

Appendix A: Resources and Suggested Reading

Suggested Reading

These books should be available from online booksellers, such as at www.josseybass.com or www.chapters.indigo.ca

Achieving Excellence in Fund Raising by Henry A. Rosso and Associates. Published by Jossey Bass, San Francisco, CA 1991

Conducting a Successful Fundraising Program by Kent E. Dove, Jeffrey A. Lindauer and Carolyn P. Madvic. Published by Jossey-Bass Publishers, San Francisco, CA 2001

Fund-Raising Cost Effectiveness A Self-Assessment Workbook by James M. Greenfield. Published by John Wiley & Sons Canada Ltd., Etobicoke, ON 1996

Fund-Raising: Evaluating and Managing the Fund Development Process by James M. Greenfield. Published by John Wiley and Sons, Inc. 2nd edition. 1999

Planned Giving for Canadians by Frank Minton and Lorna Somers. Published by Somersmith, 2nd edition. 1997

Seven Faces of Philanthropy, A New Approach to Cultivating Major Donors by Russ Alan Price and Karen Maru File. Published by Jossey Bass, San Francisco, CA 1994

Thanks! . . . A Guide to Donor-Centred Fundraising by Penelope Burk. Published by Burk & Associates Ltd., Chicago, IL, 2001

The Millionaire Next Door by Thomas J. Stanley and William D. Danko. Published by Pocket Books, New York, NY, 1996

Software

Check out the website www.techsoup.org, The Technology Place for Nonprofits, for information, assessments of data needs and other resources. Listed below are a few of the many software products available for fundraising data management.

@ Ease

Batsch Group Inc.
10435 178 Street NW, Suite 201
Edmonton, Alberta T5S 1R5
Tel. 1-877-489-9911, Fax. 780-487-3401
Email: ease@batschgroup.com
Web: www.batschgroup.com

MIP Fundraising Paradigm

Best Software Inc.
12301 Research Boulevard, Bldg IV,
Suite 350, Austin, TX 78759
Tel. 1-800-647-3863
Email: not listed
Web: www.bestsoftware.com

E-Tapestry

eTapestry.com
5455 Harrison Park Lane
Indianapolis, IN 46216
Tel. 1-888-739-3827 (1-888-739-etap)
Email: leads@etapestry.com
Web: www.etapestry.com

Raiser's Edge

Blackbaud Inc.
2000 Daniel Island Drive
Charleston, SC, 29492-7541
Tel. 1-800-443-9441
Email: solutions@blackbaud.com
Web: www.blackbaud.com

Income Manager

119 Soudan Ave.
Toronto, ON M4S 1V5
Tel. 416-322-3922, Fax. 416-932-2924
Email: info@incomemanager.net
Web: www.incomemanager.net

Websites

2000 National Survey on Giving, Volunteering and Participating – www.givingandvolunteering.ca

BIG On-line – www.bigdatabase.ca

CanadaHelps.org – www-canadahelps.org

This site accepts and receipts online donations on behalf of charities.

Canadian Donor's Guide – www.donorsguide.ca

This site includes basic data, collected by questionnaire, on some 4,000 Canadian fundraising organizations. It is a valuable resource for donors and professionals working with planned gifts.

Canadian Fundraiser – www.canadianfundraiser.com

A twice-monthly newsletter on news, trends, tips and analysis of developments in the fields of fundraising and nonprofit management.

Canada Revenue Agency – www.cra-arc.gc.ca

The site includes a list of Canadian charities and interpretation bulletins about what is eligible for a charitable tax receipt as well as many other topics.

Capital Quest Inc. – www.capitalcampaigns.com

Capital Quest Inc. is a U.S. based fundraising consulting firm. Its site contains lots of free information about capital campaigns. Topics include pre-campaign work, feasibility studies, campaign leadership, soliciting major gifts, post-campaign, campaign materials, using consultants and church campaigns.

Charity Village – www.charityvillage.ca

This site encourages, supports and serves the 180,000 registered Canadian charities and non-profit organizations, and the millions of professionals, staffers, volunteers and donors who make this sector such an important part of our national fabric.

Green Source – Environment Canada's database of funding sources – www.ec.gc.ca/ecoaction/grnsrc/index_e.cfm

Heritage Canada – http://www.pch.gc.ca/progs/pc-cp/pubs/index_e.cfm#fundraising

The following publications by Ken Wyman, CFRE, are available free of charge from the Heritage Canada web site. They are very good resources that run more than 100 pages each. The contacts listed are somewhat out of date but the information is very helpful.

- Fundraising Ideas that Work for Grassroots Groups
- FACE TO FACE
How to Get BIGGER Donations from Very Generous People
- Guide to Special Events Fundraising

Imagine Canada (previously Centre for Philanthropy) – www.imaginecanada.ca

Features Canadian Directory to Foundations and Corporations, a searchable database of more than 2,200 foundations that make grants to registered Canadian charities and 140 Canadian corporations that support community organizations.

In Kind Canada – www.inkindcanada.ca

In Kind Canada launched the first national gift-in-kind program in 1994. The program assists some 1,200 Canadian charities. Donors can make an in kind donation on-line and charities can view and amend their own files and provide revised wish lists. The site includes an online barter site database, a charity auction site and other resources.

Knowledge Development – www.kdc-cdc.ca/vvc

Includes a Volunteer Value Calculator, a useful online tool designed to help you calculate the economic value of the volunteers at your organization.

Philanthropic Trends – www.kciphilanthropy.com

KCI Ketchum Canada Inc. produces its trends report twice annually and makes it available free of charge.

Resource Centre for Voluntary Organizations – www.rcvo.org

The Resource Centre for Voluntary Organizations maintains an extensive collection of information resources for the volunteer community, including a library of print materials (books, articles and journals) and an audiovisual library.

Statistics Canada – www.statcan.ca

Statistics Canada produces statistics that help Canadians better understand their country - its population, resources, economy, society and culture. In addition to conducting a Census every five years, there are about 350 active surveys on virtually all aspects of Canadian life.

Stewardship Canada Directory of Funders –

www.stewardshipcanada.ca/sc_ab/sc_funders/funderSearch.asp?sProv=ca

The Sponsorship Report – www.sponsorship.ca

A Canadian site focused on corporate sponsorship of the arts and entertainment, sports, charitable causes, festivals and events.

Tides Canada – www.tidescanada.ca

A national foundation that provides charitable giving services to donors interested in values-led philanthropy in the areas of environmental sustainability and progressive social change.

Professional Associations

Although they have a membership fee, most of these web sites have some free information that is worth checking out, such as articles on a variety of relevant topics, suggested reading lists and other resources. They also offer professional development opportunities through on-line learning, workshops and conferences.

Association of Fund Raising Professionals – www.afpnet.com

The Association of Fundraising Professionals (AFP) represents 26,000 members in 167 chapters throughout the United States, Canada and Mexico working to advance philanthropy through advocacy, research, education and certification programs.

Association for Healthcare Philanthropy – www.ahp.org

The Association for Healthcare Philanthropy (AHP) is the leading education organization and advocacy body for healthcare fundraising professionals in Canada. This site is dedicated to supporting the hundreds of Canada wide AHP Canada members to enhance their ability to carry on the philanthropic work.

