

A Field Study  
Conducted by  
**KCI**  
What's Next.

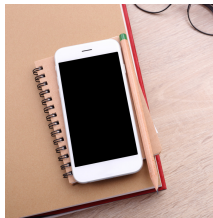


February 2022



# THE FUTURE OF FUNDRAISING

Where To From Here?



Edmonton Chamber  
of Voluntary Organizations



United Way  
Alberta Capital Region




Boys & Girls Clubs



Big Brothers Big Sisters

Boys & Girls Clubs Big Brothers Big Sisters  
of Edmonton & Area



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# PROJECT OBJECTIVE

To understand current and emerging trends in the philanthropic environment in the Edmonton Metropolitan Region over the next three to five years.

In this transformative time for our sector, KCI is grateful for the opportunity to work on this future of fundraising study with agencies deeply committed to understanding the environment in which they are working and how they should most effectively fundraise in service of their missions—and their clients.

This report is written through the lens of strategic planning. It outlines what we found, and provides observations and recommendations, regarding:

- **Fundraising tactics** including individual, corporate and foundation fundraising; special events; lotteries and gaming, and social enterprise.
- **Sector trends** in leadership, diversity and inclusion, community-centric fundraising, collaboration, and government relations.

As well, the report discusses what fundraising axioms have been recently tested—such as the role of Boards in fundraising (an exclusionary barrier to Board participation or essential to fundraising success)—and what is an evergreen fundraising axiom: people give to people.

While this report will be reviewed and shared with a wide range of agencies—who experienced a wide-range of impacts during the pandemic—we hope all may benefit from the information provided.

# METHODOLOGY

The research methodology for this report included the following:

- **Research and literature review, including:**
  - Data compiled by the UWACR brand platform and customer segmentation surveys and interviews
  - ECVO COVID survey
  - Reports on Canada's Philanthropic Landscape from Strategic Insights, Philanthropic Foundations Canada, Investor Economics, The Economist Intelligence Unit, WEALTH-X, Keela, Imagine Canada, CanadaHelps, Justice Funders, GoodWorks, Chronicles of Philanthropy, OneCause, Lilley Family School of Philanthropy
  - Statistics Canada and CRA Data: Census Profiles, Individual Tax-filer Data, T3010 Tax-filer Data
- **Ongoing consultations with three partners** in the development of interview questions and lists of interviewees
- **Structured Interviews** with 30 individuals from a diverse range of perspectives and roles, including:
  - Individual Donors
  - Corporate Representatives
  - Granting Foundation Representatives
  - Sector Leaders
  - Government Representatives
- **Three focus groups** with the following groups and individuals:
  - LEAD Network
  - GenNext
  - Voluntary Sector Umbrella Groups
- **Analysis**
  - Themes from the interviews and focus groups—as well as the findings from the research and literature review—were analyzed and interpreted to form the recommendations of this report.


*For a full list of individuals interviewed, please see Appendix A.*

# EXECUTIVE SUMMARY

As noted in the Objective for this project and report, the last two years have been a transformative time for the charitable/non-profit sector. One thing we heard consistently in this study and in our broader work in the sector was that the pandemic didn't change things as much as it accelerated existing changes and spurred other changes that should have been made anyways.

Those changes that we have seen in our research and heard from charitable leaders and donors are also good advice for any organization considering their roadmap for fundraising in 2022 and beyond. Specifically, what you'll read about in this report and should be considering as part of your planning includes:

- **Program diversity:** There is no one fundraising program or channel that will be the “golden ticket”. In an uncertain world, having a variety of programs, channels and ways in which you secure funds will continue to be essential for both organizational security and to maximize donor engagement.
- **Relationship and engagement focus:** Donors are seeking engagement, connection with causes, and to have a deeper understanding of the impact of their contributions.
- **Relentless focus on donor acquisition:** Donors, including those we interviewed, reported that they had kept supporting their charities of choice. What they didn't do as often, is start new giving relationships. Most charities have been supported by existing donors who gave more, but as the "pandemic emergency response" ends, growing the base of support must be a priority.
- **Reducing financial reliance on events:** Events will come back, but opinions vary on how fast, what types will be most popular, and if they will realize the same revenue as before.
- **Increasing role of major giving:** As wealth inequality has grown so too have major gifts relative to other fundraising channels. Successful fundraising will rely on building relationships with wealthier supporters, but this focus will need to be balanced with an emphasis on valuing all types of contributions for long-term sustainability.

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- **Lotteries & Gaming may have peaked:** Revenue from gaming sources, mainly online lotteries, grew dramatically during the pandemic. While some of this will remain, particularly as donors have appreciated the shift to online channels, most sources indicate at least a plateauing of total revenue, with a likely reduction as donors have other entertainment options.

Beyond fundraising, there are also a number of other trends and forces that we expect will impact the sector in the months and years to come, including:

- **Competition for staff:** Staff turnover and transition has long been an area of concern for the sector, but is growing quickly, compounded by an increasing compensation 'gap' between non-profits and businesses. This will put pressure on organizations at all levels, but in particular at the leadership level and front-line positions typically filled by younger individuals.
- **Breaking down siloes, and increased collaboration:** Within organizations there is increasing overlap between fundraising programs and functional areas, driven by the multi-channel way our supporters interact. It's no longer about 'event donors' or 'direct mail donors' but just donors and supporters. Similarly, donors and funders are more interested in causes, and collaborative system-based approaches. This new world will require flexibility and adaptive leadership to manage and coordinate projects, while keeping human relationships at the forefront.
- **Equity, inclusion and community-centric focus:** Donors and funders are becoming increasingly concerned with equity and inclusion in philanthropy. This overlaps with a shift within the sector to a community-centric fundraising paradigm, intended to transform fundraising and philanthropy so that they are grounded in racial and economic justice.
- **Continued need for effective storytelling:** As funders, donors and stakeholders continue to hunger for a deeper understanding of impact and outcomes from their support of the sector, the importance of providing data that is accompanied by compelling stories becomes more essential. Organizations will need to ensure they are committing sufficient resources to documenting and sharing meaningful stories to attract, engage, and steward supporters on an ongoing basis.



# FUNDRAISING TRENDS IN EDMONTON, ALBERTA, AND CANADA

# THE CHARITABLE SECTOR IN EDMONTON

Donations claimed by individuals in Canada have been on a relatively consistent upward trajectory since 2010 and have risen 12.9% to \$10.3 billion over the last five years of available data (2015 to 2019). While claimed donations have been on the rise, the proportion of tax-filers claiming donations has been on the decline. In other words, fewer and fewer Canadians are increasingly responsible for the growth in the value of reported donations.

In 2019, the province of Alberta was responsible for \$1.6 billion, or 15.6%, of Canada's total claim; Edmonton was responsible for \$458.5 million, or 4.5% of the total. Many aspects of charitable giving in Edmonton mirror trends seen for Canada as a whole, notably an increasing total claim and a decreasing donor rate. However, there are some key differences:

- Between 2015 and 2019, total claimed donations by individuals in Edmonton have not increased at the same rate as national levels (3.0% vs. 12.9%).
- The five-year change in claimed donations in Edmonton has not kept up with the change in tax-filers (or potential pool of local donors) in the community (5.6%).
- The total claim tends to see more variability year-over-year than that of Canada as a whole.
- The average claimed donation in Edmonton is higher (\$2,413 in 2019) than the value for Canada (\$1,996 in 2019).
- Median donor income tends to be stronger (in 2019, \$74,180 vs. \$63,360 for Canada).
- The number of tax-filers (or potential pool of local donors) is growing more quickly than Canadian averages.

Edmonton also tends to be younger than national levels with an average age of 37.8 as of the 2016 Census (41.0 for Canada) and 12.3% of the population aged 65 or older (16.7% for Canada as a whole). This is reflected in the distribution of donors by age, with 26% of individual donors in Edmonton aged 65 or more as compared to 32% for Canada as a whole.



The table below summarizes key metrics for individual giving in Edmonton as compared to Canada and Alberta as a whole:

	Total Claim (2019) / 5 Year % Change	Donor Rate (2019) / 5 Year Difference	Average Claim (2019) / 5 Year Difference	Median Donor Income (2019) / 5 Year Difference	Number of Tax-Filers (2019) / 5 Year % Change
Edmonton	\$458.8M / 3.0%	19.1% / -3.0%	\$2,413 / \$277	\$74,180 / \$3,250	995,720 / 5.6%
Alberta	\$1.6B / 0.3%	18.6% / -3.1%	\$2,875 / \$317	\$72,880 / \$2,330	3,020,670 / 4.1%
Canada	\$10.3B / 12.9%	19.0% / -2.0%	\$1,996 / \$334	\$63,360 / \$4,760	27,394,970 / 3.8%

Edmonton has also seen significant major gift activity in recent years.

