Introduction to Prospect Research

Tracey Church, MLIS
Tracey Church & Associates, Research + Consulting Services

Agenda

- Introductions
- Intro to Prospect Research, Apra & Ethics
- Traditional vs Integrated Giving
- Some Trends/Thoughts pre-Research
- Prospect Identification
- Researching: Foundations, Corporations, Individuals
  - Wealth Indicators & Calculating Wealth Ratings
- A few words on Creating a Healthy Pipeline
- In Summary

About the Presenter

- Professional researcher for 20+ years, worked with over 400 charities
- Principal, Researcher & Consultant, Tracey Church & Associates
- Research, training, strategy, partnerships
- Founding President, AFP London & Region Chapter
  - (AFP, Association of Fundraising Professionals)
- Past President, Apra Canada
  - (Apra, Assoc. of Professional Researchers in Advancement)
- Fmr Director, AFP Golden Horseshoe
- Fmr Director, Apra International
- Co-Editor & Co-Author "Prospect Research in Canada: An Essential Guide for Researchers and Fundraisers" (Civil Sector Press, 2016)
- Chapter contributor "Excellence in Fundraising in Canada, V.1" (Civil Sector Press, 2022)
- Inaugural recipient of Apra Canada's Excellence in Prospect Research Award (2018)
- Part-time faculty, Western University in MLIS program teaching "Prospect Research in Fundraising" course
- MLIS and Professional Certificate in Not-for-Profit Management
- AFP Master Trainer Certification
- Regular presenter at Apra, AFP, AHP, CAGP and other conferences

And you are?

What is prospect research?

- ***Traditionally***, prospect researchers were hired to research and find individuals, corporations and foundations who would be the most likely *major giving* donors for their organizations and have an affinity to their case, campaign, or programming

- ***Now***, prospect researchers are *strategic partners* with the fundraising team to find the *best fit* for prospective donors to their organization (more later!)

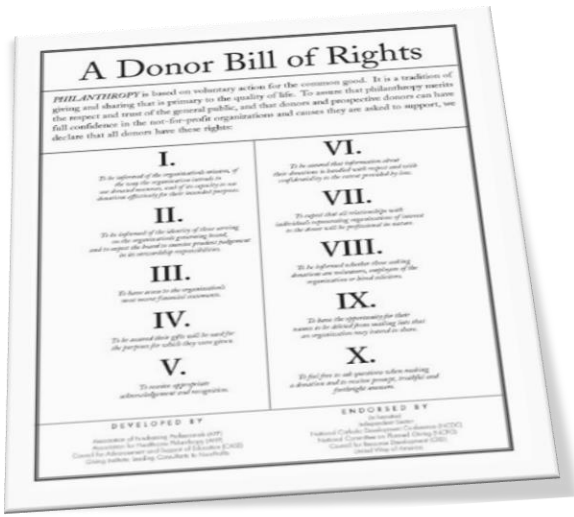
Apra (aka APRA)

- APRA: Association of Professional Researchers for Advancement (rebranded just “Apra”)
  - Ongoing education: conferences, webinars, regional meetings
  - Mentors, publications, websites, networking
- Apra www.aprahome.org (US $277/year)

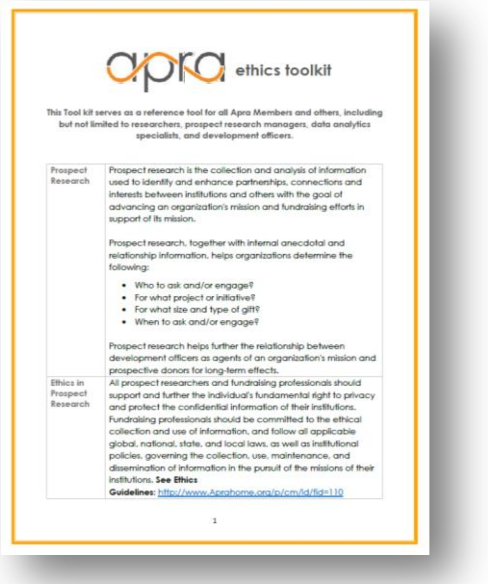
- Apra-Canada www.apracanada.ca ($50/year)
  - Note, you do not have to be a member of Apra (International) to be a member of Apra-Canada!
  - Scholarships, mentorships, webinars, networking, conferences, job postings

Ethics and Standards Documents

- [Donor Bill of Rights](AHP, AAFRC, AFP, CASE) (AHP, AAFRC, AFP, CASE)
- AFP Code of Ethical Standards
- Apra Statement of Ethics and Standards


A Donor Bill of Rights


AFP | CODE OF ETHICAL STANDARDS


apra ethics toolkit

This Tool kit serves as a reference tool for all Apra Members and others, including but not limited to researchers, prospect research managers, data analytics specialists, and development officers.

Prospect Research	Prospect research is the collection and analysis of information used to identify and enhance partnerships, connections and interests between institutions and others with the goal of advancing an organization's mission and fundraising efforts in support of its mission. Prospect research, together with internal anecdotal and relationship information, helps organizations determine the following: • Who to ask and/or engage? • For what project or initiative? • For what size and type of gift? • When to ask and/or engage? Prospect research helps further the relationship between development officers as agents of an organization's mission and prospective donors for long-term effects.
Ethics in Prospect Research	All prospect researchers and fundraising professionals should support and further the individual's fundamental right to privacy and protect the confidential information of their institutions. Fundraising professionals should be committed to the ethical collection and use of information, and follow all applicable global, national, state, and local laws, as well as institutional policies, governing the collection, use, maintenance, and dissemination of information in the pursuit of the missions of their institutions. **See Ethics Guidelines:** http://www.Aprahome.org/p/cm/ld/fid=110

1

October is AFP Ethics Awareness Month!

Apra Statement of Ethics

Apra Principles of Ethics and Compliance (Updated June 2020)

- Apra is an international membership body for professionals who drive their institutions' philanthropic missions through work in prospect development. All members of Apra agree to abide by the following Principles of Ethics and Compliance, which governs collection and use of data gathered from all sources, including social media.
- Prospect development professionals must balance a **constituent's right to privacy** with the needs of their organizations to collect, analyze, record, and disseminate information. To guide our work, the following principles apply.

Ethical Standards and Integrity

- Act with **integrity and honesty** and avoid any acts, omissions, or practices that could harm supporters, beneficiaries, your organization, the prospect research community, Apra, or the general public.
- Prioritize the interests of supporters and beneficiaries and be a steward of their interests for the benefit of the organization, the prospect development community, and wider society.
- Be alert to, and manage openly, any conflicts of interest.

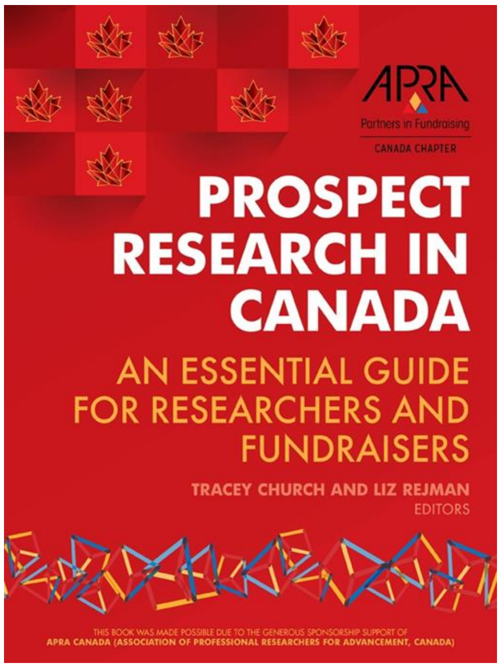
Professional Standards and Behaviors

- Follow all applicable laws and regulations, the policies of your organization, the terms of use for all data sources you use, and the best practices and policies of Apra.
- Stay abreast of changes in laws, policies, and terms of use and adjust your practices accordingly.
- Track data provenance to ensure all information **is legally obtained and publicly available** from reliable sources.
- Uphold the highest standards of conduct in every professional situation, perform all work with the highest level of discretion, and accept responsibility for your own professional actions and decisions.
- Respect the privacy of constituents and maintain the confidentiality of constituent information at all times. Record and disclose only information appropriate for fundraising activities.
- Be **honest about your identity** and role when using social media in your work and do not unreasonably intrude on an individual's privacy through social media platforms.
- Follow your organization's social media policies regarding the online interactions that are appropriate for your role.
- Maintain a level of professional knowledge, accuracy, and competence appropriate to your responsibilities.
- Commit to continuous learning to ensure your knowledge and skills are relevant and up to date.
- Seek support and guidance, as needed, from your organization and Apra.

Apra Representation

- Always act in a way that supports and **upholds the reputation and values of the prospect development profession and of Apra**.
- If you suspect unethical conduct, alert your senior leadership and/or Apra for guidance and recommended courses of action.
- Act in a manner that increases public understanding of prospect development.
- Promote the professional development of others in the sector.

Apra-Canada Resource



30 contributors!

Available today at: http://hilborn-civilsectorpress.com/products/prospect-research-in-canada

Apra-Canada members' & student discount price: $65
Non Apra-Canada price: $87

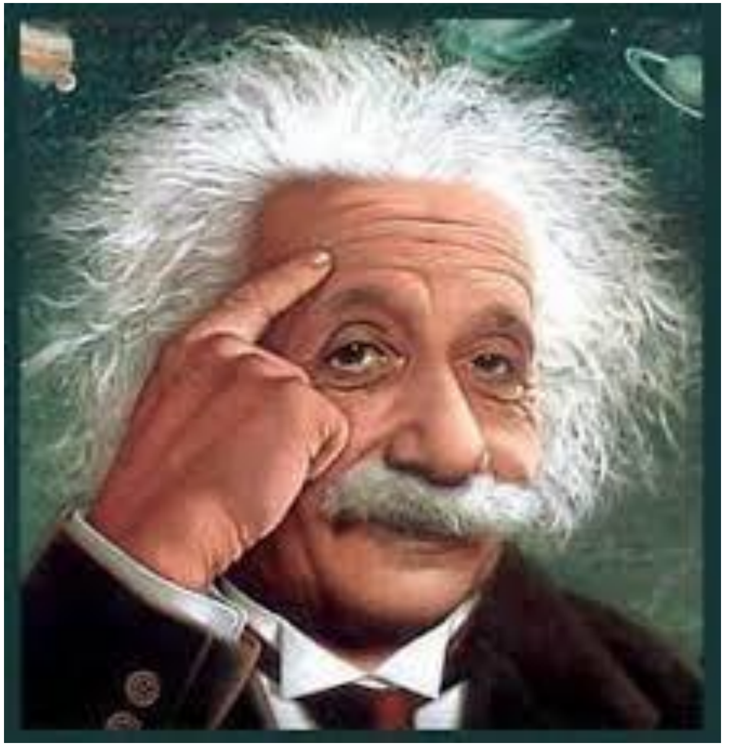
Ultimately, what do we want to collect?