Canadian Association of Gift Planners – www.cagp-acpdp.org

Canadian Association of Gift Planners (CAGP) supports philanthropy by fostering the development and growth of gift planning. The association creates awareness, provides education and is an advocate of charitable giving. CAGP brings together professionals from various disciplines to ensure that the gift planning process achieves a fair and proper balance between the interests of donors and the aims and objectives of registered charitable organizations in Canada in accordance with the association's Standards of Professional and Ethical Practice.

Community Foundation of Canada – www.community-fdn.ca

Community Foundations of Canada (CFC) is the membership organization for Canada's more than 120 community foundations. Community foundations are found in local communities all across Canada. They combine three main roles: prudent investment of gifts from a variety of donors in permanent endowments and other funds; granting to a wide range of charities to improve quality of life; and leadership on issues of broad community concern.

Direct Marketing Fundraisers Association – www.dmfa.org

Since 1972, the Direct Marketing Fundraisers Association (DMFA) has educated and connected individuals united by a common commitment to excellence and ethics in direct marketing fundraising for non-profit organizations. DMFA *Online* includes information about upcoming events, hot new direct mail, telemarketing and Internet fundraising ideas and the latest on rules and regulations affecting the non-profit world. This U.S. based site includes a tip of the month with previous tips archived for easy access.

Appendix B: Association of Fundraising Professionals Code of Ethical Principles

Adopted 1964; amended October 1999.

The Association of Fundraising Professionals (AFP) exists to foster the development and growth of fundraising professionals and the profession, to promote high ethical standards in the fundraising profession and to preserve and enhance philanthropy and volunteerism.

Members of AFP are motivated by an inner drive to improve the quality of life through the causes they serve. They serve the ideal of philanthropy; are committed to the preservation and enhancement of volunteerism; and hold stewardship of these concepts as the overriding principle of their professional life. They recognize their responsibility to ensure that needed resources are vigorously and ethically sought and that the intent of the donor is honestly fulfilled. To these ends, AFP members embrace certain values that they strive to uphold in performing their responsibilities for generating charitable support.

AFP members aspire to:

- Practice their profession with integrity, honesty, truthfulness and adherence to the absolute obligation to safeguard the public trust.
- Act according to the highest standards and visions of their organization, profession and conscience.
- Put philanthropic mission above personal gain.
- Inspire others through their own sense of dedication and high purpose.
- Improve their professional knowledge and skills, so that their performance will better serve others.
- Demonstrate concern for the interests and well-being of individuals affected by their actions.
- Value the privacy, freedom of choice and interests of all those affected by their actions.
- Foster cultural diversity and pluralistic values, and treat all people with dignity and respect.
- Affirm, through personal giving, a commitment to philanthropy and its role in society.
- Adhere to the spirit as well as the letter of all applicable laws and regulations.
- Advocate within their organizations, adherence to all applicable laws and regulations.
- Avoid even the appearance of any criminal offence or professional misconduct.
- Bring credit to the fundraising profession by their public demeanour.
- Encourage colleagues to embrace and practice these ethical principles and standards of professional practice.
- Be aware of the codes of ethics promulgated by other professional organizations that serve philanthropy.

Standards of Professional Practice

Furthermore, while striving to act according to the above values, AFP members agree to abide by the AFP Standards of Professional Practice, which are adopted and incorporated into the AFP Code of Ethical Principles. Violation of the Standards may subject the member to disciplinary sanctions, including expulsion, as provided in the AFP Ethics Enforcement Procedures.

Professional obligations

1. Members shall not engage in activities that harm the members' organization, clients, or profession.
2. Members shall not engage in activities that conflict with their fiduciary, ethical, and legal obligations to their organizations and their clients.
3. Members shall effectively disclose all potential and actual conflicts of interest; such disclosure does not preclude or imply ethical impropriety.
4. Members shall not exploit any relationship with a donor, prospect, volunteer, or employee to the benefit of the members or the members' organizations.
5. Members shall comply with all applicable local, state, provincial, and federal civil and criminal laws.
6. Members recognize their individual boundaries of competence and are forthcoming and truthful about their professional experience and qualifications.

Solicitation and use of charitable funds

7. Members shall take care to ensure that all solicitation materials are accurate and correctly reflect their organization's mission and use of solicited funds.

8. Members shall take care to ensure that donors receive informed, accurate, and ethical advice about the value and tax implications of potential gifts.
9. Members shall take care to ensure that contributions are used in accordance with donors' intentions.
10. Members shall take care to ensure proper stewardship of charitable contributions, including timely reports on the use and management of funds.
11. Members shall obtain explicit consent by the donor before altering the conditions of a gift.

Presentation of information

12. Members shall not disclose privileged or confidential information to unauthorized parties.
13. Members shall adhere to the principle that all donor and prospect information created by, or on behalf of, an organization is the property of that organization and shall not be transferred or utilized except on behalf of that organization.
14. Members shall give donors the opportunity to have their names removed from lists that are sold to, rented to, or exchanged with other organizations.
15. Members shall, when stating fundraising results, use accurate and consistent accounting methods that conform to the appropriate guidelines adopted by the American Institute of Certified Public Accountants (AICPA)* for the type of organization involved. (* In countries outside of the United States, comparable authority should be utilized.)

Compensation

16. Members shall not accept compensation that is based on a percentage of charitable contributions; nor shall they accept finder's fees.
17. Members may accept performance-based compensation, such as bonuses, provided such bonuses are in accord with prevailing practices within the members' own organizations, and are not based on a percentage of charitable contributions.
18. Members shall not pay finder's fees, commissions or percentage compensation based on charitable contributions and shall take care to discourage their organizations from making such payments.

From: www.afpnet.org/

Appendix C: Case Statements - #1



Canadian Red Cross
Croix-Rouge canadienne

Red Cross ... Anywhere. Anytime.

Devastation in Asia: helping those impacted by tsunamis

February, 2005

The need

As the world struggles to comprehend the enormity of the disaster that has struck in Asia, millions of survivors need help urgently.

The strongest earthquake in 40 years, registering 9.0 on the Richter scale, sent walls of water slamming into a dozen Asian countries. Coastlines, villages, resorts and entire islands were inundated and destroyed by tsunamis. With over 275,000 assumed dead and more than 1.5 million displaced, the staggering human toll of this horrific catastrophe is still being calculated every day. Millions were affected in 12 countries, including Indonesia, Sri Lanka, India, Thailand, Maldives, and Malaysia. This is one of the most devastating natural disasters to strike in decades.



Efforts have been underway since the crisis began to help the living and collect the dead, to reunite families and to do whatever possible and necessary to alleviate suffering. Clean water and water purification were a high priority, and helped prevent a large number of deaths caused by waterborne disease and malaria.

However, the need for housing, food, medical supplies and economic stability is great. Psychological trauma is widespread. The victims of this catastrophe, those whose villages and livelihoods were washed away in minutes, will face a long struggle to rebuild lives and communities in the face of so much destruction.

How Red Cross is helping

The outpouring of generosity from individuals, corporations and governments has been unprecedented—allowing Red Cross to undertake its biggest-ever international relief operation. Red Cross is committed to turning this generosity into significant and long-standing help for the survivors of this catastrophe.

