 1997

	Health	Social Services	Religion	Education & Research
Age				
15-24	9%	10%	11%	12%
25-34	18%	18%	16%	21%
35-44	24%	24%	22%	27%
45-54	20%	20%	18%	18%
55-64	13%	12%	13%	12%
65+	17%	16%	20%	11%
Sex				
Male	45%	45%	46%	45%
Female	55%	55%	54%	55%
Marital Status				
Married, common law	72%	71%	71%	70%
Single, never married	16%	17%	16%	19%
Separated, divorced	6%	6%	5%	7%
Widowed	6%	6%	7%	4%
Education				
Less than high school	25%	23%	28%	22%
High school diploma	19%	19%	17%	18%
Some post-secondary	9%	10%	9%	10%
Post-secondary or diploma	32%	21%	31%	32%
University	16%	17%	16%	18%
Employment Status				
Employed	64%	64%	58%	67%
Unemployed	3%	4%	4%	4%
Not in the labour force	32%	3%	38%	29%
Full-time	52%	52%	46%	53%
Part-time	12%	12%	12%	14%
Household Income				
Less than \$20,000	16%	15%	20%	15%
\$20,000 - \$39,999	24%	24%	26%	22%
\$40,000 - \$59,999	24%	26%	23%	25%
\$60,000 - \$79,999	17%	16%	16%	18%
\$80,000 or more	20%	19%	16%	21%
Religious Affiliation				
Non-affiliated	22%	21%	5%	21%
Affiliated	78%	78%	95%	79%
Religious Attendance**				
Non-weekly attender	71%	72%	56%	72%
Weekly attender	29%	28%	45%	28%
Feelings of Religiosity				
Not very religious	85%	87%	77%	87%
Very religious	13%	13%	23%	13%

* Sample size limitations effect the reliability of these estimates

** The percentage of people who attend a place of worship are based only on the donors who reported having a religious affiliation

--- Amount too small to be expressed

Distribution of Canadian Donors aged 15 and older by Type of Organization and Demographic Characteristics, 1997

	Philanthropic	Culture & Recreation	Environment	International
Age				
15-24	6%	7%	*8%	16%
25-34	22%	21%	22%	16%
35-44	30%	26%	24%	23%
45-54	23%	21%	20%	16%
55-64	11%	11%	12%	13%
65+	9%	14%	14%	17%
Sex				
Male	53%	44%	38%	39%
Female	47%	56%	62%	61%
Marital Status				
Married, common law	74%	74%	67%	66%
Single, never married	17%	17%	21%	22%
Separated, divorced	7%	*4%	*7%	*5%
Widowed	*3%	*5%	*6%	*7%
Education				
Less than high school	15%	22%	14%	18%
High school diploma	17%	17%	19%	17%
Some post-secondary	9%	14%	12%	9%
Post-secondary or diploma	36%	27%	31%	*30%
University	23%	21%	25%	26%
Employment Status				
Employed	83%	70%	71%	61%
Unemployed	*2%	*1%	---	---
Not in the labour force	15%	29%	---	---
Full-time	73%	58%	60%	46%
Part-time	10%	12%	11%	15%
Household Income				
Less than \$20,000	9%	16%	13%	13%
\$20,000 - \$39,999	17%	20%	17%	24%
\$40,000 - \$59,999	26%	29%	24%	24%
\$60,000 - \$79,999	21%	15%	19%	18%
\$80,000 or more	27%	20%	28%	20%
Religious Affiliation				
Non-affiliated	22%	25%	30%	19%
Affiliated	78%	75%	69%	80%
Religious Attendance**				
Non-weekly attender	75%	77%	78%	56%
Weekly attender	25%	23%	22%	44%
Feelings of Religiosity				
Not very religious	90%	83%	88%	77%
Very religious	10%	12%	11%	20%

*Sample size limitations effect the reliability of these estimates

** The percentage of people who attend a place of worship are based only on the donors who are having a religious affiliation

--- Amount too small to be expressed