Between 2016 and 2020, KCI is aware of 108 gifts of \$1 million or more made in Alberta, 25% of which were made to organizations located in the Greater Edmonton area. Overall, there is evidence that the social services sectors is prioritized by donors in Greater Edmonton more than it is prioritized for Canadian donors as a whole:

- In 2019, 10.6% of the funds raised by charities in Greater Edmonton were in support of social services. The statistic for Canada as a whole is 7.0%.
- For Alberta overall, the top recipient sectors for gifts of \$1 million+ made between 2016 and 2020 were Education (47%), Social Services (27%) and Health (14%). For Canada overall, Social Services drops by 10% and ranks third instead of second: Education (41%), Health (31%), and Social Services (17%).

# PANDEMIC RESPONSE: COLLABORATION

During the consultations, we invited interviewees to speak to the sector's response to the pandemic—and if any examples that stood out. Interviewees of all types were impressed with how the charitable sector overall, and particularly in Edmonton, pivoted during the pandemic to support those who are reliant on their services. While most interviewees felt they didn't know enough about what charities did to have specific insights, they noted that key social service charities, such as food banks, shelters, and others did their best to keep services going, and were present and active in the community.

Interestingly, many of the examples raised by interviewees involved collaborations that were new, or included innovative twists, including:

- **Addressing food insecurity with approximately 30 agencies coming together**—including Edmonton Food Bank, United Way and BGCBiggs—to deliver food hampers to families experiencing heightened (and perhaps new) food insecurity because of the pandemic. Kudos were given to BGCBiggs for delivering hampers where families felt most welcomed and connected: the clubhouses.
- **Arts organization were viewed as particularly hard hit by the pandemic** with shuttered exhibitions and loss of performance revenue and ticket sales. The collaboration of the Edmonton Symphony Orchestra, Winspear Centre, Edmonton Art Gallery, The Citadel Theatre in hosting a 50/50 was noted as innovative—and a source of interest (i.e., whether people would participate in an arts 50/50s to the degree seen in hockey). Of interest, the website for this initiative is currently reporting a total jackpot of \$70,740 with half going to the winner.
- **No Period Without**, an initiative formed as a result of a chance meeting between two individuals. The meeting turned into a campaign drive for donations of hygiene products—and an advocacy and media campaign—that turned into partnerships with the City of Edmonton and a range of shelters.

# PANDEMIC RESPONSE: INNOVATION

Social service charities as a group were perceived as having good connections within the community pre-pandemic, which allowed them to respond quickly and partner well with government, companies and other charities. The United Way Alberta Capital Region (and United Way Centraides in general) were seen to be strong community connectors, being able to direct and coordinate resources to help address critical gaps.

However, interviewees were keenly aware of structural limitations, and a lack of nimbleness in the charitable model. Despite this, it was noted there are many in the community who have been responsive—and made a difference outside the "charity" structure. These initiatives are continuing to make an impact; working in partnership with the sector, folding into mature agencies, or adapting their mission to align with CRA requirements.

The following programs were mentioned as examples of leadership, entrepreneurship and innovation: programs that got off the ground based on individual passion (Note: two of them were launched pre-pandemic):

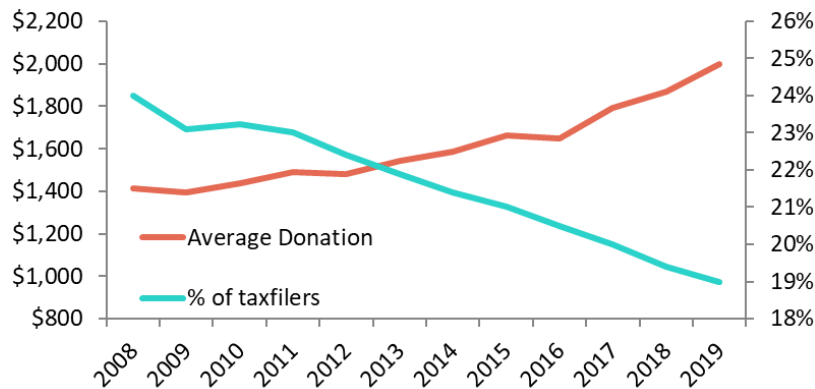
- **Free Footie (which became a charity, Free Play for Kids)**, a grassroots initiative offering 100% free play after-school program that serves children who cannot access "pay to play" programs in our community. In addition to noting the success of the program, many mentioned a sense of "hoop jumping" that the organization had to do to get charitable status as a sports program.
- **Pregnancy Pathways**, a program initiated by Royal Alexandra Hospital physicians in response to the need they saw for special supports for pregnant homeless women. Their leadership in fundraising and piloting the program demonstrated the need/program solution to government—and since forming has evolved into multi-stakeholder program with 25 partners.
- **United4YEG**, a teen-led, social media savvy group that provides pick-up for donations of food, school supplies and money for agencies including the Edmonton Food Bank, Islamic Relief Canada, and Edmonton Public Schools Foundation.

It's important to note that the charitable sector encompasses a wide range of sectors and organizations, and while many were seen to "respond well," interviewees were keenly aware that this was not without challenge, and that not all sectors were able to continue their mission.

# INDIVIDUAL GIVING IN CANADA: BEFORE THE PANDEMIC

Pre-pandemic, there were a number of key trends in individual charitable giving that were shaping fundraising, including:

- 1. Concentration of wealth**, and a growing gap in income inequality. Households with greater wealth were already experiencing higher growth rates in wealth than those at lower levels, and estimates published in June 2020 indicated that the top 1% of households hold 25.6% of Canada’s wealth.
- 2. Fewer donors, giving more.** While the proportion of taxfilers claiming tax-receipted donations on their annual tax returns has been falling, as well as the overall number, the number of those in the highest total claim categories has seen significant increase, as outlined in the charts below base on Canada Revenue Agency data.
- 3. Rise of Donor-Advised Funds.** The trends above are intermingled with growth in Donor Advised Funds, as well as private foundations, which often receive the largest donations prior to disbursement to operating charities.



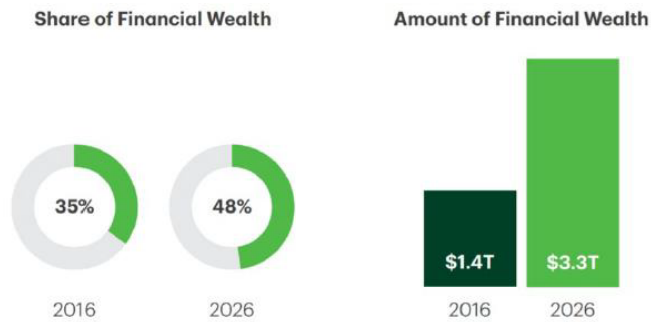
Total Claim	# of Donors (2019)	% Change (2017 to 2019)
Less than \$100	1,320,980	-6.0%
\$100 to \$249	983,240	-3.4%
\$250 to \$499	745,770	-4.4%
\$500 to \$999	685,560	-2.7%
\$1,000 to \$4,999	1,045,540	-1.7%
\$5,000 to \$24,999	348,920	1.5%
\$25,000 to \$49,999	22,070	3.8%
\$50,000 to \$99,999	7,240	8.4%
\$100,000 to \$499,999	4,710	15.7%
\$500,000 and over	870	35.9%
<b>Total</b>	<b>5,164,900</b>	<b>-3.4%</b>

Sources: (1) Parliamentary Budget Office, 2020; (2) Statistics Canada, CANSIM Table 111-001, Individual Taxfiler Data.

#### 4. Women controlling more wealth, and giving differently.

Women tend to cite that supporting societal causes is more important than wealth accumulation in defining a legacy and tend to cite the ability to make the greatest impact as a key influencer for way they direct their charitable dollars.

#### Estimated Wealth Controlled by Women in Canada



**5. Donors giving to causes over institutions.** A focus on creating movements around a key idea and a corresponding brand has helped with donor acquisition. Donors are increasingly leaning towards collaborative experiences where through working with others, are becoming a part of something “larger than themselves.” It also means that donors are less likely to be loyal to institutions, and may shift support over time based on projects and areas of impact.

**6. Increased focus on equity and inclusion.** Donors of all ages, but particularly younger ones, are becoming increasingly concerned with equity and inclusion in philanthropy. The events of 2020 (i.e., may protest for racial equality, the uneven impact of COVID-19 and the pandemic further highlighting social inequalities) have further put an emphasis on equity and inclusion. This focus has had impacts on Board diversity, staff diversity, and equity considerations in areas of funding.