Canadian donations to the Red Cross are already in action, playing a significant part in alleviating suffering.

Local and international Red Cross organizations began to assist immediately in the wake of the tsunamis. While local volunteers in the affected countries provided first aid, evacuation and rescue and helped with the difficult job of gathering and burying corpses, the International Red Cross began appealing for and coordinating aid from around the globe.

Over 200 flights carrying Red Cross personnel and relief goods have arrived in the affected areas. These contained medicine and clean water for hundreds of thousands of people. Relief parcels containing everything from cooking sets to bedsheets to shelter supplies are being given to families. Distribution is being undertaken by both local and international Red Cross workers.

The Canadian Red Cross has been an integral part of this enormous relief effort, immediately releasing funds to help and launching an urgent public appeal. Within 48 hours, Red Cross put Canadian donations to work, dispatching a shipment of 25 tonnes of plastic sheets, water containers and water purification tablets, in cooperation with the Canadian International Development Agency (CIDA) and the Department of National Defence. A few days later, we received confirmation from a Canadian delegate on the ground that those essential items had been distributed to families in the north, east and south regions of Sri Lanka.

Since then, hundreds of metric tonnes of urgently needed relief items—for example shelter materials, large water containers and pumps, portable warehouses, flashlights, batteries and blankets—have been purchased and sent by Canadian Red Cross, in collaboration with the Canadian government, to Sri Lanka, Indonesia, Myanmar and Maldives. About 770,000 water purification sachets—enough to purify over 15 million litres of water—have been delivered to Sri Lanka. We also sent a large shipment of medical supplies to Indonesia, including gauze, bandages and medical tools required to dress wounds. About 60,000 infant care kits were compiled and sent to Indonesia. Pharmaceuticals for children and adults, including antibiotics, painkillers and oral rehydration salts, were shipped to Maldives. We also provided 50,000 family hygiene kits containing a month's supply of toothpaste, tooth brushes, shampoo, toilet paper, soap, sanitary pads, razors, washing detergent and towels to families in Sri Lanka.

There are 17 Emergency Response Units from around the world still active in affected countries: these are world class specialists in water and sanitation, health care, aid distribution, telecommunications and logistics. The Canadian Red Cross has also sent over 20 trained disaster relief specialists to help in Sri Lanka, Indonesia and the Maldives, and several more Canadian Red Cross health workers are ready to go when needed.

The International Red Cross is also helping to restore family contact for those who are seeking news of loved ones. An international website that lists names of survivors and those seeking news, has received millions of visitors. To date, nearly 13,000 people in Indonesia and Sri Lanka have been able to restore family links and learn whether family members are still alive.

The Years Ahead - Rehabilitation and Reconstruction

The years ahead will be difficult for the millions of people affected by this disaster as they strive to rebuild their lives and communities. With homes and whole villages demolished and livelihoods washed away, outside help will be required.

While responding to the desperate and urgent need now, Red Cross teams are also assessing long-term needs and planning now for rehabilitation activities. We work actively with local communities to develop appropriate plans, and communicate with other aid organizations and governments to limit duplication and ensure the unmet needs of the most vulnerable groups are addressed.

The Red Cross is very thankful for the overwhelming support from businesses, organizations and individuals.

Appendix C: Case Statements - #2

FARM & NATURAL LANDS TRUST OF YORK COUNTY ENDOWMENT FUND

A Case for Support

WHAT MAKES YORK COUNTY SPECIAL?

As you look around York County to answer that question, you can point to a diverse employment base that has an ingrained work ethic. You can look at our mix of businesses in our communities, from Hanover to York Haven and from Delta to Dillsburg. You can see businesses ranging from "mom and pop" operations to Fortune 500 companies. But when you think of York County, what comes to mind first?

Its beautiful rolling, open land and the York County farm families who have had stewardship of that land for generations.

It is the land that first attracted settlers to York County. German immigrants were reminded of the fertile fields of the Palatinate and decided to set up homes here. They made the right decision. For more than 250 years, York County has been producing a cornucopia of crops.

WHAT IS THE FARM & NATURAL LANDS TRUST OF YORK COUNTY?

In 1989, realizing that York County's most precious natural resource was in danger of disappearing, a group of individuals came together to form the Farm & Natural Lands Trust of York County. We are an organization of people concerned about the changing physical characteristics of York County. The original mission was the same as it is today: Dedicated to preserving our farm and natural lands for future generations.

The Farm & Natural Lands Trust has been partnering with other organizations that have similar goals especially the York County Agricultural Land Preservation Board to save as much land as possible with the limited amount of resources available to all of us.

The Trust encourages landowners to preserve their open lands in perpetuity through conservation easements and the Trust provides the vehicle to accomplish that.

What the landowner gets in return is an easement that ensures the land will be protected from future development. He or she will also be eligible for a charitable tax deduction based on the market value of the land before and after the easement. And there is one crucial intangible: The knowledge that the heritage and integrity of the land will continue. At this point, the Trust does not have any funds available to reimburse landowners for the difference in the value of their land before and after easements.

Let's be clear about one thing: The Farm & Natural Lands Trust is not "anti-growth." It is, however, an advocate for sensible growth and the creation of agricultural districts, buffer areas and responsible land management.

WHAT HAVE WE ACCOMPLISHED?

With very limited resources, but a dedicated staff, Board of Directors and Advisory Board, the Farm & Natural Lands Trust can proudly point over 5,000 acres of York County land that have been placed in the Trust and protected by a conservation easement.

However, that is literally a drop in the bucket compared to the more than 210,000 acres currently in production or in open land. But what is even more startling is the fact that well over 200,000 acres have been lost to development in the last half century.

The land brought under the Trust's umbrella creates its own financial burden. The Trust is obligated to regularly monitor the preserved lands to insure the terms of the signed agreements are being met.

WHAT HAS TO BE DONE ?

While a charitable tax deduction may be attractive to a few land owners, most farmers are working year-round just to make ends meet. A tax deduction provides little incentive for them to place their lands in the Trust. What would make a difference in transitioning their land to other farmers is a partial reimbursement on what they are losing by not having it developed.

The Farm & Natural Lands Trust is creating an Endowment Fund that will, in part, generate income to purchase these easements.

HOW IS THE FARM & NATURAL LANDS TRUST SUPPORTED?

The Farm & Natural Lands Trust is supported by a broad-based membership, contributions, grants and income from special events. No local tax money supports the Farm & Natural Lands Trust.

The costs involved in operating the Trust include the monitoring of lands in the Trust, promotion of the Trust's activities, professional staff and office expenses.

The income side of the ledger covers just the operating expenses of the Trust.

WHY AN ENDOWMENT FUND?

The Board of Directors and the Advisory Board of the Farm & Natural Lands Trust have given their support to an Endowment Fund for the Farm & Natural Lands Trust.

The creation and growth of an Endowment Fund will allow the Trust to maintain its monitoring commitment to the landowners and, at the same time, keep an eye on the future as it works to expand the number of acres brought into the Trust.