- Contact Information (home, work, foundation)
  - Address, Phone, Email, Website, Social media: LinkedIn, Twitter, Facebook, Instagram
- Date & place of birth
- Family information
- Education & designations
- Current & past positions
- Current & past corporate directorships
- Current & past volunteer roles
- Awards & honours
- Corporate overview
- Foundation overview (if applicable)
- Recent & relevant news
- Additional hobbies, interests, clubs
- Additional strategic notes for solicitation (known associates, friends)
- Relevant giving (don't list it all: think *large* gifts and *relevant* gifts to your org)
- Wealth indicators (executive compensation, real estate, share holdings, others)
- Affinity to your mission, CASE, programming, campaign
- Linkages to your organization / Past activity with your organization
- Estimated capacity rating

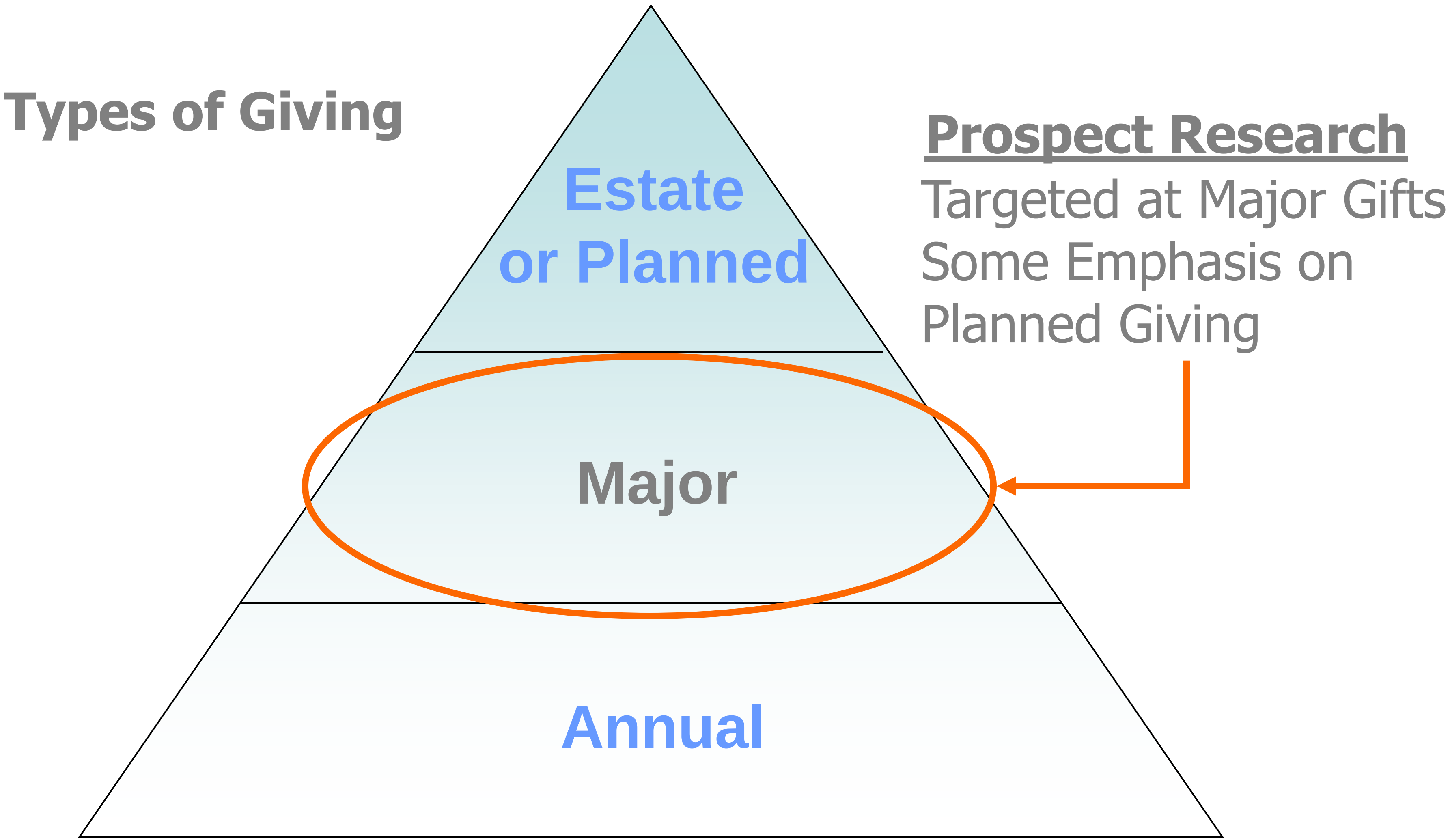
Recent photo(s)

Time to think outside of the box!

- Or pyramid!



“Traditional” Prospect Research Focus



Why do we do major giving & campaigns?

Fundraising Activity	Cost to Raise One Dollar
Capital Campaign / Major Gifts	**$0.05 to $0.10 per dollar raised**
Corporations & Foundations (Grant Writing)	$0.20 per dollar raised
Direct Mail Acquisition (with 1% or better rate of return)	$1.25 to $1.50 per dollar raised
Direct Mail Renewal (with 50% or better rate of return)	$0.25 per dollar raised
Planned Giving	$0.25 per dollar raised
Special Events	$0.50 of gross proceeds

AFP & Affinity Resources, 2017

Today - Integrated Giving

Red Flag: if you are researching someone and they are "**asset heavy**" – think PG or Integrated PG/MG gift!

All donors have a home somewhere – if not, bless and release them!

Integrated Thinking

What Major Gift Officers Think	What Personal Gift Officers Should Think (Ideally)	What Planned Gift Officers Think
Look for outright gifts	Look for outright and deferred gifts	Look for future gifts
Focus on gifts from income	Focus on gifts from income and assets	Focus on gifts from assets
Prospects have high net worth	All qualified prospects are cultivated	Prospects include those with modest or limited incomes
Longevity as a donor is not vitally important	Longevity of relationships is understood to be of interest to all concerned	Longevity as a donor is central to prospect segment
Planned gifts are confusing and technical	Understanding both current and deferred gift options is an asset	Love to talk about the technical aspects of gifts
Goal deadlines and urgency for gifts drive activity	A balanced approach to align recipient needs with donor interests/intentions	More focused on problem solving than closing gifts by a certain date
Spend most of their time with middle-age donors	Spend time with qualified prospects within appropriate age segments	Spend most of their time with older donors
Compensated for current year gift production	Compensated for both current year gift and expectancy production	Compensated for current year gift production

Fraser & Yates, 2015

Blended/Integrated Gift Case:
What does the donor want?

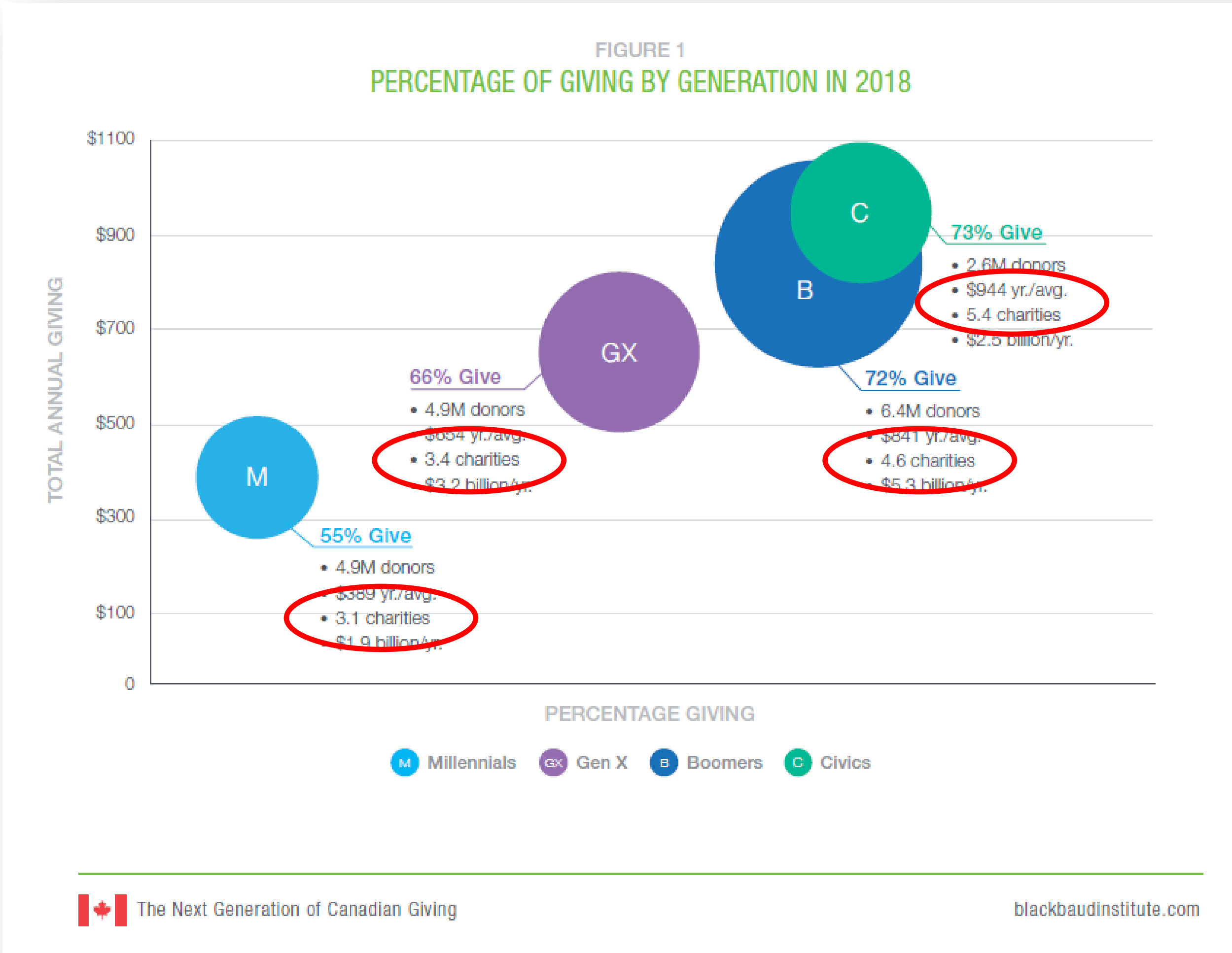
- Social Services Charity
- Loyal annual donor and gala attendee couple identified by research team as potential major *and* planned giving prospects
- Director of Development did not want to ask for a major gift because it might jeopardize the revenue for the gala! 😳
- Convinced/trained Director of Development (D of D) to ask the donors *how they wanted to give* and their response was they wanted to ***name the building***!