Sources: *The Economist Intelligence Unit, More wealth, more impact: How women at the highest levels of wealth help society, 2018; TD Wealth, 2017.*

# INDIVIDUAL GIVING DURING THE PANDEMIC

Interviewees of all types were asked about their personal giving before and during the pandemic. All reported supporting a number of charities personally, as well as through their organizational and associational relationships, and all individuals were proud to talk about the diverse ways in which they supported charities and the non-profit sector, including through donating their time as volunteers, by attending events, helping with awareness, through their purchases, and of course through outright financial donations.

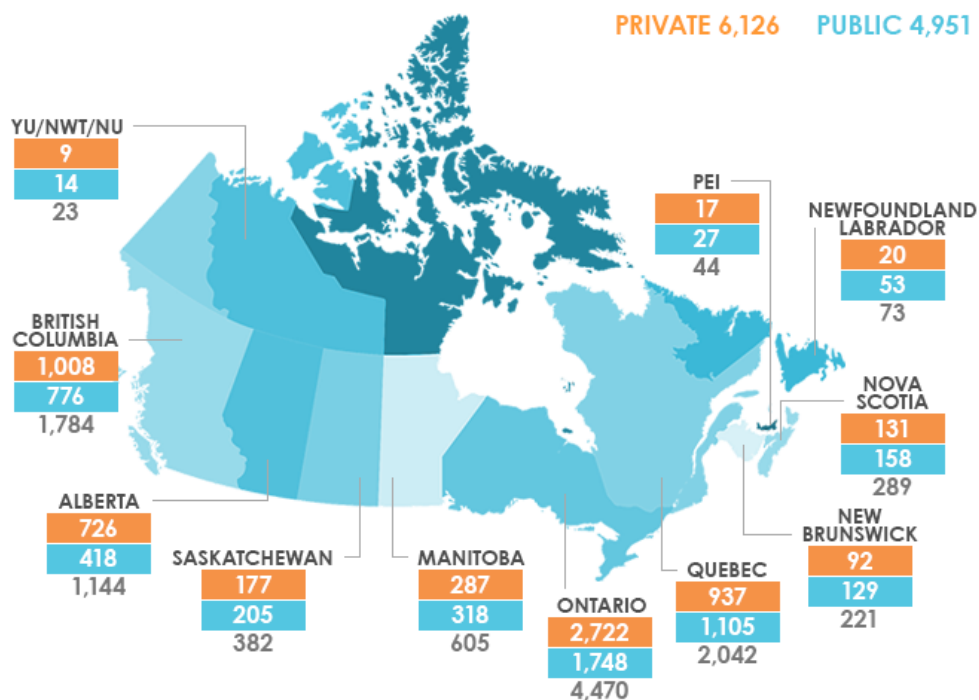
Throughout all the interviews, we were struck by the sense of pride and community that individuals bring to their giving. Several key themes emerged, notably:

- Virtually all donors reported that they had at least maintained their financial donations to charities at the same level during the pandemic. Some had “stepped up” to give more where they could, or to projects or opportunities that they felt were particularly compelling, such as when gifts were matched by another donor or organization.
- Donors with more significant assets, particularly those who tend to give gifts of stocks or securities, reported that their giving had in many cases increased due to market gains during the pandemic period.
- Many weren’t able to participate in the same activities that they had pre-pandemic, such as events or group giving circles, so they recognized that their total support of charities had reduced, albeit inadvertently.
- Donors also pointed out that one of the ways they support charities is through volunteering, and that this had been negatively impacted, particularly in the early phase of the pandemic.
- When it came to the type of charities they supported, some noted that they had focused more on giving to **local** organizations (as compared to charities or non-profits in other areas, or with national or international mandates).

# GIVING BY FOUNDATIONS DURING THE PANDEMIC

Before the pandemic, Canada was experiencing a steady growth of the private foundation sector, with more families and donors interested in committing to institutional philanthropy. According to a report by Philanthropic Foundations Canada, **the number of private foundations grew by over 47% to 6,189 between 2008 and 2018** while the number of public foundations grew by a comparatively low 6.8%, and has been declining in recent years. Even more dramatically, **the assets of private foundations more than tripled between 2008 and 2018** to \$56.3 billion, and are being concentrated in fewer organizations. As of 2018, Canadian private foundations granted an estimated \$2.6 billion to other charities annually.

Interestingly, as of 2021, Alberta had a higher proportion of private foundations than any other province or territory in Canada at 63%. The proportion in Ontario was similar at 61%.



Source: Philanthropic Foundations Canada, Canadian Foundation Facts. Based on CRA online data as of March 2021. <https://pfc.ca/resources/canadian-foundation-facts/>

# FOUNDATIONS

Foundation representatives were asked for their perspectives on the impact of the pandemic on the sector, and their own organizations—as well as their perspectives on the broader themes identified as influencing the sector.

Related to funding, foundation representatives spoke to their desire, from the onset of the pandemic, to be actively responsive to the needs of their current partners and the community-at-large.

While continuing with their ongoing programs, foundations took steps to identify gaps in funding (especially government response funding), developed new funds for areas within the sector particularly hard hit, such as the arts, and worked in partnership with other agencies, such as the United Way, to roll out funds and programs.

Acting with speed and goodwill was important: with the aim of rolling out funds quickly, application requirements and processes for one foundation were drastically cut down. As well, foundations offered adjustments to current grant recipients and partners. The most frequent adjustment requested by grant recipients was to deadlines and reporting.

Among foundations, there is the sense that now grant programs and requirements are returning “back to normal”.

Foundation representatives referenced that while much of the impact of pandemic on the sector is unknown—and is anticipated to be vastly uneven—it may be “a story of resilience”; that the response of the sector is one of understanding what has to change—and trying to make those changes.

There was encouragement for the sector to act with planning and intention.

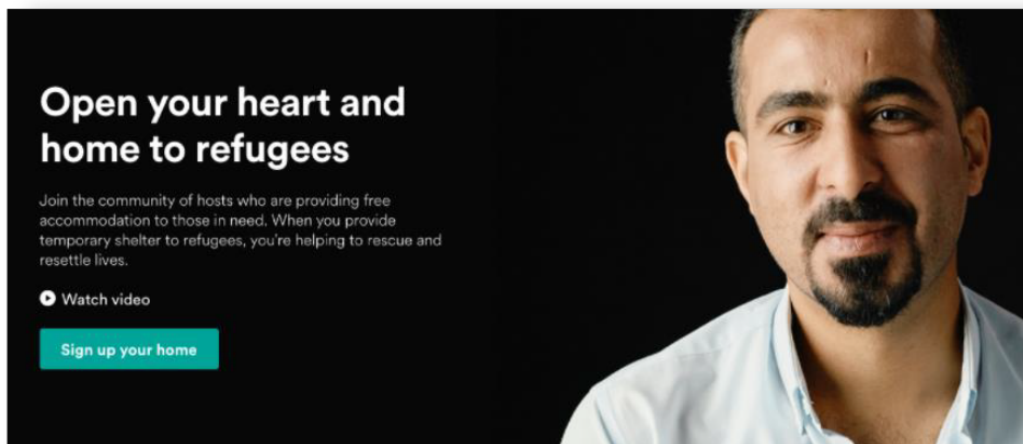


# CORPORATE GIVING

Before the pandemic, corporate giving in Canada had evolved from providing support to the community through a series of unrelated grants, sponsorships and donations to encompass the dual objective of pursuing benefits for society, as well as benefits for the company. The positive impact of philanthropy on branding was allowing for the growth of community investment budgets, and companies were becoming more focused in their philanthropy ensuring strategic alignment with the charities they partner with.

More emphasis was being placed on the overall social impact of their investments as well, and companies were starting to be seen as vehicles for social change with the recognition and following they have from the individuals that rely on their services or products. In other words, the value of showing consumers what they 'stand for' and 'stand up for' was becoming more clear. As a result, the line between corporate and non-profit started to blur and charities and companies were more actively incorporating fundraising or charitable activities into their larger missions (i.e., Airbnb assisting refugees in finding housing through their platform).

At the same time, a company's philanthropic priorities and decisions were becoming more connected to employee engagement as employees were becoming attracted to organizations that act in a way that align with their values. Employee engagement, particularly for younger workers, was top of mind for many corporations, and employees were increasingly making decisions about allocation, either through committees or matching funds.



Sources: Imagine Canada, *Corporate Giving in a Changing Canada*, *Community Investment Report*, December 2018.



Unsurprisingly, the pandemic has had an uneven impact on companies across Canada, and were left with an uncertain perspective of how their philanthropic budgets might shift as a result. Some of the evolving trends that were seen in the sector before the pandemic continued to evolve and some new focuses were brought to light.