Funds generated by the Endowment Fund will provide the Trust with the means to be more competitive in the land marketplace; providing financial incentives to landowners to place their properties in the Trust and offset some of the loss of the market value of the land they will incur by not developing their land.

The Endowment will help assure the continued operation of the Farm & Natural Lands Trust of York County by generating income for operating expenses.

Through a generous gift, the Endowment Fund has been established with \$50,000 to fortify our commitment to land preservation.

The goal of the Farm & Natural Lands Trust is to use those funds as a Challenge Grant to generate an initial Endowment Fund of \$250,000 within the first year.

WHAT CAN I DO?

There are two ways businesses and individuals can support the Farm & Natural Lands Trust of York County Endowment Fund.

The first is by making a gift now directly to the Endowment Funds. All contributions earmarked for the Endowment Fund will be restricted to Endowment purposes only. Donations to the Farm & Natural Lands Trust of York County, earmarked to go to the 'Farm & Natural Lands Trust Heritage Fund' should be sent to 156 North George Street, Suite 300, York PA 17401.

The second way for individuals to participate is to include the Farm & Natural Lands Trust in their Estate Planning. A Farm & Natural Lands Trust Resource Team of financial and legal experts has been assembled to assist you with your planning, if you so desire.

A RACE AGAINST TIME:

Make no mistake about it, we are all in a race against time. To preserve the farms and natural lands of York County we must take action now. Every year, another farmer whose land has been in his family for generations must face a tough decision as he plans for his estate taxes. Every day another parcel of prime farmland is disappearing from our landscape. Each year, we lose another 5,000 acres.

For the sake of our children and grandchildren, we cannot afford to lose the land that makes York County such a special place in which to live and work.

Appendix C: Case Statements - #3

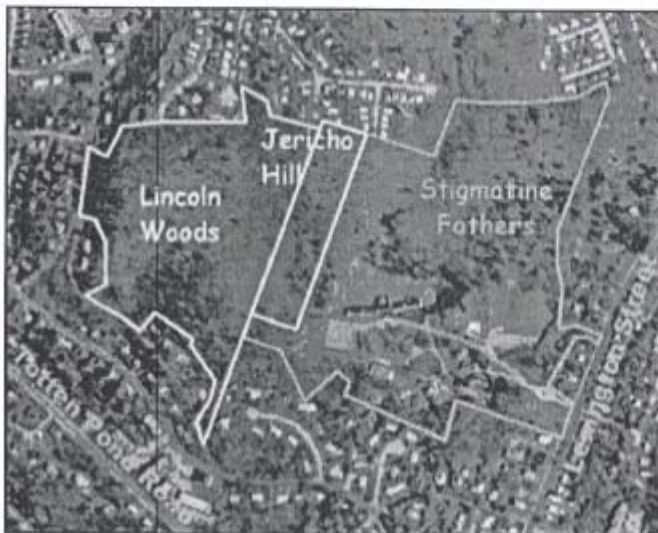
CONSERVING WALTHAM

The Case for Jericho Hill

South of Lake Street, up the hill into the Marivista Street neighborhood, the green leaves of oak trees invite you to enter on a small path. As the path winds its way south and west, you soon arrive at the highest point of Jericho Hill, where the granite underlying the hill surfaces as large flat rock. Wild blueberries and blackberries are found in abundance.

Continue south on the path to an even larger granite outcropping. In the late spring and early summer yellow wildflowers and wild roses will compete for your attention amidst the mosses that carpet the granite. Looking up you will suddenly notice the peak of Prospect Hill through the trees. You are standing at roughly the same height as the town's highest parkland.

This densely wooded six-acre property runs along the crest of Jericho Hill. The site is crisscrossed with hiking trails and features unparalleled views of Prospect Hill, downtown Waltham, Boston and beyond. To help preserve Jericho Hill, one of the last great open spaces in Waltham, the Waltham Land Trust has begun a fundraising campaign to create a Land Preservation Fund.



Lincoln Woods and Jericho Hill

The Vision

The six-acre hillcrest, combined with the two parcels surrounding it, would create a 72-acre park encompassing the still undeveloped, steep southern flank of Jericho Hill. This would be the city's fourth largest open space, after Prospect Hill Park, the Storer Conservation Land, and the Beaver Brook Reservation.



Wooded path on Jericho Hill

Advocacy for Jericho Hill was one of the first actions of our newly formed Waltham Land Trust (WLT) in 1999. We are pleased that the City of Waltham's Committee to Study Land Acquisition for the Preservation of Open Space has included the purchase of the six-acre crest of Jericho Hill among its five priority conservation objectives.

The Waltham Land Trust is working closely with the city on this project. Our Land Preservation Fund will be available, if needed, to assist in the acquisition of this parcel as the City moves through the process of raising bond money to purchase the land. When the City does purchase it, the WLT will work to ensure that it is protected in perpetuity.

The Waltham Land Trust will also use our newly created Land Preservation Fund to protect other open space parcels that make up the southern face of Jericho Hill. In this way, piece-by-piece, we plan to protect many of Waltham's last remaining open spaces before they are lost forever to development.

Native in Waltham

The proposed Jericho Hill Conservation Area, easily accessible on already existing trails, also features a wide variety of plants, animals, and insects. Under the forest of oak, cedar, and white pine are blackberry, raspberry, and blueberry bushes. In May, pink Lady's slippers color the hillside along with sassafras and Solomon seal. Keep your eyes open for blue jays, cardinals, robins, king birds, and woodpeckers. There are plenty of dragonflies and butterflies darting about the hillside.

The Western Greenway

Waltham is fortunate to share with several neighboring towns a precious natural resource: a swath of open space, unofficially known as the *Western Greenway*. A greenway is a corridor of land and water, open spaces of various types and sizes that are located near one another. Open space corridors make it possible for birds and animals to move from place to place in relative security. This movement is necessary because most species need one type of natural area to feed in, another type to hunt in, and yet a third to provide the right space for raising a family.

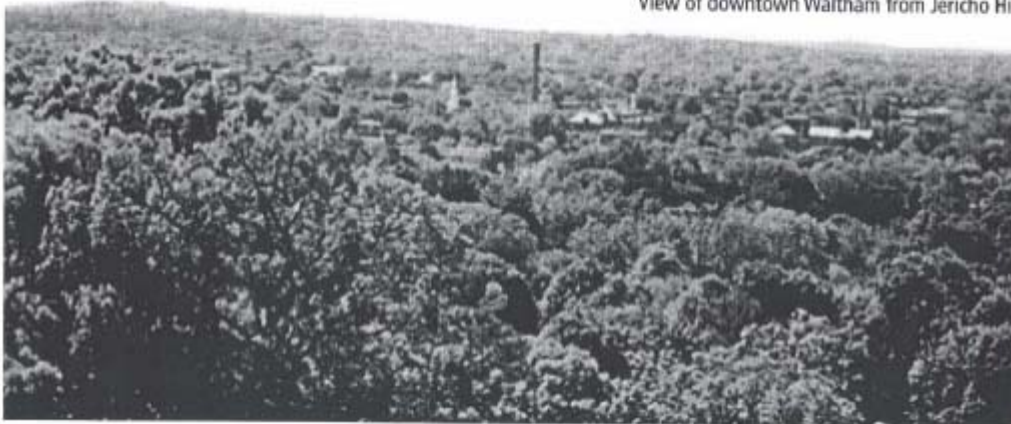
The Western Greenway begins at Gore Place on the border between Waltham and Watertown. It curves in a giant crescent through several pieces of land in Watertown, through the former Metropolitan State Hospital grounds in Belmont and then sweeps west through the Cedar Hill Girl Scout Reservation to Our Lady's parish in northern Waltham. Thus, one of our



Pink Lady's-slipper (*Cypripedium acaule*) on Jericho Hill

major conservation priorities is to protect the open spaces at Jericho Hill, Lincoln Woods, and Chesterbrook Woods that link the greenway to the city's largest parkland and tallest peak, Prospect Hill.