- The building naming amount of the building was determined, the donors and the D of D worked out a beautifully blended gift:
  - one-half of the total amount would be a major gift;
  - one-quarter of the total amount would be a planned gift in their will;
  - and, one quarter would be from a number of hosted events at the donors' home over the next five years.
  - And, just as important, the donor would continue to give annually and support the gala.
  - The Director of Development was on board from that point on!

- The donor went from annual engagement to a lifetime commitment!

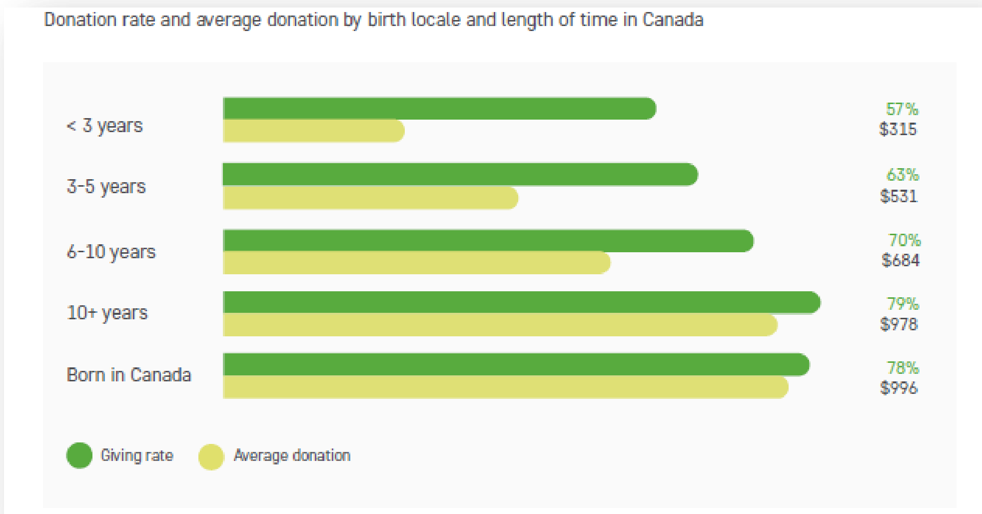
Some pre-research thinking!

Generational Giving 2018



New Canadians

- Currently, 1 in 5 Canadians are immigrants and this is projected to grow to 1 in 3 by 2036. Over 320,000 newcomers are arriving in Canada annually, which is projected to surpass one million in the next three years.
- 75% of (multicultural and newcomer) respondents said giving is the right thing to do, while 3 in 4 reported donating to charitable causes in the last year.
- The Imagine Canada report showed that foreign-born Canadians tend to donate *larger* amounts than Canadians born in Canada.



Multicultural & Newcomer Charitable Giving Study, Imagine Canada, 2020

Research Stages

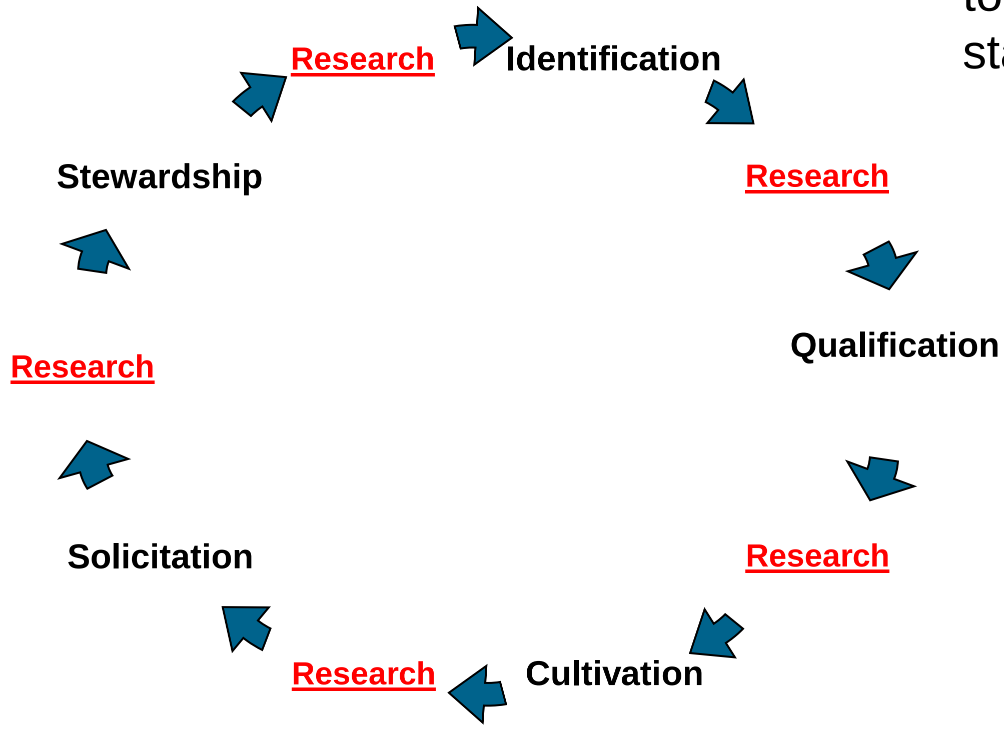
Don't try and do it all at once – or you will become overwhelmed!

Cultivation Stage	Prospect Research	Prospect Management
Identification	Identify prospects through various sources	Add/update prospects in database
Qualification	Collect information regarding new prospect	Rate prospects (internal and/or external tool) for capacity & affinity. MG team plays a role in qualifying prospects.
Cultivation	Collect news alerts, update development officers on any new activity. Which cultivation activities might interest the prospect? Profile may be requested at this stage.	Prospects are assigned to development officers for cultivation. Make sure "right" prospects are invited to the "right" cultivation & stewardship events (at the "right" time)
Solicitation	Compile profile information for development officer's (& volunteer's) first meeting with prospect. Identify probable ask amount based on past giving, capacity, and development officer's added knowledge through cultivation regarding affinity	Track prospects along cultivation cycle (moves management with team)
Stewardship	Research includes ongoing tracking of the donor in regard to change in financial status and potential and timing for next major giving ask.	Team: Update database after gift, new rating, stewardship activity, and beginning date for next cycle of cultivation

The Cultivation Cycle

How a Prospect Researcher "Sees" it:

Think – how much research/info does the fundraiser need to get to the *next* stage?



A **FULL** profile takes over 8 hours of research – so save it, *until/if* you need it!

Prospecting

Ha!

- ***FIRST: Qualify*** those currently linked or giving to your organization
  - These could be lapsed major giving donors, mid-level giving donors, and/or donors who have given frequently at the annual giving range
  - Do they qualify to give at a higher level, *and*, are they interested in meeting with a fundraiser?
  - Can you establish a scoring system for qualification?
  - Can you do ‘data mining light’ on RFM: recency, frequency, monetary

- ***THEN: Identify*** those who may be potential *new* donors
  - These could be identified through your network of executives, senior volunteers, committee members, and major donors
  - Or, those who have an affinity to your organization (alumni, grateful patients, family of clients) who may not have given yet
  - Or, those who support other “like” causes
  - Or, those who have identified certain areas of support in their corporate or foundation documentation

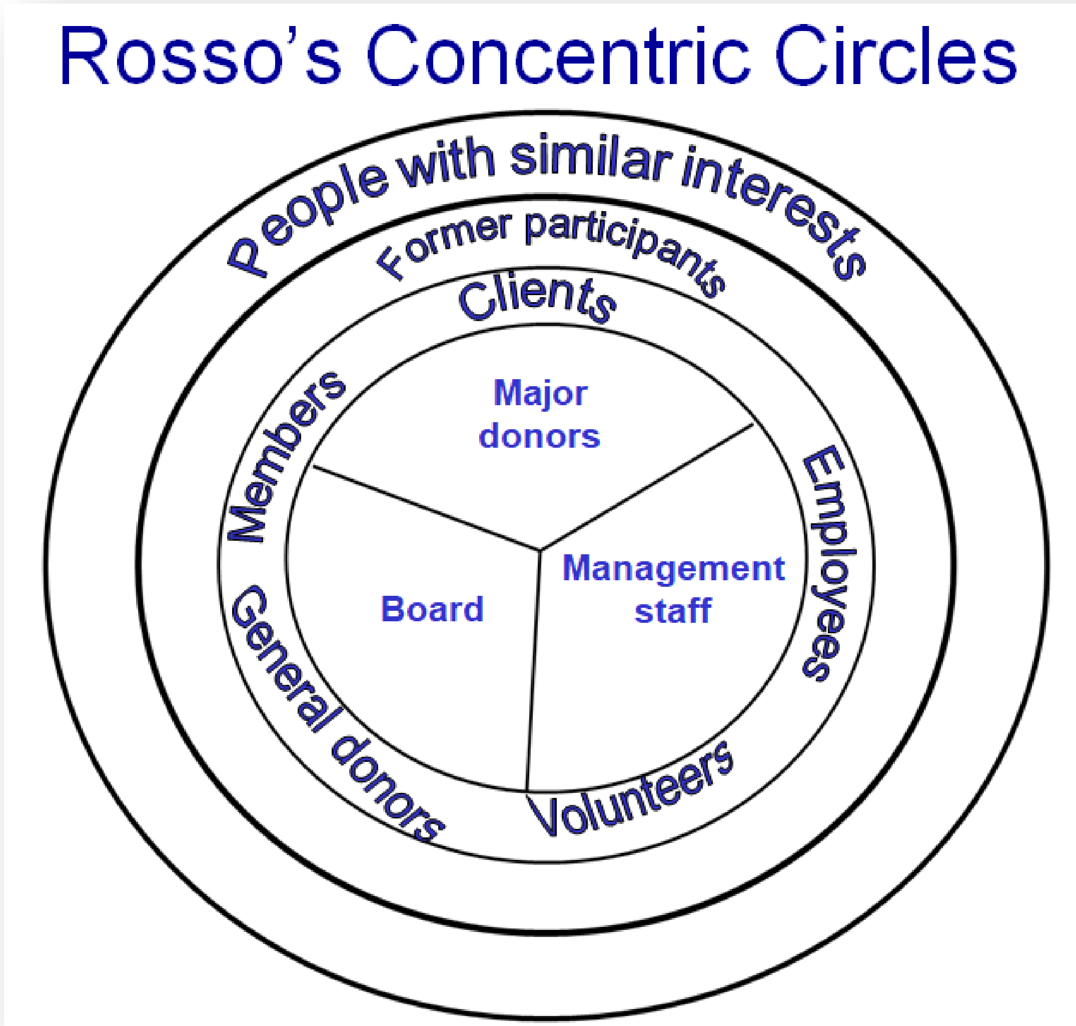
How do I Prospect ID?