Continuing to evolve was the connection between corporate giving and employee engagement. Many companies across Canada have stepped up during the pandemic to show support for the communities they operate within and for the communities in which their staff reside, and according to Imagine Canada, corporate giving during the pandemic has had more of a focus on the implications on employee well-being as compared to pre-pandemic. Further, employees were increasingly expecting CEOs to speak out on major social issues, and tended to be happier when their employers are committed to the community. The Edelman Trust Barometer in 2020 for Canada that was released before the pandemic found that 80% of employed Canadians believed that their CEOs should play a lead role in change rather than waiting for the government to impose it, up 12 points from 2018.

Another corporate finding shift appeared to occur as a result of the changing socioeconomic landscape in Canada. Inequality increased due to pandemic-caused unemployment and has had severely unequal impacts on Canadian workers, depending on income levels and the industries, jobs, and conditions worked in. Many social issues have grown even worse because of the pandemic (i.e., food insecurity, homelessness, mental health, learning, domestic violence, etc.), and corporate funders have started re-envisioning their funding programs in response to these shifts.

Finally, the pandemic has highlighted the limitations of their community investment funding, and has created an appetite for collaborating with other companies and levels of government to generate more impact and to help promote systemic change.

Corporate and business sector representatives interviewed were also proud of their organization's support of the charitable sector, particularly during the pandemic. In general, they reported many of the same trends as individual donors, such as emphasizing local giving, maintaining their support at previous levels, and a reduction in volunteering.

More notable was that **all reported a dramatic increase in flexibility during the first year of the pandemic**—including in how they made decisions about organizations to support, allowing recipients to ‘pivot’ or change where previously-allocated funds were directed, allowing recipients to use funds to support operations vs. programs, to delay reports on how funds were spent, and many other examples. This flexibility in support was seen as a critical aspect in support in itself—another way in which companies could help their partners manage unexpected needs during an unprecedented time.

However, as “the new normal” has become more established, companies reported that they were **beginning to shift back to focusing on programs** and reinstating some previous practices. They expected there may be slightly more flexibility than pre-pandemic, and an openness to supporting organizational operations and capacity, but not at the same level as during the height of the pandemic.



#### PROVIDING MORE

The exceptional response from EPCOR was often referenced by interviewees. As part of its pandemic response in 2020, EPCOR doubled their giving for the year and created the Heart and Soul Fund.

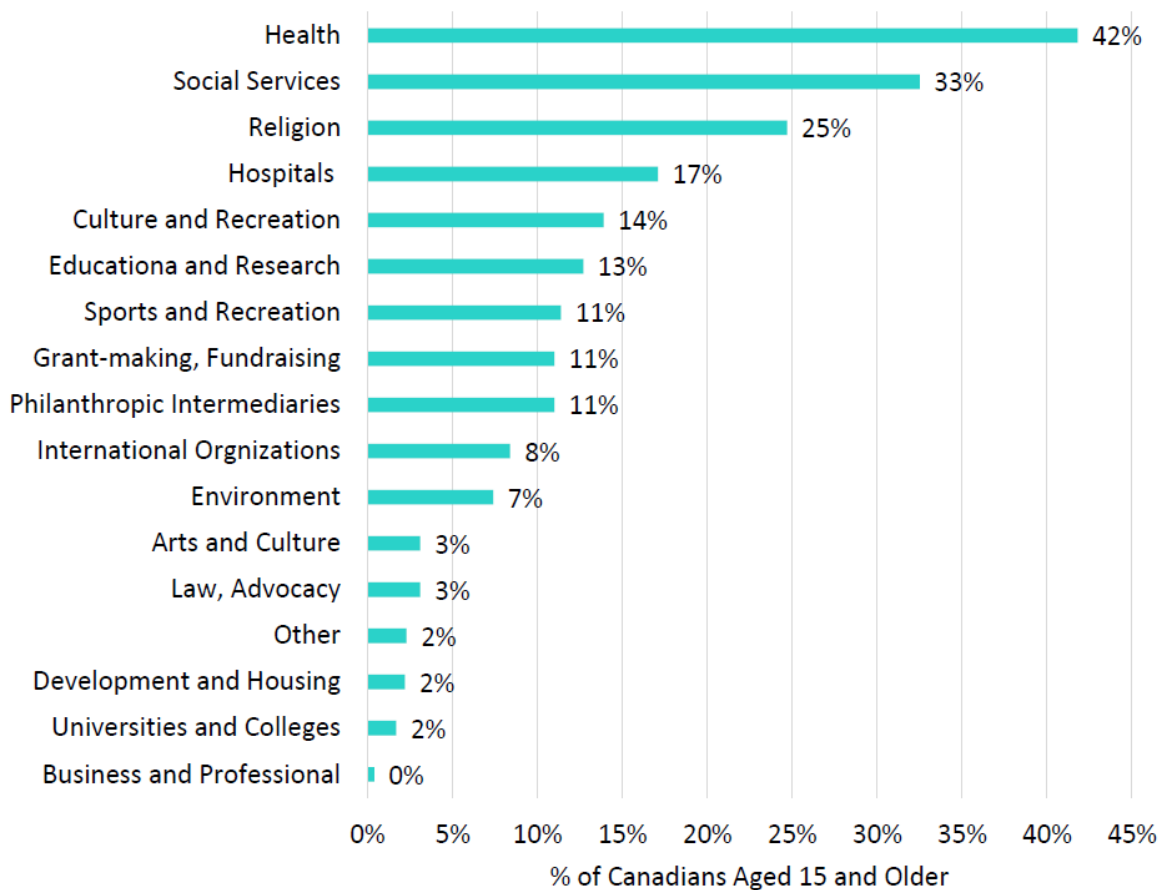
A key component of EPCOR’s Heart and Soul Fund was leverage with fundraising – and inspiring increased community participation: EPCOR would match campaign dollars up to \$25K, or provide virtual event sponsorship, or provide a combination of both.

The outcome is viewed as a win-win:

- The ‘seed funds’ from EPCOR leveraged additional support for charities and provided crucial investment in revenue generation activities.
- EPCOR expanded its partnerships in the community and found a positive response to the recipient agency-led, human-centred, media campaigns.

# SO MANY IMPORTANT CAUSES - HOW DO DONORS CHOOSE?

2018 Donor Rate by Charitable Sector



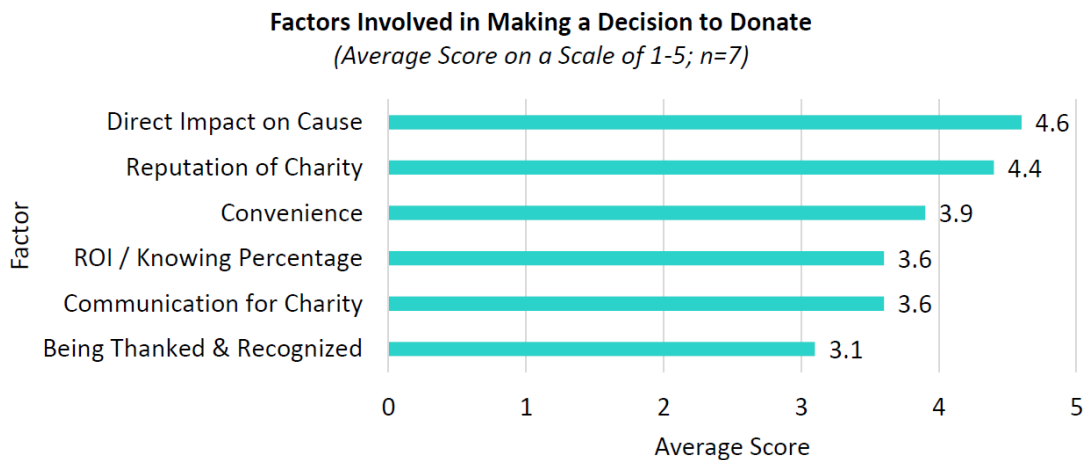
There have been many studies over the years asking donors about the causes they support, and the factors that impact their choices. What tends to be consistent are the major sectors donors report supporting—faith-based charities, health and hospitals, and the social services sector. The chart to the left shows the donor rate by sector according to the 2018 General Survey on Giving, Volunteering and Participating. The ranking of the top four sectors has not changed between 2018 and 2013 editions.

Source: Statistics Canada, 2018 General Survey on Giving, Volunteering & Participating.

In the interviews conducted by KCI, and our broader experience in the sector, we have found that during the pandemic donors tended to “dig into” the charities they were already supporting, and by and large, did not dramatically expand their giving beyond those groups. When it comes to how they decide who to support, the impact their donation would have on the cause was consistently one of the highest factors impacting their decision to contribute, as seen below.