View of downtown Waltham from Jericho Hill



Conserving Waltham: Nature at Home

For many years conservation efforts have focused on preservation of wilderness areas and the protection of endangered species. Now Americans are beginning to realize that nature — beautiful, uplifting, healing nature — still exists in urban areas like Waltham and adds value to life in those places. So, too, the public is realizing that natural areas enhance community connections, the ties of mutual, shared relationships that pull together and enrich the lives of people living in cities, both large and small.

The Waltham Land Trust is made up of people who believe that nature is important to the quality of life in our city. We believe that our community is stronger, healthier, and more beautiful, if we have natural areas to share. Waltham's neighborhoods are better off when people can meet, relax, play, and enjoy natural areas near their homes.

The Waltham Land Trust seeks to acquire, preserve, or restore land in a way that balances conservation and access, maximizes the natural value of land, connects habitat areas, and permanently protects natural resources. Members of the WLT have carefully identified the remaining open spaces in Waltham (see map on back page) and are working in cooperation with the City of Waltham and other groups in the city to conserve those areas. We invite you join us by becoming a member of the Land Trust and by making a contribution to our *Land Preservation Fund*.



Please join us.

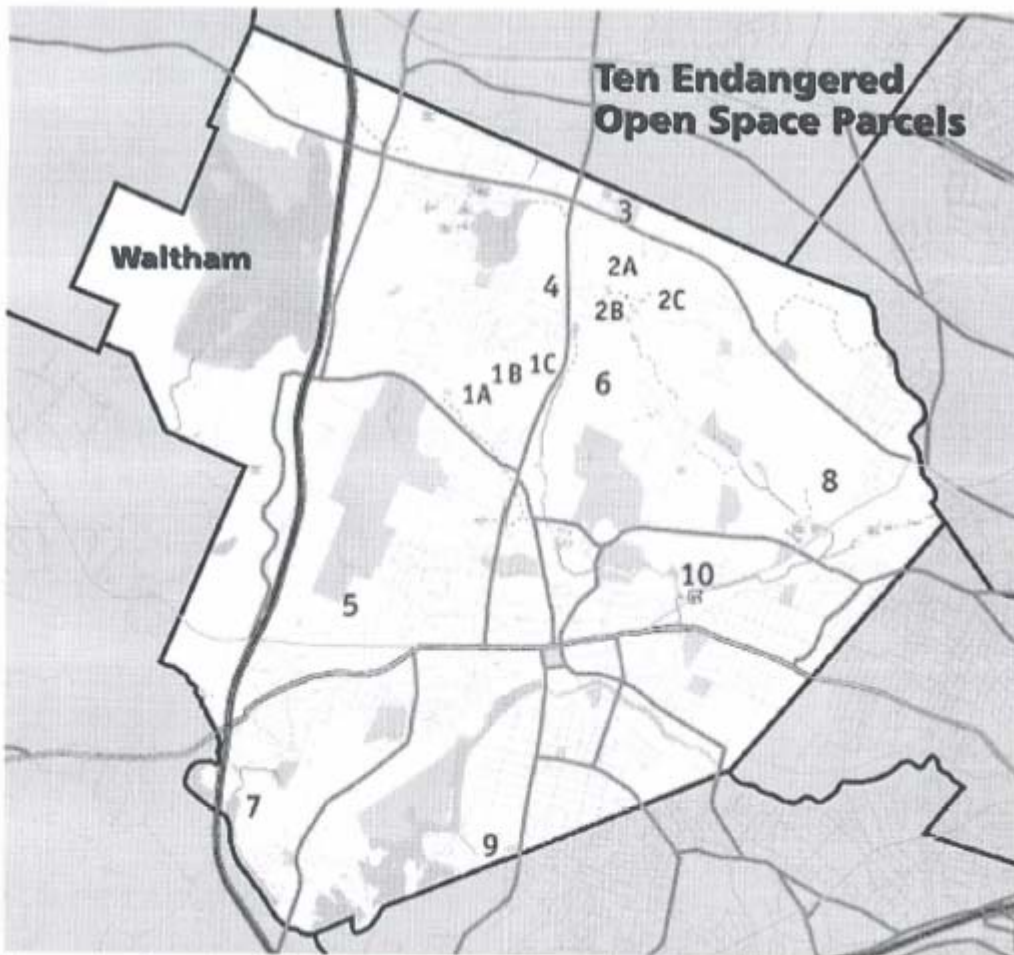
Annual membership dues are \$15.00.
We are also seeking larger donations to help create our Land Preservation Fund.
Contact us at (781) 899-1675
or visit our web site at
www.walthamlandtrust.org



Children having fun in the woods.

What are the natural features that make a township handsome? A river, with its waterfalls and meadows, a lake, a hill, a cliff or individual rocks, a forest, and ancient trees standing singly. Such things are beautiful; they have a high use which dollars and cents never represent. If the inhabitants of a town were wise, they would seek to preserve these things, though at considerable expense, for such things educate more than any hired teachers or preachers, or any present recognized system of school education.

Henry David Thoreau



The map above shows ten open space areas that the Waltham Land Trust has identified as *highest preservation priority* because of their access to neighborhoods, beautiful views, biological diversity, and prominent natural features. They have in common their vulnerability to future development and their potential for enhancing life in our city. Thus, our goal is to preserve specific, highly important, natural areas that support life, in all its variety.

Property	Acres	Concern
1A Lincoln St. Woods	26	Long standing planned subdivision
1B Jericho Hill Summit	6	Recent failed subdivision plan
1C Stigmatine Espousal Center	40	One of the largest unprotected private parcels
2A Woods at Our Lady Church	26	Being considered for housing development
2B Woods at Chester Brook Housing	7	Being considered for housing development
2C Woods behind NE School	23	Unprotected acreage at city schools
3 Olympus Hospital	9	Being considered for development
4 Indian Ridge	21	Developer pursuing permits to build housing
5 Polaroid Woods	20	Unprotected commercial site abuts city's park
6 Woods at High School	15	Unprotected acreage at city schools
7 Brandeis - Sibley Road	40	One of the largest unprotected private parcels
8 Fernald State School	35	State hospital is winding down operations
9 Waltham Landfill/Cram's Cove	15	South Side's only "woods" could become a capped landfill
10 Wayside Rail Trail	--	Future of the Rail Trail plan is unclear

Appendix C: Case Statements - #4

Land Trust of Virginia – Case for Support

Acre by acre, year by year, Virginia's natural heritage—rolling countryside and rich farmlands, deep forests and teeming wetlands—is vanishing.