Prospect Type	Resources
Foundations	**Imagine Canada Grant Connect** • Search by Funding Interest & Geography **iWave / Kindsight** • CRA download & gifts to other orgs (like yours) **CharityCan** • Prospect suggestions • CRA download & gifts to other orgs (like yours) **No subscriptions** • CRA & gifts to other organizations (like yours) • 25% of funding foundations have websites
Corporations	**Imagine Canada Grant Connect** • Search by Funding Interest & Geography **iWave / Kindsight** • D&B / ZoomInfo & gifts to other orgs (like yours) • Look at orgs with large revenue/interests in your area **CharityCan** • Prospect suggestions • ZoomInfo & gifts to other orgs (like yours) • Look at orgs with large revenue/interests in your area **No subscriptions** • Library business resources (look at orgs with large revenue in your area) • Gifts to other organizations (like yours) • Vendors • Linkages to stakeholders • Business magazine lists • Imagine Canada Caring Companies

How do I Prospect ID?

Prospect Type	Resources
Individuals	**Imagine Canada Grant Connect** • Search by Funding Interest & Geography (look at families & directors) **iWave / Kindsight** • Gifts to other orgs (like yours or in your area) • Relationship Science (linkages to your key stakeholders) • D&B / ZoomInfo (executives at companies) **CharityCan** • Prospect suggestions • Gifts to other orgs (like yours or in your area) • ZoomInfo (executives at companies) • Relationship Maps & Paths (linkages to your key stakeholders) **No subscriptions** • Gifts to other organizations (like yours or in your area) • Library business resources (executives at orgs in your area) • Vendor executives • Linkages to your key stakeholders (peer review) • Business magazine lists • Regional business magazines (any new players in your area)

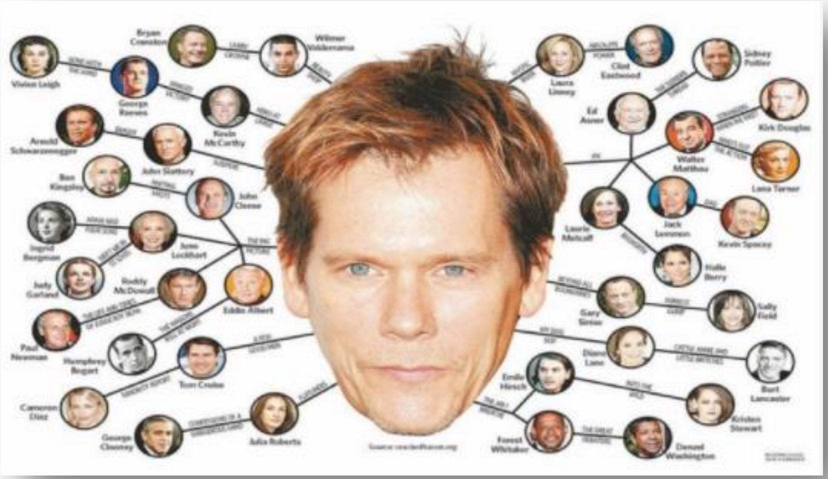
AFP's Prospect Training



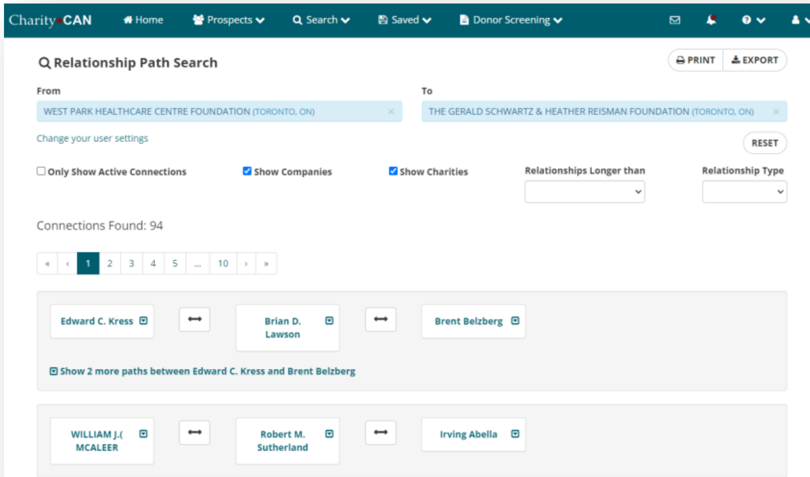
LINKAGES

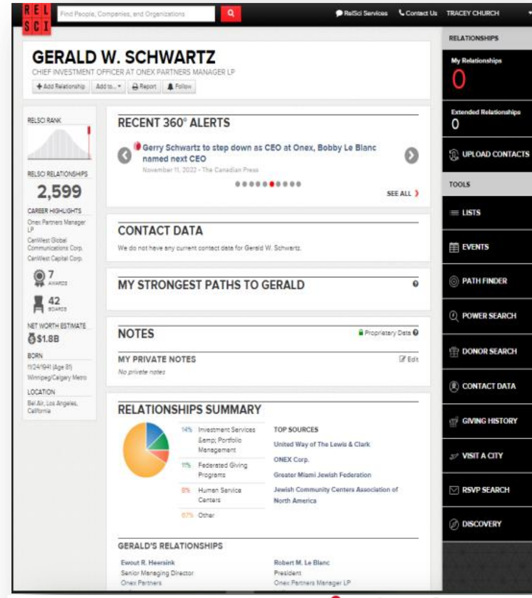
Linkages to your key stakeholders:

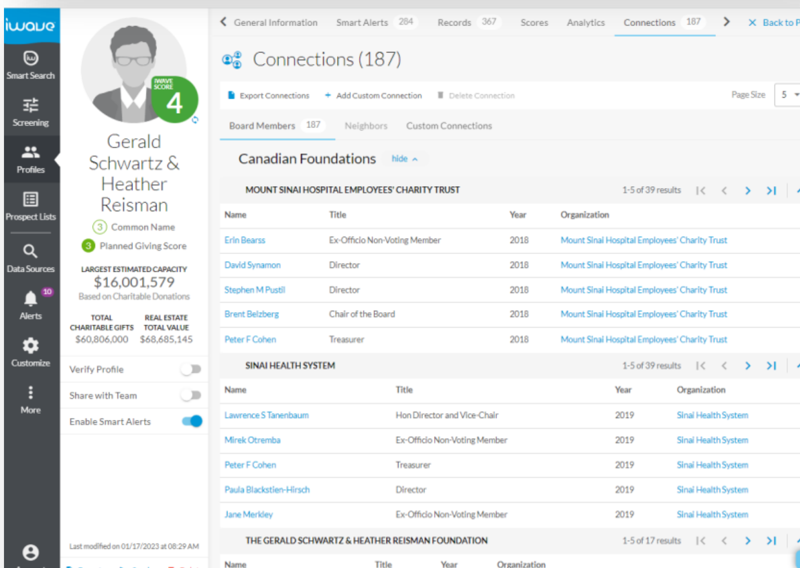
- Staff Members
- Board Members
  - e.g.) Peer Screening
- Committee Members
- Event Volunteers
- Event Attendees
- Sponsors
- Vendors
- Current Major Donors
- Advisory Groups
- Professional Groups
- Social Groups

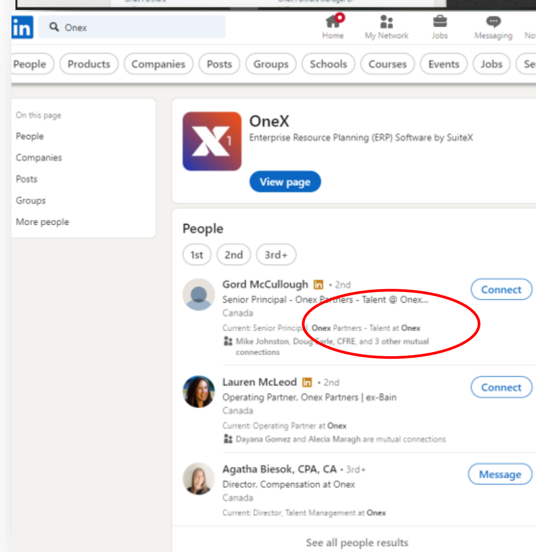


Linkage Tools









Canada

tracеychurchresearch.com

Tracey Church & Associates
Research • Consulting Services

Gifts to Other Organizations
(important note!)

- Remember when using a donor's *first gift* to an organization, "under-giving" is real!
- It is most prevalent at the beginning of the donor/charity relationship: 49% of donors always offer a modest gift intentionally when they give for the first time, and an additional 22% sometimes do.

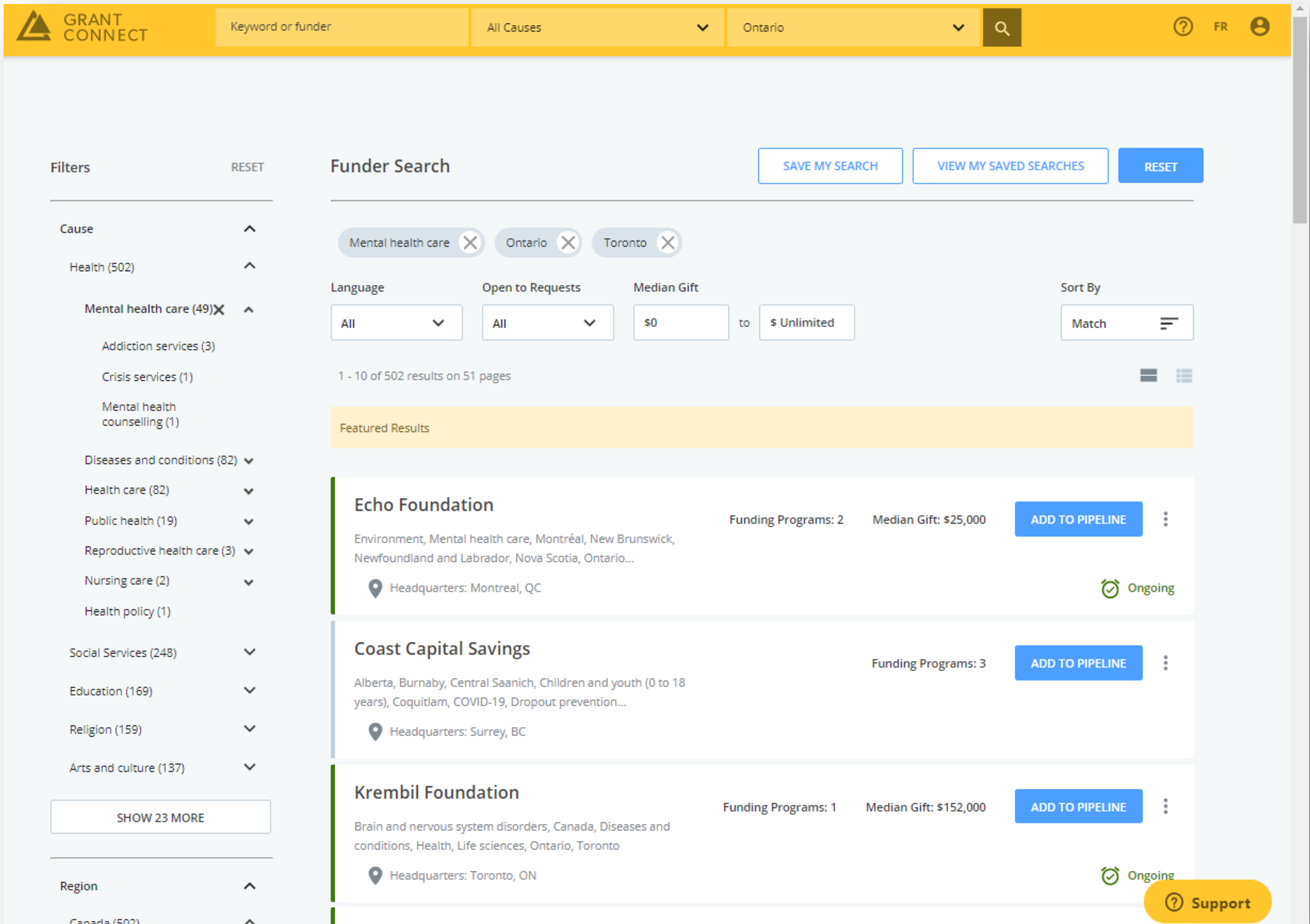
(Burk, Penelope. Donor Centered Fundraising, 2nd edition. Cygnus Applied Research Inc. 2018)