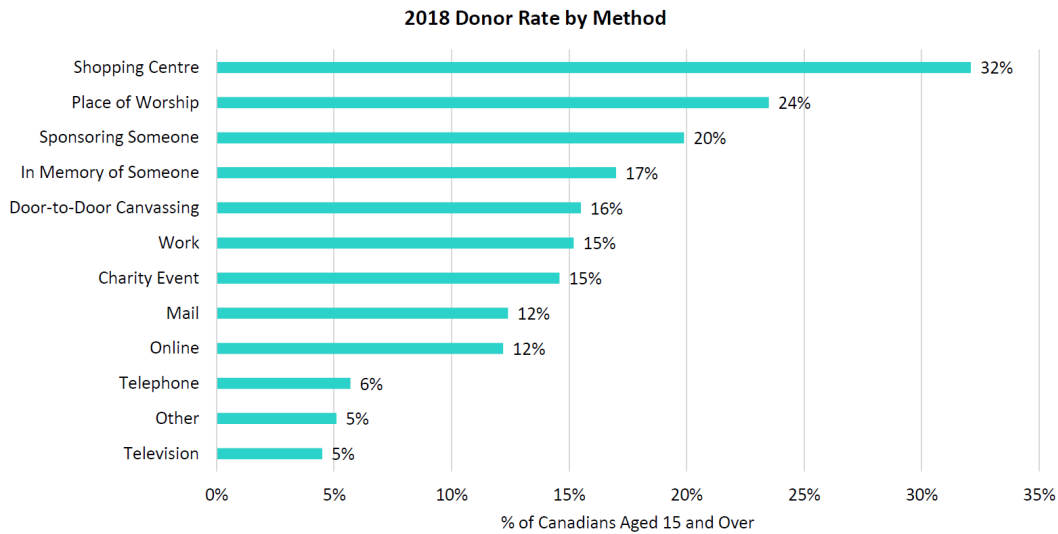
In addition to the set of factors we asked about, some donors also pointed out other factors they considered and felt important to add to the list:

- The range of people the organization supported, with a preference for those that help many groups or broad portions of society over those with more narrow focus.
- Communication and reporting from the charity about the impact of donations.



# FUNDRAISING CHANNELS

The 2018 General Survey on Giving, Volunteering and Participating also explored the donor rate by fundraising method. In 2018, giving at a shopping centre and place of worship were the most common channels.



While donors can choose whether or not to give via a specific channel, it's important to note that how charities ask for money is part of the equation. To this point, many of our interviewees said that they give in a variety of ways, based on how and when they are asked to give. In other words, they see it less as them making a choice on channels through which to give, as it is about how charities choose to ask them. For example, while giving to a point-of-sale request may be the most common channel through which individuals give, it should not be interpreted as their preferred option.

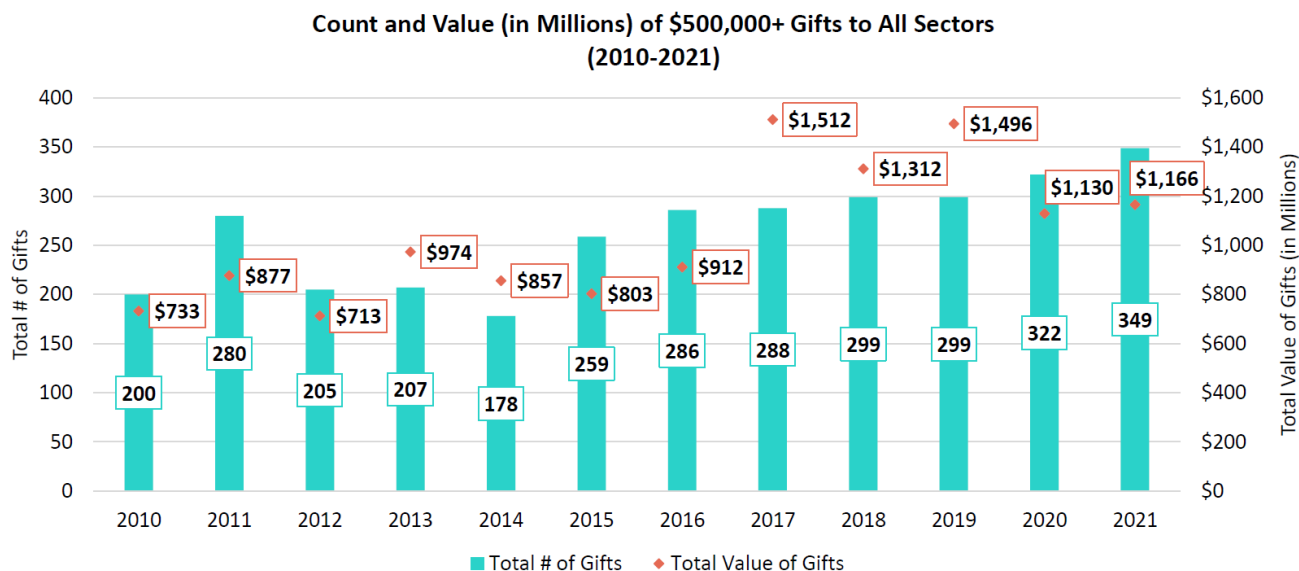
Notably, all interviewees spoke about how they valued the convenience of giving online, and that they expected this will remain their primary mode of giving, regardless of whether it was in response to an appeal received in the mail, an email request, or to sponsor a friend's event, etc. They also noted that people are susceptible to trends or "fads" in giving as they are in other things (i.e. crisis response, Icebox challenge, etc.). While it's important for charities to be aware of these trends, they also need to be cautious about the degree of commitment and future expectations.

**Activities Interviewees Participated In**  
(n=7)

Activity	# Who Support or Who Participate in
Special Events	7 / 7
Lotteries	4 / 7
50/50s	3 / 7
In Support of Social Enterprise	3 / 7
Crowdfunding	2 / 6

# MAJOR GIVING

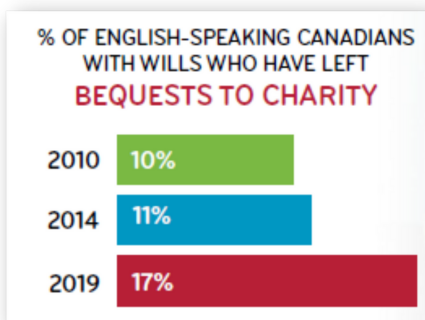
As would be expected given the previous trend around fewer donors giving more, and increasing concentration of wealth, major giving is accounting for a rising proportion of fundraising revenue for the charitable sector. The chart above shows the total number and value of publicly announced gifts of \$500,000 or more made to organizations in Canada in recent years that KCI has tracked. As can be seen, despite some variability year over year, the total number of \$500,000+ gifts has been on an overall upward trajectory.



Source: KCI Research.

# PLANNED GIVING

- With an aging population, **the Canadian giving market is growing with an estimated 300,000 individuals to make new charitable bequests** in the next 5 to 10 years.
- According to a study by Good Works, of Canadians who have already made a Will, the number of individuals including a charitable bequest has risen to 17% in 2019.
- **Funds might come from unassuming donors.** Millions of Canadians are sitting on trillions of dollars in real estate assets (3.9M people with an estimated combined home value of \$1.95T).
- Financial planners and those in the banking industry report that Will-making in general, and legacy giving as part of that process increased during the pandemic. Notably, the concept of **legacy giving to endowments is resonating well.** The idea of long-term impact in donors' communities is attractive.



Sources: Fraser Green, *The State of the Legacy Nation - Legacy Giving Benchmarks for Canadian Charities*, Good Works, 2019.



# EVENTS

*"It is such a happiness when good people get together – and they always do." - Jane Austen*

Events – love them or hate them – have always been a key aspect of how charities engage supporters and raise funds. Events are viewed as essential to maintaining relationships, and for organizations to share their stories and messages, thank supporters, and in some cases, raise money. However, those who are familiar with fundraising channels know that fundraising events can require significant investment of resources to be successful, and when viewed through purely a fiscal lens, can be one of the more expensive ways to raise money.

So there has been a great deal of interest in the future of events while in-person gatherings have been reduced or cancelled. Many organizations "pivoted" to virtual events early in the pandemic, and sponsors and participants for the most part gamely continued to support causes. However, as we ended 2021 there was a sense among our interviewees and the broader sector that virtual events were a stopgap, and that enthusiasm had definitely waned.

So, what does the future hold? Time will tell, but we heard:

- **Overall, there may be less participation.** Many donors told us that while they were looking forward to events in the future, they had also become used to a less active social schedule. There was a sense that people may be more selective about what they do attend, and will look for fewer, more impactful and engaging events.
- **Fitness-focused events will bounce back.** Runs, rides, triathlons—there is likely a “pent up” level of demand among athletes who are interested in the challenge first, but seeing raising funds as an associated benefit.
- **Casual, participative events may have less demand.** There is a general sense that the larger events—such as walks, casual rides, etc.—may not appeal to younger generations, or hold the same appeal for older ones.
- **The old principles still apply.** Events that are highly mission-aligned, engaging, and focused on a community that wants to come together will likely be back, but will take time to reach previous participant and fundraising levels.