But it doesn't have to disappear.

We are the Land Trust of Virginia, working with members and other organizations, state agencies and county governments, to preserve Virginia's natural gifts — forever.

Who we are:

LTV members and volunteers hail from all parts of Virginia and include people who:

- Want to permanently protect their land's irreplaceable natural resources,
- Support fiscally responsible conservation efforts, and
- Donate their time, expertise, and resources to preserving the history and beauty of Virginia's countryside.

Our distinguished Board of Directors includes prominent Virginians who are widely known for their dedication to historical preservation and conservation.

2004-2005 Board of Directors & Senior Staff:

Chairman: Jim Rich, Esq., Middleburg

President: Linda Porter, Leesburg

First Vice President, Land Conservation: Birge Watkins, Warrenton

Vice President, Operations & Registered Agent: Phil Paschall, Waterford

Treasurer: John Ayers, Esq., The Plains

Secretary: Ron Doucette, Esq., Vienna

John Albertella, Warrenton

Joe Coleman, Round Hill

Patric Copeland, Purcellville

Alison Gillette, Warrenton

Michael Kane, Falls Church

Edie Smart, Upperville

Turner Smith, Esq., Middleburg

Executive Director: Tim Warman

What we do:

Using a legal tool called a permanent conservation easement, the Land Trust of Virginia helps landowners to voluntarily limit development while keeping the land open for forestry, farming, and recreation. In most cases, the property remains in private ownership with the peace of mind that it is protected now and forever.

More specifically, the Land Trust of Virginia:

- Assists property owners who want to put their land into an easement
- Monitors land under easement to document its condition and inspect for violations
- Works with local communities to identify and preserve important resources
- Funds additional donor-supported initiatives that provide focused support to local and state-wide preservation projects
- Joins with conservation organizations across Virginia to protect its rural landscape
- Lists eased properties for sale

LTV and local governments

One of the most productive aspects of the Land Trust of Virginia's protection program is our work with local governments that are interested in constructing an easement policy or working together on projects and co-holding the resultant easements. The Board of Directors offers technical help in acquiring land or obtaining funding for land acquisitions that are generally consistent with the mission of LTV.

Other LTV conservation activities

The Land Trust of Virginia has a number of active and proposed conservation projects designed, in a strategic way, to save and preserve the best of our scenic and historic landscapes. We are always looking for individual, group, or corporate donors who want to make a major commitment to one or more of the programs. For more information on how you can help, please [contact us](#).

Additional LTV conservation projects

State-wide projects:

- Appalachian Trail Buffer Initiative. Designed to protect properties that are contiguous with the trail and have significant scenic value, and/or provide a natural buffer between the trail and developed areas.
- Battlefield Protection Initiative. Designed to protect properties adjacent to or historically related to Revolutionary War and Civil War battlefields.
- First Families of Virginia Heritage Initiative. Designed to protect properties of historical significance to descendants of the "first families" and all Virginians. Provides a charitable outlet for those descendants or interested genealogists who want to contribute directly and tangibly to the memory of an ancient ancestor.
- Habitat Corridors Project. Designed to encourage wildlife and plant corridors linking open space conservation areas for the preservation of species diversity.
- Hunt Country Conservation Area. Designed to protect properties that are in the area commonly referred to as Virginia's "Hunt Country."
- Rural Bed & Breakfast Preservation Initiative. This state-wide program is designed to assist conservation-minded Bed & Breakfast proprietors whose accommodations are situated on large parcels of scenic or agricultural land (20 acres and up) and who are concerned about the future of these undeveloped holdings. Ultimately, a long-term goal of this program is to provide assistance for people interested in opening a rural Bed & Breakfast.
- Scenic Waterways Initiative. Designed to protect properties along Virginia's great rivers or in the greater watershed.
- Scenic By-Ways Initiative [Proposed]. Designed to protect properties along the "view shed" of Virginia's state or federally designated scenic roads.

Local projects:

- Greenway Rural Historic District, Clarke County. Designed to protect properties that are in the RHD-designated area or contiguous with it.
- Plantation Row /James River Corridor, Route 5. Designed to protect properties along the "view shed" of one of Virginia's most beautiful scenic roads.
- Catoclin Rural Historic District, Loudoun County [Proposed]. Designed to protect properties that are in the RHD-designated area or contiguous with it.
- Southwest Mountains Rural Historic District, Albemarle & Orange Counties [Proposed]. Designed to protect properties that are in the RHD-designated area or contiguous with it.

Why it's important

Cricket Whitner

"I was born and raised here on this farm, and sadly my father died in a tragic accident, and left us trying to figure out how we could keep this farm in the family. We wanted to do whatever we could to keep it, and a conservation easement to the county seemed to be the best way to do it. The easement has helped us tremendously—we wouldn't have been able to keep the farm without it.

"The upkeep of a farm is tremendous, and when we heard about the conservation easement program, it seemed ideal for us—a cash influx to help us keep the farm and a way to keep the farm as a rural open space into perpetuity."

Priscilla Rogers

"I bought this land in easement, and if it hadn't been, I would've put it in easement because I think it's important to keep this countryside open for future generations. I think it's a very worthwhile thing to do for the community."

Linda Porter

"Putting our land in easement meant a great deal to us, and it really was a straight-forward process. The key was for us to figure out exactly what we wanted out of the easement. And then getting some help from the Land Trust and following their process wasn't difficult at all. I think all of us want to leave a legacy, if we can. And being able to leave land that's going to be open into perpetuity for everybody to enjoy and to serve as a habitat, there just isn't anything better that you can do."

John Zugschwert

"I bought this property six years ago for the beautiful view and also because of the history that was associated with it. About 150 years ago, this country had a little discussion on how it was going to stay together, and one of the deciding battles of the Civil War was fought right here on this property.

Because of the easement, I know that the property isn't going to get torn up, it will be here into perpetuity. That's a tough thing to do in this day and age, but I think it's something worthwhile to do for those who will follow us."

Eugene Scheel,

Virginia historian and map maker

"I think we've got to preserve this area — it's our heritage."

Appendix C: Case Statements - #5

The Case For Support

The Mission and Vision

Leave a Legacy Saskatoon is an initiative of the Canadian Association of Gift Planners in Saskatoon to promote interest in charitable giving through a will or an estate plan. Leave a Legacy Saskatoon works hand in hand with professional advisors and not-for-profit organizations including social service agencies, foundations, educational institutions, health organizations and other religious, environmental and philanthropic groups to encourage planned giving. The simple act of making a gift to charity through a will makes it possible for everyone to leave a legacy of good works.

A charitable gift from an estate is a way to express compassion and provide support for a cause beyond one's lifetime. It is an enduring expression of leadership to create a better community.