- So, look at an individual's *historical* giving and **trends** when thinking about capacity
  - Don't use an individual's first gift to you or others as the only capacity indicator
  - And, look for gift trends:
    - Did a donor give their largest gift when they were also a senior volunteer for the charity?
    - Is your first solicitation step to ask for involvement *before* asking for a gift?

Resources: Foundations

- Imagine Canada Grant Connect (fee)
  - or check through your NonProfit Network or Public Library
- Canadian Charities Listings (CRA) – T3010s (free)
- BIG Online Foundation Search (fee)
- iWave / Kindsight (fee)
- CharityCAN (fee)
- US GuideStar (Candid, free, basic) 990s
- US Foundation Directory (Candid, free, basic) 990s
- Foundation websites (~25% have their own website)
- Public or university libraries

Imagine Canada Grant Connect



Resources: Corporations

- Google Finance or Globe Investor (free)
- Business in Vancouver (BIV) – great lists! (fee)
- Canadian Newswire (free)
- D&B Canada (dun & bradstreet): Hoover's Business Directory (fee)
  - Also available in iWave
- Scott's Directories (fee) – smaller businesses & manufacturing
- Indigenous Business Directory (Can gov)
- Canadian Council for Aboriginal Business (CCAB)
- Corporate Knights (responsible companies)
- Federal Corporation Directory (Can gov) – great for contacts & directors (home addresses for some foundations/businesses)
  - Does not include financial institutions
- SEDAR (free) – Canadian public company reports
- SEDI (free) – Canadian public company shares
- EDGAR (free) – U.S. public company shares
- LEDC (free) City of London or other city directories (new businesses with contacts)
- BIG Online Corporate Directory (fee)
- iWave / Kindsight (fee) – ZOOMInfo & D&B
- CharityCAN (fee) – Corporate Canada & Directors
- **PUBLIC or university libraries** (free!)

***Tracey's rule of thumb: Have ONE really good business directory – you don't need them all. Or better yet, see what you can get through a library**

Why do companies give?

Imagine Canada, 2018

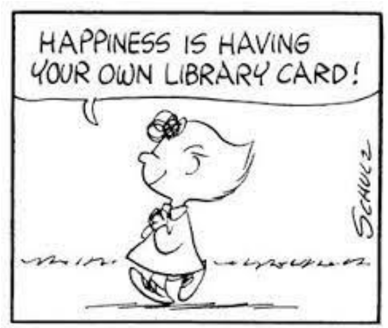
Imagine Canada Caring Companies

- A good place to start!
- Imagine Canada has ~120 Canadian businesses as members of the Caring Company program.
- https://www.imaginecanada.ca/caring-companies

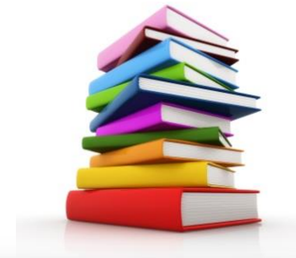
Their “characteristics” are becoming more like major giving individual donors in that they state:

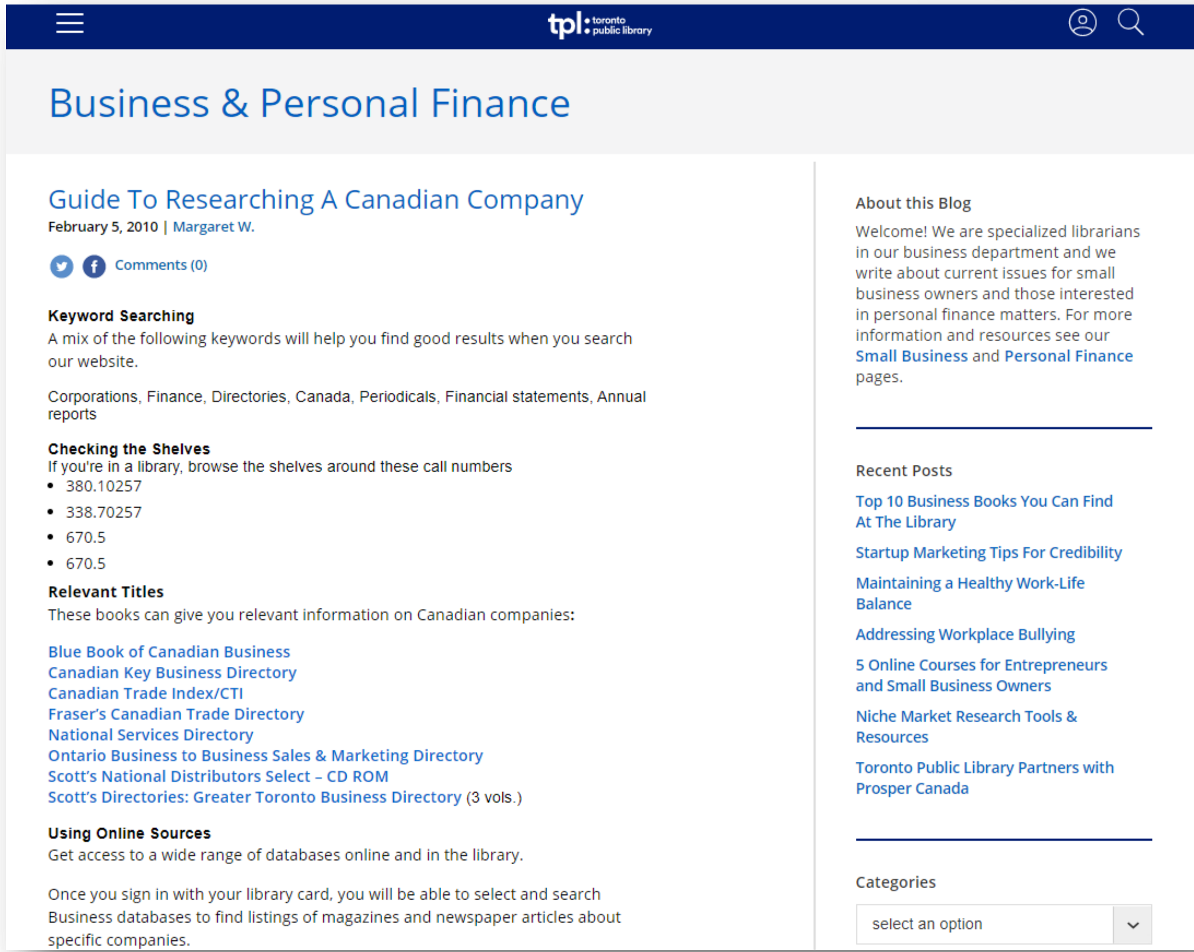
- Caring Companies are good corporate citizens.
- Caring Companies drive social innovation
- Caring Companies invest money, ideas and time in communities across Canada.

CARING COMPANY
SINCE 1988
IMAGINE CANADA



Libraries!




tpl: toronto public library

Business & Personal Finance

Guide To Researching A Canadian Company

February 5, 2010 | Margaret W.

Comments (0)

Keyword Searching
A mix of the following keywords will help you find good results when you search our website.

Corporations, Finance, Directories, Canada, Periodicals, Financial statements, Annual reports

Checking the Shelves
If you're in a library, browse the shelves around these call numbers

- 380.10257
- 338.70257
- 670.5
- 670.5

Relevant Titles
These books can give you relevant information on Canadian companies:

Blue Book of Canadian Business
Canadian Key Business Directory
Canadian Trade Index/CTI
Fraser's Canadian Trade Directory
National Services Directory
Ontario Business to Business Sales & Marketing Directory
Scott's National Distributors Select – CD ROM
Scott's Directories: Greater Toronto Business Directory (3 vols.)

Using Online Sources
Get access to a wide range of databases online and in the library.

Once you sign in with your library card, you will be able to select and search Business databases to find listings of magazines and newspaper articles about specific companies.

About this Blog

Welcome! We are specialized librarians in our business department and we write about current issues for small business owners and those interested in personal finance matters. For more information and resources see our Small Business and Personal Finance pages.

Recent Posts

Top 10 Business Books You Can Find At The Library
Startup Marketing Tips For Credibility
Maintaining a Healthy Work-Life Balance
Addressing Workplace Bullying
5 Online Courses for Entrepreneurs and Small Business Owners
Niche Market Research Tools & Resources
Toronto Public Library Partners with Prosper Canada

Categories

select an option

Favourite Resources: Individuals

- CharityCan
  - Canadian Who's Who, Donations, Political Donors, Corporate Canada Directors, Thomson Reuters, ZoomInfo, Public Sector Salaries, Charities, Charity Directors, Profiles, Relationship Paths, Real Estate, ProspectPRIME, Recommended Prospects
- iWave / Kindsight
  - 360 search, ZOOMInfo, D&B, Donations, Real Estate (Can & US), Wealth Ratings, Political Giving*, Thomson Reuters, Insider Filings, Foundations, Matching Gifts, PROScore, PROScreen, Profiles, Connections
    - US & Canadian resources
- G.O.L.D. – Grey House Online Databases – Venture Capital Firms (fee)
- Global Data WealthInsight – High Net Worth Individuals (HNWIs) worldwide (fee $$$)
- International Resources collections (e.g., Helen Brown Group and others)
- Farm Credit Canada: Farmland Values Reports
- Re/Max Canada Recreational Property & Farmland Reports
- Salary Estimates: Monster, Payscale, and Public Sector Salary Disclosures
- Demographics: Realtor.ca, Prizm/Environics, GIV3
- Alumni directories (online & print)
- Relationship Science Rel/Sci (fee)
- Obits (for family connections)
- Top 100's
- Realtor.ca / MLS & ZooCasa & Zolo & HouseSigma (real estate, for sale & **sold**)
- Individuals cities/provinces home assessments (free in most provinces, not Ontario)
- SEDAR (online) holdings/info for each public company
- SEDI (online) share holdings in public companies
- EDGAR (online) - US Securities
- **PUBLIC or university libraries**

For all resources check if they are "auto-generated", when last updated, and double-check family connections.