# LOTTERIES & GAMING

Lotteries, draws, and other gaming options have had a long history in raising funds for charity. In recent decades larger, structured gaming options such as home lotteries have become particularly significant sources of funds for some organizations, with a specialized group of companies and professionals focused on maximizing benefit and return for organizations.

However, despite this past success, the emergence and surging popularity of online 50/50 draws still caught many by surprise. Donors appear to have responded to the “fun” aspect at a time when entertainment options were limited, and the revenue stream had significant appeal for charities impacted by cancelled events.

**Landmark 50/50 lottery set to be the largest in B.C. charitable history**  
*The first of its kind, the lottery sees four charities joining forces to raise funds for those in need*  
Gail Johnson • Postmedia Content Works  
Mar 19, 2021 • March 31, 2021 • 2 minute read

**RELEASE: EOCF 50/50 to support Operation Frontline Impact**  
Online raffle for first two Oilers games of Stanley Cup Playoffs will include 50/50 Appreciation early bird prizes in support of Alberta frontline workers  
by Press Release / EdmontonOilers.com



The graphic features a hockey player in a blue Edmonton Oilers jersey with the number 17 and the letter 'C' on the back. The player is in a dynamic pose, holding a hockey stick. The background is dark blue with a pattern of hockey pucks. Text on the graphic includes 'ONLINE 50/50', 'LET'S GO OILERS', '2021 STANLEY CUP PLAYOFFS', '50/50', and the Edmonton Oilers logo with the website 'EdmontonOilers.com/5050'.

A key question KCI put to our interviewees was their thoughts on the trajectory for all of these ways to raise money. Here's what we heard:

- **Donors think of gaming and lotteries differently than donations:**  
It's generally felt that individuals consider expenditures on gaming and lotteries to be part of their "entertainment budget," rather than philanthropic. They're happy to support charities through the process, but it isn't the sole motivator. Some of the rise in funds raised through gaming during the pandemic may have been directly related to the reduction in entertainment options available, ironically, including things like in-person casinos and bingo.
- **The market may be saturated,** particularly with respect to "big ticket" options like Home Lotteries. The established participants in the market have had time to develop brand awareness and regular ticket-purchasers, as well as vendor relationships. Most experts with familiarity in this area concurred that new entrants would be challenged to "turn a profit" initially.
- **Post-pandemic, most expect total revenue in this channel to contract.** Many individual donors reported that while they had purchased lottery/gaming tickets during the pandemic for the first time or more than previously, they expected this to reduce, and perhaps stop entirely, in the near future. Many of those with expertise in the channel felt that the total revenue had already peaked, and also pointed out that younger generations may not feel the same appeal of Home Lotteries in particular.
- **Lotteries and gaming will continue to be an important source of revenue** for many charities. Potential for the future of this channel is felt to be in:
  - Smaller communities, where gaming events become a "local fun" option for community engagement.
  - Progressive/staged gaming options, where the prize builds over time (e.g. Chase the Ace)
  - Ability to virtually stage and view houses for Home Lotteries, as well as increasing diversification of prize options beyond traditional single-family homes.

# CROWDFUNDING

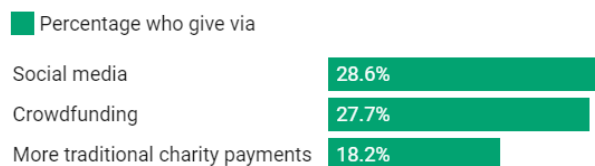
Crowdfunding is arguably one of the oldest giving channels, as people have given directly to others in need for millennia. However, it has emerged in the modern world within the last two decades as a significant funding source with the rise of online platforms facilitating connections between causes and donors.

**Three in four people in their 20s and early 30s say they prefer to give directly to individuals instead of supporting non-profits,** according to a recent survey.<sup>1</sup> This finding has been echoed in a number of donor surveys conducted by KCI in the last year where more than half of participants have agreed that the pandemic has led them to shift their giving to support individuals.


Gathering accurate and complete data about how much money is donated through platforms like GoFundMe can be a challenge. Some sources state that online crowdfunding campaigns are raising more than \$34 billion (USD) a year around the world, up from around \$1.5 billion in 2011.<sup>2</sup> Another source estimates the amount of money raised via crowdfunding in North America alone at \$17 billion in 2020.<sup>3</sup> A survey conducted by The Conversation and the Indiana University Lilly Family School of Philanthropy in September 2020 identified a number of key trends including:<sup>4</sup>

**1. Crowdfunding supports social justice.** More than 1 in 4 donors who contribute by crowdfunding or social media say they give money to social justice causes. Fewer than 1 in 5 donors who give through traditional channels, such as by writing a check, say they support social justice through charitable donations.

More than 1 in 4 donors who contribute by crowdfunding or social media say they give money to social justice causes. Fewer than 1 in 5 donors who give through traditional channels, such as by writing a check, say they support social justice through charitable donations.



Sources: (1) Eden Stiffman, *What Drives Direct Giving and Why it Matters to Nonprofits*; (2) OneCause, *The Giving Experience Study, 2021*; (3) Fundera, *Crowdfunding Statistics (2021): Market Size and Growth, Dec. 2020*; (4) *4 New Findings Shed Light on Crowdfunding for Charity, June 2021*.



**2. Crowdfunding is popular among younger people and people of colour.** Crowdfunding donors are nearly six years younger on average than other charitable donors. Just 1 in 3 crowdfunding donors (32.3%) frequently attends religious services, compared with 43.2% of traditional donors, and 45.5% of crowdfunding donors are single, compared with 38.8% of other donors. People of color also make up a higher percentage of donors to charitable crowdfunding campaigns (39.5%).

**3. People who support causes through crowdfunding don't constitute a separate pool of charitable donors.**

Crowdfunding donors, for the most part, also give to charity through more traditional means. While 31.7% of the people surveyed gave to crowdfunding campaigns in a typical year, just 6.4% gave only through crowdfunding.

**4. Little crowdfunding aids strangers.** Crowdfunded money tends to support people donors know, or who are one step removed—such as friends, relatives and friends of friends. The average crowdfunding donors give the largest portion of their dollars to a family member or close friend (41.6%), a charitable organization (22.1%) or a friend of a friend or an acquaintance (10.8%). In comparison, many fewer dollars are given to strangers (5.2%).

Our interview findings aligned with these trends, with younger individuals more likely to say they have been asked to participate in crowdfunding, and have done so. But most donors said that they did not often participate in crowdfunding, and when they did, they tended not to think of it as charitable giving because of the direct nature.

Interviewees who were most familiar with crowdfunding and its impact on the charitable sector noted that it is fundamentally anti-establishment. While there is tremendous power in that clear “line of sight” to impact in the form of the cause or person you are supporting, there is also the caveat that there isn’t the same degree of accountability and oversight that there is in giving to charities.

The challenge of course for charities to navigate is how to provide that sense of engagement and impact for donors with causes they care about, but with appropriate controls and accountability.

# ALTERNATIVE REVENUE STREAMS

In addition to fundraising, grants, fees for services, and other common sources of funding, charities are increasingly exploring creative and innovative revenue and service delivery models.

Some of those alternative revenue streams may include:


- **Social enterprise:** a business or activity with a *blended return* that brings social, environmental, and/or cultural returns in addition to financial results. Earned revenue is re-invested into the work of the organization.
- **Related businesses:** businesses that are ancillary or secondary to a charity's core purpose, but provide revenue that support a charity's mission.

This is not a new concept, as many charities in the social service space have long histories in creating businesses that support or align with their mission, such as Goodwill's used-goods stores, Habitat for Humanity's ReStores, or gift shops run by many Hospital volunteer auxiliary groups. However, the concept is receiving increasing attention, with many organizations and stakeholders looking to grow revenues, ideally with the potential for unrestricted funds to support core operating needs.

A social enterprise requires a considerable investment of time, capital, energy and a strong long term commitment. Similar to any small business, they vary in the amount of revenue they earn, and are unlikely to earn a profit in the first three to five years of operation. They may also fail entirely, and there are significant regulatory considerations.

Interested organizations should undertake necessary planning activities before embarking on establishing a social enterprise, including asking the following preliminary questions developed by Enterprising Non-Profits:<sup>1</sup>

- i. Will starting an enterprise help you achieve your organizational mission?
- ii. How good a fit is the enterprise idea with your overall social mission?
- iii. What do you want to accomplish through your social enterprise?
- iv. Is a social enterprise a good way to achieve these objectives, or is there some better way?