The Need for Leave a Legacy

Canadians are living in a time when the largest ever transfer of wealth is passing from those born in the Depression to the next generation and beyond. Between 1990 -2010, 3.5 million Canadians are expected to die (Macleans, Nov. 1990), leaving an unprecedented \$1 trillion to their families and the community. Seven out of ten adult Canadians do not have a will. If this trend continues, about 2 million Canadians will die without a will before 2010. These people will have lost the ability to control the distribution of their estates to their chosen beneficiaries, including family and community. Most people who have a will have not included a gift to charity. When asked, however, thirty-four percent of Canadians state they would consider making a charitable bequest if they were asked and if they were made aware of the benefits to them and to the community. The time is right to ask people living in Saskatoon to make an estate gift to a cause that is important to them. It is time to broadcast the opportunities and benefits.

As governments continue to decrease financial support for the not-for-profit sector, the delivery of many services is at risk. Annual donations from individuals fluctuate from year to year, making it difficult for not-for-profits to plan to meet increasing needs. Alternative sources of funding are required.

With foresight, dedication and a little planning, almost every person can make a difference during their life and beyond. By planning their estates to leave a gift to the organization of their choice, people can help create an infrastructure that is better able to respond to the vital needs in the community. To make this difference, people need to know what to do and where to go for assistance.

The Leave a Legacy Saskatoon Campaign: The Origins

Make a Lasting Difference in Saskatoon...Leave a Legacy. Every day in Saskatchewan, people's lives are enriched by the work of not-for-profit organizations in our communities. Meals for isolated seniors, summer jobs for disadvantaged high school students, funding for mental health or cancer

research to a live performance by a local arts organization are just some of the ways not for profit organizations improve our lives. Financial assistance is essential to support this work. A vast majority of Saskatchewan residents generously give their money and time to local not for profits. But many people are unaware that by making a gift in their will or estate plan to the not for profit groups of their choice, they can continue to help people in need or promote a favourite cause. And there may be tax benefits to these gifts. Leave a Legacy is a community-based public awareness campaign that encourages people from all walks of life to make gifts from their estates to the not for profit organizations of their choice. It is a bold project aimed not just at donors who traditionally support not for profits but at the entire population. Donors are encouraged to work with not for profits they already support, or their estate planning professionals, to establish a gift in a will or other planned gift.

Leave a Legacy began in Central Ohio in 1996 and has already been replicated in eighty communities across North America. Here in Saskatoon, our Leave a Legacy program is being spearheaded by the Canadian Association of Gift Planners (CAGP) with the support of the Saskatoon Foundation. Both organizations share a vision of a society in which volunteerism and philanthropy are recognized and supported. It is a collaborative approach that will include a wide cross section of not for profits so that the campaign favours none and benefits all. The program is a "grassroots" project that will benefit all not for profits, large and small. It is a community-wide effort and cannot be adapted for use by a single organization or by multiple chapters or affiliates of a single organization. It will involve a large education component for volunteer boards and development professionals. Smaller organizations will be helped to prepare policies and procedures to accept and steward the gifts they will receive.

Goals of Leave a Legacy Saskatoon

The goals of Leave a Legacy Saskatoon are to:

1. Raise public awareness of the importance of will and estate planning;
2. Raise awareness among allied professionals of the benefits to clients and communities of leaving a legacy;
3. Prepare not for profit organizations to seek, administer and steward estate gifts;
4. Communicate the message that almost anyone has the ability to make a meaningful gift to a not for profit as their legacy;
5. Encourage Saskatchewan residents to make estate gifts to not-for-profits of their choice through their financial and estate plans;
6. Increase the charitable capacity of all communities throughout the province;
7. Involve the majority of not for profit organizations, allied professionals and residents of Saskatoon by the end of the project's three-year period.

Benefits of Leave a Legacy

The **not for profit sector** generally will benefit from increased donations through estate gifts. Participating organizations will receive educational opportunities about receiving and stewarding these gifts. They will have access to materials to help them market charitable giving opportunities to their supporters. They will have the opportunity to participate in a citywide media campaign and to benefit from increased exposure to potential donors.

The **allied professionals** who are key partners in this campaign will benefit from increased awareness about the importance of financial and estate planning, with the will as the cornerstone of this planning. They will receive recognition for their role in encouraging philanthropy while serving estate planning clients. Their participation as speakers and seminar leaders on estate planning will assist participating organizations in acquiring knowledge that will make them ready to promote

estate gifts to their supporters. The allied professionals will be important strategic allies in a successful campaign.

Similarly, **sponsors** have an important role in Leave a Legacy. Their funding and in-kind support will bring the vision to life. They will be the change agents in increasing public awareness about the importance of having a will. They will be recognized as partners in a highly visible campaign, which has the potential to reach people throughout Saskatoon.

Finally, it is the **individual donors** who benefit most. They will recognize the importance of making a will and seeking appropriate professional counsel to the greatest benefit of their heirs. They will recognize their personal capacity to leave a legacy of good works by the simple act of making a gift through their estate.

What resources are needed?

Support from not for profit organizations is critical to the success of Leave a Legacy Saskatoon. The boards of directors, professional staff and volunteers can provide support through volunteer time, financial resources, and in-kind resources to help communicate the message of Leave a Legacy. Allied professionals including financial and estate planners, lawyers, accountants, insurance specialists and others are key partners in Leave a Legacy. Their expertise is crucial in helping people make informed choices about the disposition of their estates, to provide appropriately for their loved ones and to provide a legacy for a meaningful cause. Their participation will ensure the not-for-profits have access to counsel on receiving and stewarding these gifts.

Media participation is integral to Leave a Legacy. Because the campaign endeavours to increase awareness and motivate all people to leave a legacy, mass media must be engaged. Not for profits report that 75 percent of the bequests received come from strangers - people who have had no giving history or affiliation with the organization during their lifetime. Each not for profit working alone does not have the resources to convey their message to the public at large. Working together in a collaborative way with the media, they can convey the simple message of Leave a Legacy to many people. Media partners have the capacity to help citizens create a more independent and sustainable not for profit sector.

Of course, financial resources are also necessary.

Summary

Leave a Legacy is an initiative which will change forever the way in which all people view their wills and estates. Through our public awareness campaign, we intend to educate people on the value of charitable giving in their estate planning. We will also provide them with information, which will enable them to leave their own legacy by supporting charitable causes that are important to them.

By doing so, they will help us build a better Saskatoon for tomorrow.

Finally, because Leave a Legacy is inclusive of all not for profit organizations, all allied professionals, and all residents of Saskatoon, it is arguably the most important initiative ever undertaken by the not for profit sector in our city. Its success will have a profound effect on how the intergenerational transfer of over \$1 trillion over the next twenty years will be directed.

Contact information

Information about the program is available at:

Leave A Legacy Saskatoon

Dept 584

106-3120 8th Street East, Saskatoon, SK S7H 0W2

Telephone Message Centre: (306) 651-0333

Internet: www.leavealegacy.ca

Appendix C: Case Statements - #6

Middle Park Land Trust

Mission Statement

The Middle Park Land Trust is dedicated to helping landowners preserve Grand County's scenery, agriculture, water, wildlife and biodiversity for today and the future.

MPLT is a non-profit 501(c) 3 corporation.

Case Statement

The Need

Grand County is in the throes of change. Communities based on a traditional economy of ranching, grazing, mining, hunting, fishing, and recreation now face a tourism based economy that will test the very core of our county planning and zoning policies. The potential for runaway development to overtake the needs of our community has never been higher.