SEDAR: Proxy/Management Circulars

SUMMARY COMPENSATION TABLE

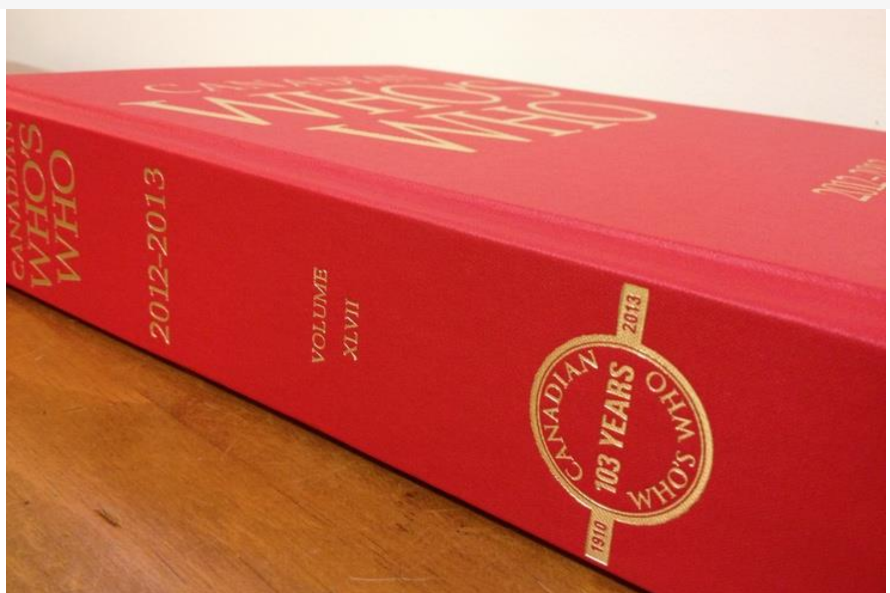
					Non-equity incentive plan compensation				
Name and Principal Position	Year	Salary ($)	Share-based awards ($)(1)	Option-based awards ($)(2)	Annual incentive plans ($)	Long-term incentive plans ($)	Pension value ($)	All other compensation ($)(3)	Total compensation ($)
Mr. Gerald W. Schwartz (4)……….	2023	466,575	—	—	—	—	—	—	466,575
Chief Executive Officer (retired)	2022	1,300,000	—	—	—	—	—	—	1,300,000
	2021	1,300,000	—	—	5,000,000	—	—	—	6,300,000
Mr. Robert M. Le Blanc…………….	2023	1,000,000	2,300,000	5,201,000	—	—	—	—	8,501,000
Chief Executive Officer and	2022	1,000,000	2,500,000	2,440,000	—	—	—	—	5,940,000
President	2021	750,000	—	—	5,000,000	—	—	—	5,750,000
Mr. Christopher A. Govan ………..	2023	302,440	756,086	1,134,130	571,377	—	—	137,703	2,901,736
Chief Financial Officer	2022	300,481	751,202	1,126,803	900,000	—	—	—	3,078,486
	2021	315,520	—	—	2,200,000	—	—	—	2,515,520
Mr. Ronnie Jaber (5)……………….	2023	400,000	—	750,000	3,100,000	—	—	—	4,250,000
Head of Onex Credit	2022	—	—	—	—	—	—	—	—
	2021	—	—	—	—	—	—	—	—
Mr. Tawfiq Popatia (5)………………	2023	400,000	—	750,000	1,485,000	—	—	—	2,635,000
Co-Head of Onex Partners	2022	—	—	—	—	—	—	—	—
	2021	—	—	—	—	—	—	—	—
Mr. Nigel S. Wright (5)…………….	2023	400,000	—	750,000	1,485,000	—	—	—	2,635,000
Co-Head of Onex Partners	2022	—	—	—	—	—	—	—	—
	2021	—	—	—	—	—	—	—	—

Canadian Who's Who

Canadian Who's Who Biography

Abbreviations Index

SCHWARTZ, Gerald Wilfred, O.C., B.Comm., LL.B., M.B.A., Ph.D. (Hon.), LL.D.; businessman; b. Winnipeg, Man. 24 Nov. 1941; s. Andrew O. and Lillian (Arkin) Schwartz; m. Heather Reisman; children; Carey, Jill, Andrea, Anthony; e. Univ. of Man. B.Comm. 1962, LL.B. 1966; Harvard Univ. M.B.A. 1970; FOUNDER, CHAIR AND C.E.O., ONEX CORPORATION 1984– ; Dir., Celestica Internat. Holdings, Inc.; Vice-Chair, Dir., Gov. & Mem. Exec. Ctte., Mt. Sinai Hosp.; Chair of the Bd. of Trustees, Cdn. Friends of Simon Wiesenthal Center; Bd. of Trustees, Simon Wiesenthal Centre; Chair, HESEG; called to Bar of Man. 1966; law practice Asper, Freedman & Co. Winnipeg 1966–68; Assoc., Corporate Finance, Estabrook & Co. Inc. N.Y. 1970, Vice-Pres. Corporate Finance 1971; Sr. Assoc., Bear, Stearns & Co. 1973, Vice-Pres. Corporate Finance 1974; Co-Founder, Pres., Mem. Exec. Ctte., CanWest Capital Corp. 1977–83; Assoc. Prof. (Adj.), N.Y. Univ. Grad. Sch. Business Adm.; Dir., Indigo Books & Music Inc.; Vice-Chair, Mount Sinai Hospital; Mem., Ctte. on Univ. Resources, Harvard Univ. Bd. of Overseers; Dir., Gov., or Trustee of a number of other organizations, incl.: Jr. Achievement of Central Ont. and The Simon Wiesenthal Center; honours: Hon. Dir., The Bank of Nova Scotia; Officer, Order of Canada 2005; Lifetime Achievement Award (Ont.), Ernst & Young 2005; el. to Cdn. Business Hall of Fame 2006; Hon. Doctorates, Tel Aviv Univ. (Ph.D.) and St. Francis Xavier Univ. (LL.D.); recreation: sailing, tennis.



apra Canada

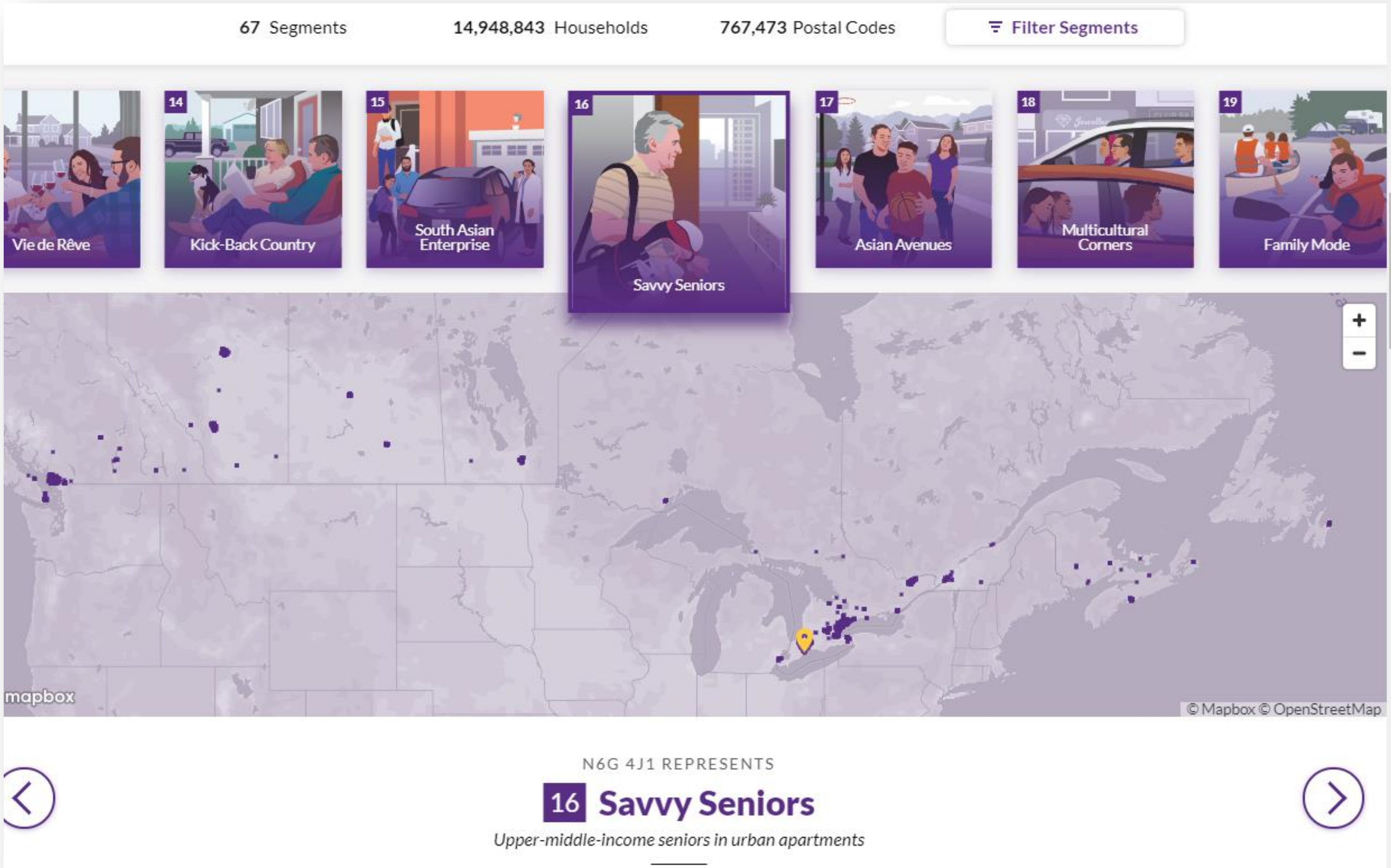
Tracey Church & Associates
Research • Consulting Services