Most interviewees were aware of some examples of aligned business or social enterprises, and some particular notable examples such as the local Habitat ReStore, E4C Kids in the Hall / Hallway Café, and Women Building Futures. In line with these examples, social enterprises was viewed as most beneficial when the business would support the mission of the organization as a priority first, not as a means of generating revenue first.

But most echoed many of the caveats and concerns noted on the previous page. Interestingly, business-minded individual donors were most likely to point out a number of concerns, including:

- **Many business ideas fail**, without having the extra hurdle of charitable considerations to manage as well.
- Charities generally don't have much **reserve capital** to invest in starting up a business, which is generally required to help the business become established before it breaks even or turns a profit. And if it fails, that capital is lost, which donors generally aren't comfortable with.
- **Risk tolerance** is required from both the management and Board.
- When the business does work, it generally requires a very **different mindset and skills**, not commonly found in the education/background of those working in the social services sector. It is important to note, however, that developing those skill sets—such as budget forecasting, strategic-planning, environmental scans—was viewed as important for agencies, i.e. the exercise in business-planning strengthens their ability to deliver on their mission.

One suggestion is that if charities are interested in engaging in business activities, they should tap into volunteers with business experience, and have them act as “internal consultants” to ensure the idea and approach are well thought-through. There was consensus that before proceeding, a strong business plan and understanding of the risks, resources and timeframe required for success is understood by all.

Finally, donors did indicate that they understand purchasing from social business is not the same as giving, and that a small portion of the full price will “go back” to the organization. But they do prefer purchasing from a business with a social benefit when other aspects are equal.



# **BROADER TRENDS IMPACTING THE SECTOR**



# GOVERNMENT SUPPORT OF THE SECTOR

A civil society is often referred to as being made up of three key sectors that together comprise a functioning society—public sector (government), private sector (businesses) and the civil sector (non-profits, charities and other organizations that work in the public's interest but are not for-profit or government). Our interviewees tended to concur that while these three sectors should be viewed as equal partners, they are not. There is an inherent power imbalance as one party (the civil sector) is generally reliant on support from the other two sectors, particularly government.

While government funding is not fundraising, trends or shifts in the revenue from government are of critical importance to the sector. So too are shifts in government, whether at the municipal, provincial or federal level. Governments rely on the charitable sector to achieve many key aspects of their mandate, particularly in the areas of health and social services.

Accordingly, interviewees from the government sector spoke about this relationship, and how it drives a focus for them on understanding impact and outcomes when they are determining where to allocate funds. One interviewee commented that they often feel "too far away from the results," which in turn drives some of the tendency to be restrictive in how they designate funds, and why there are often significant requirements around reporting. It also may contribute to a high degree of interest in multi-agency collaboration opportunities—which one interviewee referred to as "piggybacking." They see it as an opportunity to increase reach and depth of service, as well as having a system-focused approach that is more likely to succeed.

While our government interviewees were not able to speak explicitly to future funding levels, none reported expecting significant reductions in the near term. Most noted that they were keenly aware needs had only grown during the pandemic and would require sustained investment to help impacted communities recover. That said, it is important to note that many governments, particularly at the provincial level, came in with fiscal restraint mandates and that there will always be careful consideration of all budgets and expenses.

# STAFF, LEADERS, AND TRANSITION


Staff turnover and transition has long been an area of concern for the non-profit sector, particularly for key positions that require expertise and strong relationships with donors, other funders, volunteers and stakeholders. Pre-pandemic studies, including KCI's benchmarking studies, often found that in some types of positions average staff tenure could be as low as 2 to 3 years.<sup>1</sup>

While turnover stabilized somewhat in 2020 and early 2021, in late 2021 a strong trend of high turnover emerged, dubbed "The Great Resignation" among other terms. This has been driven in part by an uptick in retirements, but also a number of other factors including staff seeking better opportunities and a certain degree of pent-up demand. Notably, many larger organizations based in major cities have realized through the experience of working remotely that they can fill many positions with geographically-distant workers.

Expectations are that strong performers will increasingly be drawn to these opportunities, and competition and wages will increase even in smaller markets that have historically had lower wages.



Source: (1) KCI National Hospital Foundation Compensation Benchmarking Survey, 2019.



Interviewees were asked about leadership in the sector in the midst of this transition. While many concurred that there is a potential “leadership gap” in the near future, many situated this within the broader context of key issues the sector is grappling with, including:

- An overall gap of talent in the sector due in part to differences in wages and working conditions.
- Lack of resources for internal development of staff and the next generation of leaders.
- Expectations that younger generations will "want the same things" as past leaders without understanding motivations, or put another way, that they will be willing to accept the same working conditions as current leaders.

Interestingly, however, many younger or mid-level non-profit staff didn't agree that there is a potential leadership gap, but that rather there may be a bit of a blind spot among Boards and existing leaders.

And speaking of volunteers, this was the gap that some interviewees flagged as an equal, if not greater concern. Many felt that there is a general reduction in volunteerism, whether due to changing interests or reduced time available for individuals. There was also concern that there are fewer individuals able to make the significant commitment of time and energy that has traditionally been expected of Board members, and that non-profits may need to adapt their expectations and models to account for this shift.

# DIVERSITY, EQUITY, AND INCLUSION

Donors of all ages, but particularly younger ones, are becoming increasingly concerned with equity and inclusion in philanthropy. The events of 2020 (i.e., May protest for racial equality, the uneven impact of COVID-19 and the pandemic further highlighting social inequalities) have further put and emphasis on equity and inclusion.

This increased focus has had an impact on many aspects of charities, including:


- **Board diversity** along racial, gender and age dimensions.
- **Staff diversity** within organizations.
- **Equity considerations in areas of funding**, such as Indigenous health promotion or support for underserved communities.

Major donors are also becoming more socially aware and considering the role they can make in promoting social justice, especially through their philanthropy. In western Canada, a \$34.1 million donation from Lance Uggla to Simon Fraser University in 2020 in support of undergraduate scholarships for members of equity-deserving groups is one such example.

# COMMUNITY-CENTRIC FUNDRAISING

Closely related, **Community-Centric Fundraising** (vs. donor-centric fundraising) has been an emerging paradigm in the non-profit revenue generation space. The 10 Principles of Community-Centric Fundraising are evolving core principles that are intended to transform fundraising and philanthropy so that they are grounded in racial and economic justice. They are intended to be a guideline, adapted to specific organizations according to their own culture and practices.

Fundraising must be grounded in race, equity, and social justice.	Individual organizational missions are not as important as the collective community	Non-profits are generous with and mutually supportive of one another
All who engage in strengthening the community are equally valued	Time is valued equally as money	We treat donors as partners, and this means that we are transparent, and occasionally have difficult conversations
We foster a sense of belonging, not othering	Everyone benefits from engaging in the work of social justice – it's not just charity and compassion	We see the work of social justice as holistic and transformative, not transactional
	We recognize that healing and liberation requires a commitment to economic justice	



Interviewees were thoughtful and nuanced on questions of both equity and community-centric fundraising. Overall, the sense was that the sector has responded well to the "seismic shift" in expectations, and in some instances is leading the way on new models and approaches. In the social services sector in particular some noted that "good fundraising has always been community-centric."

And there was also pragmatism that there will continue to be a need for strong Board governance and a focus on stewardship of funds, as well as means to engage those with the resources to make significant contributions.

But all agreed that there is much work to be done to ensure organizations reflect the communities they serve, and that all are equally valued in their diverse contributions. Notable suggestions as to how to further these goals included:

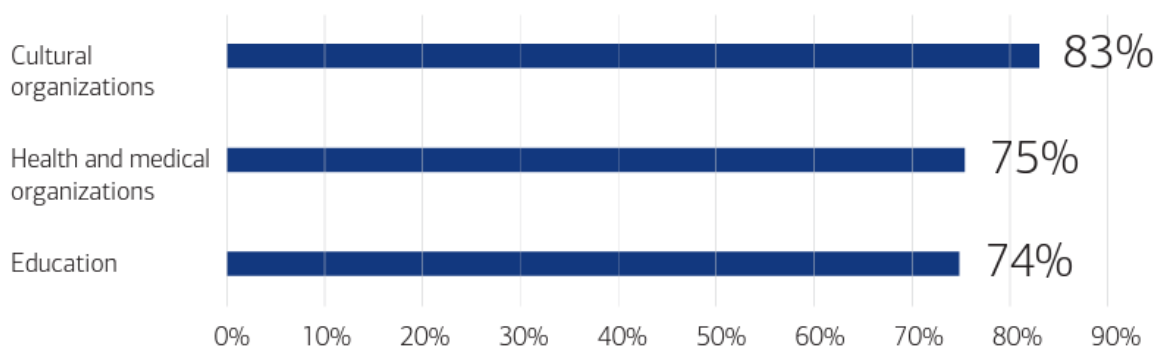
- Deliberately pairing volunteers or staff with diverse backgrounds or experiences to share learnings and expand networks.
- Established organizations partnering with new programs or leaders emerging from the community with adaptive models.
- Increasing diversity in all forms with intent by identifying gaps and transparently seeking to address them.


# GIVING WITH STRINGS ATTACHED... OR NOT

Donors of all kinds reduced restrictions on their giving during the pandemic, particularly the early phases, and were more likely to respond to general, undesignated appeals for organizations they care about. This was notably true among corporate, foundation, and government funders. Representatives of these organizations reported that in many ways they "opened up" or reduced restrictions on funds to charities. There was an understanding that charities needed flexible funds to support infrastructure and direct funds to rapidly shifting priority areas.

Some sector leaders felt that the pandemic provided an opportunity to talk about what organizations truly need, and that funders now have a better understanding of how to support the sector. Many funding representatives we spoke to agreed that organizational health and capacity is important, and that they are unlikely to be as restrictive as they were before.

## Affluent households often gave general use (i.e., unrestricted) gifts in response to the pandemic





However, the quick and flexible response by funders has been likened by many to disaster-response funding, which tends to be quick, significant and undesignated—but time-limited. As we moved through 2021, there was a definite trend towards increasing structure and a return to a focus on programs and restrictions.

Government funders in particular talked about the need for impact and outcomes. As noted earlier, governments rely on the non-profit sector to achieve their mandates in key areas, but as a result are laser-focused on a line of sight to impacts, outcomes and metrics. This will inevitably bring restrictions.

Interestingly, many of the younger donors we interviewed spoke of wanting to see their contributions "go directly to the cause" and were less likely to be interested in supporting organizational capacity or infrastructure.

Fundamentally, it will be critically important for the sector as a whole to speak to the importance of organizational health, resiliency, and the need for infrastructure funding in a clear and compelling way.



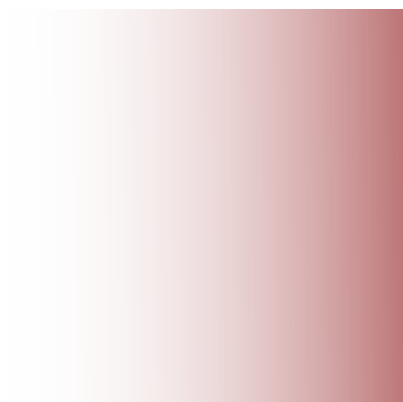
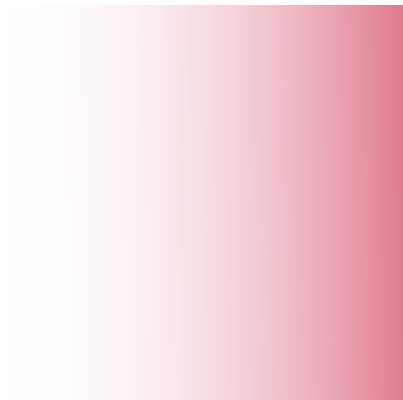


# IMPORTANCE OF STORYTELLING & COMMUNICATION

An overarching finding from the interviews is how much the sector is part of the story of our community: what our values are, who we are, and where we succeeding and falling short. Interviewees expressed how important the ability to articulate a story is to an agency's fundraising success. There are several threads to this finding:

- **Media—and social media—skills are increasingly essential for nonprofits.** Many of the examples highlighted earlier in this report were referenced because of media and/or social media attention to the initiative: people were aware of the initiative because of a Twitter campaign, a CBC article, et cetera.
- **Storytelling should be integrated into grant writing** and should include an articulation of the uniqueness of the agency's story. This is especially true in areas where there are multiple agencies working in the same space to differentiate, and provide qualitative insights into the impact figures and outcomes that funders are seeking.
- **Donors like to hear personal stories as part of impact reporting.** Similarly, individual donors and potential donors appreciate stories from those who have been helped by an organization. In addition to quantitative reporting and the checklist of anticipated or met deliverables, qualitative stories bring impact to life.

Together this speaks to the need for organizations to invest sufficient resources into the ability to tell and communicate their stories, but also to ensure they maintain strong connections with the very real humans they are serving.



# CONCLUSION

# CONCLUDING THOUGHTS

The COVID-19 pandemic has caused a number of changes in Canadian society and around the world. What is truly remarkable is how the non-profit sector in Edmonton, as well as the entire country has adapted, pivoted, and responded to the communities served. This has not come easily, and the impact on organizations and people will take time to fully understand.

What is better understood by most now is the importance of the sector, which has always been part of the fabric of communities and has further cemented this role as connector, supporter, and service provider when it was needed most. In particular, established social service organizations demonstrated their value as never before in demonstrating that they had a strong understanding of what would be needed to support the community, and the relationships and resources to help direct support.

However, it has also exposed some of the limitations of the charitable model and its ability to address major social problems and complexities of our time. This has started a conversation about how the sector is funded, structured, and evaluated that will hopefully continue long after the pandemic has come to an end.

As we write this in early 2022, we are not quite at the end of the pandemic and so we have no final, firm predictions for this report. But we will leave you with some final thoughts as we look ahead.

- The pandemic has forced on the sector and society many changes that were either underway, or needed to be made anyways. Don't turn back, or stop moving forward.
- Charities and fundraising channels that succeeded during this time did so because of human connections. People want to help people, and feel connected to each other. Continue to put relationships at the centre of what you do, whatever the channel. Transactional approaches may work in the short term, but they are less likely to sustain.
- As one interviewee said, "2022 will dictate what the future of fundraising will be." In other words, we expect that this year will in many ways set patterns and expectations for the future. Come out strong, make your case, and be nimble, ready to pivot. Watch carefully what succeeds, or doesn't.

# ACKNOWLEDGEMENTS

KCI, the United Way Alberta Capital Region, Boys & Girls Clubs Big Brothers Big Sisters of Edmonton, and the Edmonton Chamber of Voluntary Organizations would like to thank everyone who contributed to this report by contributing their time, insights, and expertise. We could not have done this without you.

We also want to thank everyone in Edmonton and the supporting region who has helped to support their community in any way. We are all stronger when we help each other, and every contribution helps.

Thank you!



# APPENDIX

# APPENDIX A - CONSULTATIONS

## Individuals

Neil Gower	Tom Richards
Ray Guidinger	Guy Smith
Dr. John Lilley	Kathy Spiller
Edith and Darrel Martin	Leon Zupan
Penny Omell	

## Focus Groups

**LEAD Network** (November 10, 2021)

**Umbrella Groups** (November 23, 2021)

**GenNext Team** (December 2, 2021)

## Corporate Representatives

### **Gillian Adams**

Senior Manager, Marketing & Community  
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Public & Government Affairs  
EPCOR

### **Jerilynn Daniels**

Regional Director, Community Marketing  
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Royal Bank of Canada

### **Brad Ellard**

Regional Manager, Alberta & NWT  
Canadian Tire Jumpstart Charities

### **Slav Gudelj**

General Manager, Clothing Donation  
Operations  
Big Brothers of Greater Vancouver

### **Kate Minson**

Manager, Community Investment  
HSBC Bank Canada

### **Lorna St. Thomas**

Senior Manager Community Giving  
TELUS



## Foundation Representatives

### **Martin Garber-Conrad**

Chief Executive Officer  
Edmonton Community Foundation

### **Allan Northcott**

President  
Max Bell Foundation

## Sector Leaders

### **Jane Bisbee**

Executive Director  
Social Enterprise Fund

### **Rachael MacKenzie-Neill**

VP, Marketing & Development  
BGC Canada

### **Corrie Fortner**

Director, Membership  
AFP

### **Chris Pon**

National VP, Fund Development  
Big Brothers Big Sisters of Canada

### **Bruce MacDonald**

President & CEO  
Imagine Canada

### **Shane Simmons**

Senior Vice President / Chief Business  
Officer  
STRIDE Management Corp.

## Government Representatives

### **Mike Burton**

Chief of Staff to the Minister  
Crown-Indigenous Relations and  
Northern Affairs Canada

### **Shawn McLeod**

Deputy Minister  
Labour and Immigration

### **Cynthia Farmer**

Deputy Minister  
Community and Social Services

### **Donavon Young**

Deputy Minister  
Indigenous Relations

### **Sandra Froehlich**

Manager, Licensing Support  
Alberta Gaming, Liquor & Cannabis  
Commission

### **Leslie Williams**

Licensing Supervisor, Raffle/Charitable  
Gaming Proceeds  
Alberta Gaming, Liquor & Cannabis  
Commission