Re/Max Recreational Property Report

2021 RECREATIONAL PROPERTY REPORT

MARKET	PROPERTY TYPE	AVERAGE RECREATIONAL SALE PRICE			% CHANGE (+/-)	ANTICIPATED PRICE GROWTH For remainder of 2021	ANTICIPATED AVERAGE SALES PRICE For remainder of 2021
		2019*	2020*	2021**	2019-2021	% CHANGE (+/-)	MAY-DEC
ONTARIO-ATLANTIC							
Prince Edward County	Waterfront	$675,455.00	$820,950.00	$843,975.00	25%	10%	$928,372.50
	Non-Waterfront	$445,085.00	$524,788.00	$674,404.00	52%	10%	$741,844.40
Peterborough and The Kawarthas	Waterfront	$641,225.00	$807,648.00	$1,090,286.00	70%	5%	$1,144,800.30
	Non-Waterfront	$445,562.00	$502,419.00	$692,078.00	55%	5%	$726,681.90
Muskoka	Waterfront	$1,070,873.00	$1,310,489.00	$1,483,352.00	39%	15%	$1,705,854.80
	Non-Waterfront	$393,839.00	$488,878.00	$619,799.00	57%	20%	$743,758.80
	Condo	$314,467.00	$362,364.00	$347,069.00	10%	13%	$392,187.97
Haliburton County	Waterfront	$552,882.00	$712,197.00	$896,471.00	62%	15%	$1,030,941.65
	Non-Waterfront	$290,721.00	$342,926.00	$512,883.00	76%	20%	$615,459.60
	Condo	$382,583.00	$406,909.00	$300,000.00	-22%	13%	$339,000.00
Niagara Region (Niagara -On-The-Lake)	Waterfront	$875,036.00	$1,165,270.00	$1,546,561.00	77%	9%	$1,685,751.49
	Non-Waterfront	$424,282.00	$564,939.00	$758,776.00	79%	7%	$811,890.32
	Water access	$506,700.00	$907,734.00	$1,317,500.00	160%	8%	$1,422,900.00
	Condo	$568,172.00	$476,200.00	$499,354.00	-12%	11%	$554,282.94
Thunder Bay	Waterfront	$410,737.00	$377,446.00	$425,805.00	4%	9%	$464,127.45
	Non-Waterfront	$262,406.00	$276,149.00	$262,711.00	0%	12%	$294,236.32
Kenora	Waterfront	$571,296.00	$545,237.00	$661,699.00	16%	30%	$860,208.70
	Non-Waterfront	$246,275.00	$258,423.00	$267,595.00	9%	25%	$334,493.75
	Water access	$571,296.00	$545,237.00	$674,939.00	18%	25%	$843,673.75
	Condo	$320,971.00	$255,781.00	$456,450.00	42%	32%	$602,514.00
Grey Bruce Counties	Waterfront	$547,403.00	$684,142.00	$916,248.00	67%	20%	$1,099,497.60
	Non-Waterfront	$363,939.00	$424,726.00	$580,585.00	60%	20%	$696,702.00
Barry's Bay	Waterfront	$365,000.00	$475,000.00	$620,000.00	70%	15%	$713,000.00
	Non-Waterfront	$285,000.00	$315,000.00	$325,000.00	14%	5%	$341,250.00
Huronia	Waterfront	$917,000.00	$1,060,000.00	$1,341,000.00	46%	14%	$1,528,740.00
	Non-Waterfront	$436,000.00	$513,000.00	$694,000.00	59%	14%	$791,160.00

Demographics (e.g., Prizm, Environics)



“People Resources” influence their peers!

Social Media: not just for the young at heart, or those light in the wallet!

As of 2024…

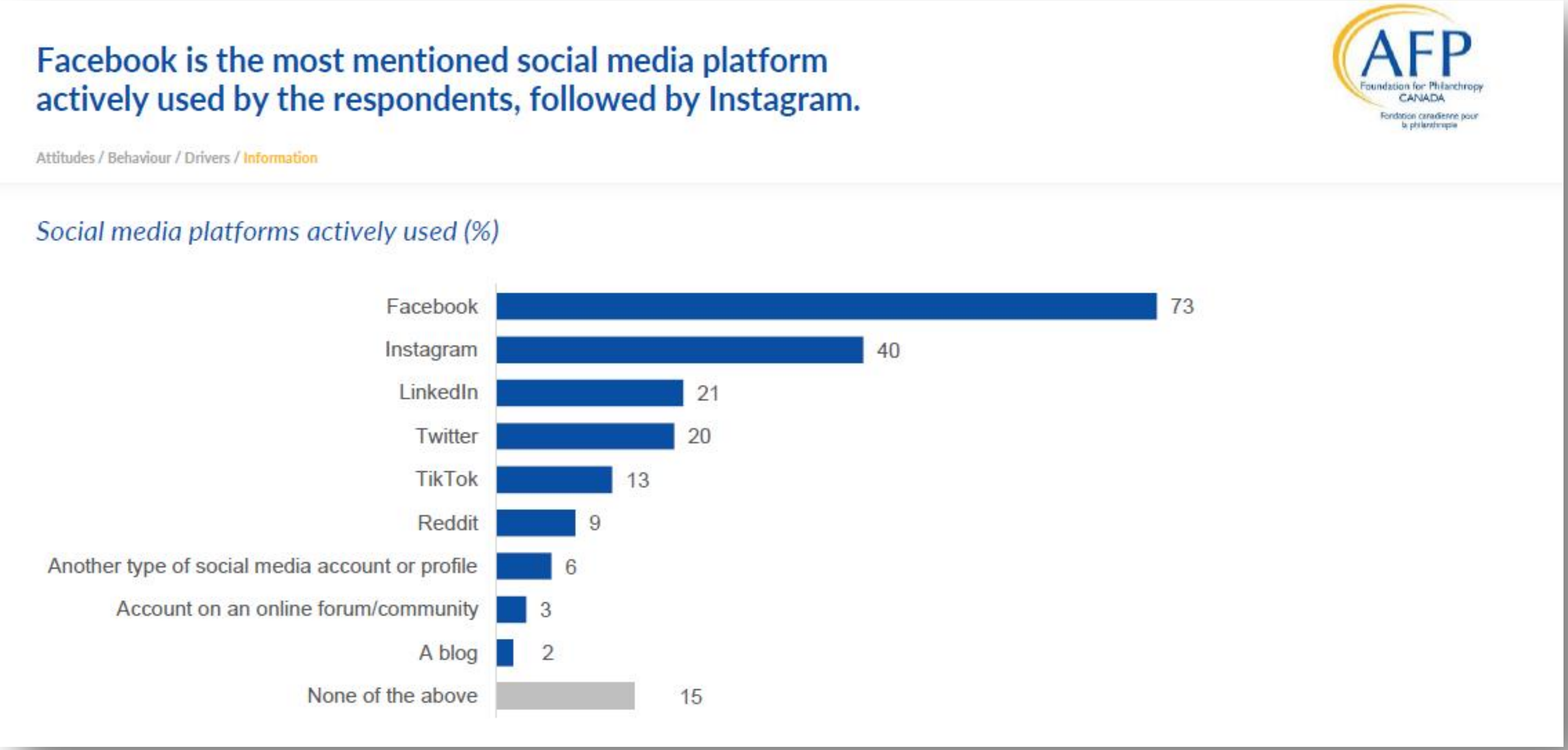
- Facebook had 3.07 billion monthly active users worldwide
- Instagram, 2 billion monthly active users worldwide
- X / Twitter, 586 million monthly active users worldwide
- LinkedIn, 830 million members worldwide
- And more…

How to use:

- Have a presence
- Track your donors and prospects on their public feeds

Source: Statistica.com & LinkedIn

What Canadian Donors Want



Other Sources

- Online news, media scans, RSS Feeds → Reader (e.g. Feedly.com – push)
- Regional Newspapers & Magazines
  - Gift announcements
  - New entrepreneurs
- National Newspapers & Magazines
  - Globe & Mail
  - National Post & Financial Post
  - Canadian Business
- Regional Directories
- Public (& university) libraries
- TSX & Dow Jones (what's trending)
- Chronicle of Philanthropy (US online)
- Canada411 (online) – Reverse Look-Up
- Google – News alerts, Street View
- StatsCAN reports & tables
- And many more…

What activity is expected of your fundraisers?

This relates directly to research activity, proposal writing and stewardship needs

Performance Goals for Major Gift and Planned Giving Officers

Weekly Contact Goal for Individual Fundraiser = Total Number of Donors/Prospects Under Management divided by 4.

CONTACT (MOVES) OBJECTIVES AND MIX

(In order to provide a model, we use the number "100" as an example of the contacts under management.)

Standard	Qualifying Contacts	Cultivation Contacts	Solicitations or Asks Need-ed	Stewardship Contacts
New Fundraiser	70% of Contacts (18 per week)	20% of Contacts (5 per week)	5% of Contacts (1 per week)	5% of Contacts (1 per week)
Experienced Fundraiser (3 to 5 years)	25% of Contacts (5 per week)	50% of Contacts (13 per week)	15% of Contacts (4 per week)	10% of Contact (3 per week)
Very Experienced Fundraiser (5 years and longer)	5% of Contacts (1 per week)	65% of Contacts (16 per week)	20% of Contacts (5 per week)	10% of Contacts (3 per week)

- A reasonable target for gifts secured is 6 per month by whatever method. Depending upon the organization and the giving constituency, this could result in $1 million per year.
- A contact (move) has an objective. It may be accomplished by letter, telephone, or personal visit.
- With good prospects, one contact (move) per month (12 per year) is desired, with 4 to 5 per year in the form of personal visits.
- The number of personal visits will be somewhat determined by the geographical distribution of your contacts— the more dispersed the group, the more likely the difficulties in making the 4 or 5 personal contacts a year.

2004

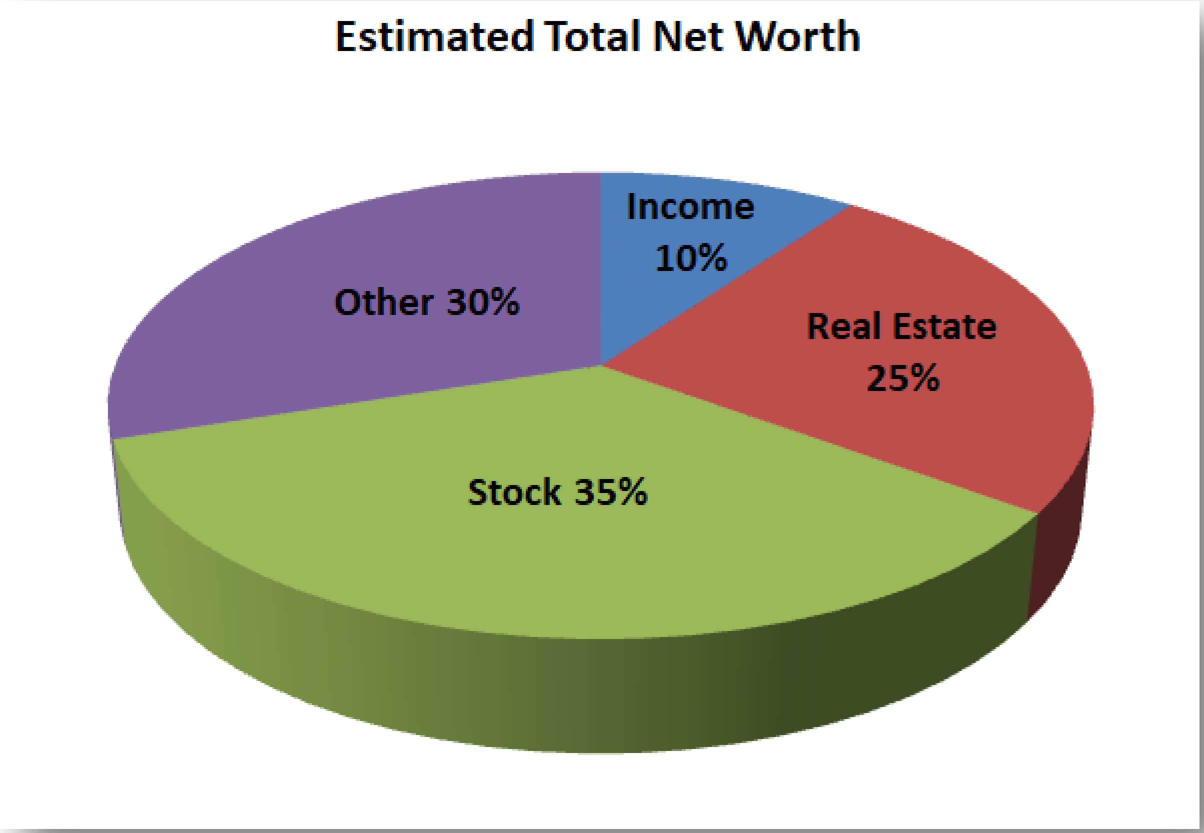
Jerold Panas, The Institute for Charitable Giving

Calculating Wealth

Wealth indicators help to determine the “right” ask amount. We use the word “indicator” because this is based on small amounts of information. This does not provide a complete financial picture of a prospect. The sources to use include:

- **Prospect review**: meeting with staff and volunteers. Peers would understand the circumstances of their situation therefore have a good idea how much they can give
- **Donation history**: to your organization and other organizations.
- **Wealth lists**: e.g.) Canadian Business Rich 100
- **Articles**: such as those detailing a sale of a private business, etc.
- **Information circulars**: provide information of directors and top executives of public companies
- **Real estate** holdings estimates
- **Salary** estimates

Estimated Total Net Worth (HNWIs)



Wealth Indicator	Estimated % of Net Worth
Income	~10%
Real Estate	~20% - 25%
Stock	~30% - 35%
Other/Unknown	~30% or more
*Sometimes we use these formulas when there is no history of giving.	

- Individuals on average give between 1% - 5% of their net worth - to *everyone*, over *5 years* (i.e., major gift ask/pledge)
- The 1% - 5% depends on affinity, age, engagement, campaign status, etc.

Setting up Capacity & Affinity Ratings

Capacity estimates what a prospect is able to give (think *predictive & external*)

- Researchers may look at what donations, if any, a prospect has given to other organizations or foundations.
- An *individual's* salary may be found on SEDAR, if he or she is a top executive of a public company.
  - Individuals on average give between 1% - 5% of their net worth
- *Corporations* often have written commitments to community support on their web pages or in their annual reports.
  - Corporations on average give ~1% of their revenue
- *Foundations* usually list their totals assets and also their gift ranges.
  - For charities and foundations (including family foundations), the current disbursement quota (DQ) is **5%** on property / assets exceeding $1 million (as of Jan. 1, 2023).
  - Private foundations invest their money on the markets, so this will affect their giving.
- From all of these sources, and more, a researcher may be able to estimate how much a prospect is able to give to any organization.

Setting up Capacity & Affinity Ratings

Affinity rates *how likely* a prospect is likely to give to <u>your</u> organization based on a closeness or connection with your organization.

- In health-care organizations, a grateful patient may have a high affinity to your institution.
- Unfortunately, or fortunately, because of the privacy laws in Canada, unless a grateful patient comes forward to declare his strong affinity, we may never know it.
- But, there are other ways to see affinity:
  - Current or past solicitation activity with your organization
  - Past donations to your own organizations or others like it
  - Volunteer activity in your organization or others like it
  - Common business associations with your organization, and so on.

Setting up Capacity & Affinity Ratings

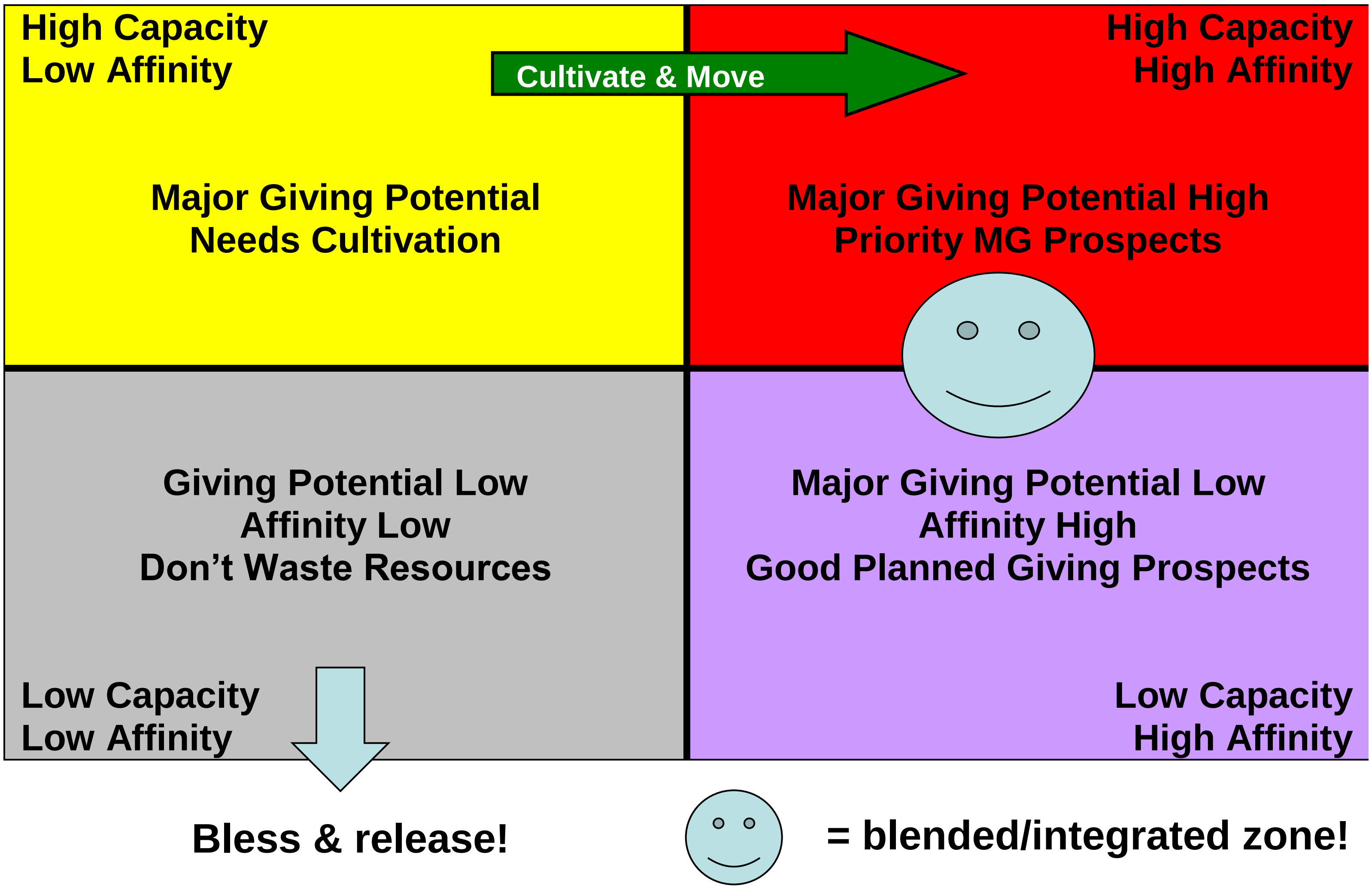
For **capacity**, researchers & solicitors can set up potential gift ranges, such as:

- Under $1,000
- $1,000 – 4,999
- $5,000 – 9,999
- $10,000 – 24,999
- $25,000 – 49,999
- $50,000 – 99,999
- $100,000 – 499,999
- $500,000 – 999,999
- $1 million or more

Similarly, **affinity** ratings can be created, such as:

- 0 – Unknown
- 1 – Low
- 2 – Moderate
- 3 – Excellent

Capacity vs Affinity



Other Ratings

- **Linkage**
  - A bridge/connection from your organization to the prospect.
- **Ability**
  - Based on their ability to give (now, to this project) not what they are able to give
- **Interest**
  - Similar to Affinity. The interest the prospect has in your organization and/or its programs.

- **Likelihood**
  - Often used within a proposal. The likelihood of supporting a particular ask.
  - Some organizations place a percentage on this: High Likelihood (90%); Medium (50%); Low (10%)
- **Access**
  - Similar to Linkage. Is there a volunteer willing to make in introduction?
- **Affluence**
  - Similar to Capacity or Ability. Has qualification taken place to determine potential ask amount?

Creating a Healthy Pipeline

- Prospects at all capacity levels
- Prospects of all types: Individuals, Fdns, Corps
- Prospects at all stages of the development cycle
- All info in the database
- Regularly review and clean pipeline

In Summary

- A charity deserves *targeted, relevant, well-timed asks*
- Researchers are uniquely skilled to complement a fundraising team to meet their goals with well-matched prospects
  - For appropriate giving programs – at appropriate giving levels
- Researchers work strategically with fundraising teams to provide the "right prospects" for the "right programs", at the "right gift amount", at the "right time"
- Note, capacity ≠ philanthropy!
- Use your research resources to find: *individuals, corporations & foundations* that match your charity's <u>mission</u> & financial goals
- Manage the database to be able to easily add your prospects, rate them, and extract them according to fundraising needs
- Part of a researcher's/research worth is steering the fundraising team AWAY from those prospects who have neither the capacity NOR the affinity to give to your organization!

Questions?

Tracey Church, MLIS
Tracey Church & Associates, Research + Consulting Services
www.traceychurchresearch.com
tracey@traceychurchresearch.com