Grand County needs a land trust that actively pursues the protection of important land resources for the benefit of our community through cooperation with landowners, government agencies, and area residents. A land trust does not stop development, it guides us towards a more proactive and responsible future. The next few years represent the last chance for this county to effect its own destiny through protection of its lands. The Middle Park Land Trust is a Colorado non-profit corporation. Our board is an expanding nucleus of concerned residents willing to devote time and energy towards preserving Grand County for future generations by protecting our most valuable commodity - **land** - rich in natural beauty and heritage.

Goals & Objectives

MPLT achieves its objectives by working with and for our concerned community toward the realization that we can positively effect our environmental destiny. The land trust serves as a conduit toward this end.

MPLT is dedicated to the permanent preservation of lands through the purchase and donation of development rights (conservation easements) and parcels. We help landowners protect their own lands by establishing legal restrictions to limit unwanted use and development. We utilize time tested methods to assist landowners and residents working together toward a mutual goal - a grand future - a GRAND County.

MPLT educates the community and its citizens about the importance of fundraising in preserving certain lands, the legal structure under which that preservation is achieved, and the resultant benefits for all. Our goal is to nurture a growing and productive community voice.

The Cost of Development

The Middle Park Land Trust is not against development. A mixture of land uses is essential for the health of our communities. Residential development costs towns and counties more in services than it pays for in property taxes, which can result in tax increases for everyone.

In a recent Grand County Cost of Community Services Report, it was determined that in 1999, for every tax dollar residential land generated, it cost \$1.21 in services provided. This report was sponsored by Grand County government, the Sonoran Institute, the National Association of Counties

and the American Farmland Trust and was presented in March 2002. For copies of the report, contact the Grand County Commissioners or MPLT at MPLT@middleparklandtrust.com. Maintaining roads, expanding schools, providing health and safety services, expanding water and sewer services, and coping with increased traffic all cost taxpayers money. Providing affordable housing, infrastructure services, and protecting open space require wise land use and concentrating development where it can best be served.

The cost of development makes open land a fiscally attractive alternative. Once developed, open land is difficult to retrieve.

MPLT imagines a future where the residents of Grand County will be able to provide immediate and effective input regarding the decisions that will affect all who live, work, and raise their children here. In this beautiful state one does not have to look far for an unacceptable alternative. We can learn from the experience of those communities whose efforts to control inappropriate development failed.

Strategic Plan

In June 2000, the Middle Park Land Trust adopted a 5-year Strategic Plan. The MPLT Board of Directors and staff worked together to adopt a vision and key focus areas for the next 5 years. The vision of the strategic plan is for our County to retain its beauty, wildlife, and rural qualities; open lands along highways and river corridors will be protected; MPLT will have sufficient funding and staff; and the community will know about MPLT and celebrate land conservation.

The key focus areas of the strategic plan are to:

1. Protect important lands
2. Raise money for operations, endowment and the purchase of development rights (PDR)
3. Increase support by the local population
4. Continue to be the recognized land conservation experts in Grand County (we believe that members of the ranching/agricultural community are the experts in land stewardship.)
5. Be a resource for land conservation information to the ranching/agricultural community.

Appendix C: Case Statements - #7



Case for Support 2004-2005

Rideau Waterway Land Trust Foundation
1 Jasper Avenue
Smiths Falls, Ontario
K7A 4B5
613-284-2010

Rideau Waterway Land Trust Case for Support: 2004-2005

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Rideau Waterway Land Trust Foundation

Case for Support

2004-2005

Mission Statement

The Rideau Waterway Land Trust Foundation (RWLT) believes the preservation of ecologically sensitive and cultural heritage lands is important to protect the natural environment and improve the quality of life in communities throughout the Rideau Corridor for the benefit of present and future generations.

Goals of the Rideau Waterway Land Trust

Goal 1: Land Preservation

- To preserve lands of ecological and cultural heritage value through accepting title by donation or purchase or by placing restrictions through land preservation agreements.
- To manage these lands in a way that best protects their ecological or heritage features.
- To implement all programs/projects in a cooperative way and encourage landowners to become involved on a voluntary basis.

Goal 2: Volunteer/Employee Training

- To provide training opportunities to volunteers and staff that will enable them to better accomplish the goals of the organization.
- To co-operate with others in training opportunities of mutual benefit as may be appropriate.

Goal 3: Community Outreach and Fundraising

- To inform the public of the goals and objectives of the RWLT.
- To raise and administer funds, in a prudent manner, to achieve the goals and objectives of the RWLT.

Objectives in Support of the Goals 2004-2005

Goal 1: Land Preservation

- Objective 1.1: Preserve two additional properties through donation, purchase or land preservation agreements.
- Objective 1.2: Have a management plan in place for each of the properties owned and/or managed by the Trust.
- Objective 1.3: Establish monitoring teams for each geographical area where the Trust owns property or has a land preservation agreement.

Goal 2: Volunteer/Employee Training

- Objective 2.1: Work closely with the Ontario Land Trust Alliance (OLTA) in the development and implementation of training programs that will benefit all land trusts in Ontario.

- Objective 2.2: Conduct three volunteer training workshops.
- Objective 2.3: Continue the development of landtrustuniversity.com.

Goal 3: Community Outreach and Fundraising

- Objective 3.1 Contact 4,000 additional property owners and encourage them to become involved with the programs of the Trust.
- Objective 3.2 Deliver presentations regarding land trust programs at three community events.
- Objective 3.3: Increase the member/supporter base to 600 families.
- Objective 3.4: Increase annual giving by individuals by 10%.
- Objective 3.5: Develop a planned giving program.

Programs and Services

Land Preservation

In keeping with its mission to protect the natural environment, the Rideau Waterway Land Trust works with private landowners providing options to enable them to preserve the ecological and/or cultural heritage values of their lands in perpetuity.

The Trust will accept title to lands that fit its criteria through donation, bequest or in some cases purchase. As part of the land acquisition process, the Trust has established The Heritage Fund to ensure that resources are available for the ongoing costs of land ownership. Once these lands are secured, a management plan is developed which best preserves, or rehabilitates if necessary, the ecological and/or cultural heritage features of the property. In the case of ecological lands, the current policy of the Trust is to leave them in their natural state and not to add or construct any facilities for human use. Wildlife habitat has been constructed on some properties that are suited for this purpose.

Currently, properties owned by the Trust are open to the public. This policy is site specific and would only change if the natural features of the land involved were being disturbed by human intervention.

The other land securement option that the Trust utilizes is land preservation agreements, commonly known as, conservation easements. This is an agreement that the Trust enters into with a willing landowner where both parties agree to place limits on the land's use, both present and future, to help preserve the properties natural features. With a land preservation agreement, the landowner still owns the land and can continue to live on it, restrict public access to it, and sell, give or pass the property to whomever they wish.

A land preservation agreement restricts uses, development or practices which would damage the natural features of the property. Land preservation agreements are not all the same. The RWLT has a model agreement, which it uses as a starting point. The agreement is then tailored to meet the landowner's needs, preserve the land's unique natural values, and the land preservation goals of the RWLT. Land preservation agreements can apply to all or only a portion of a property.

A preservation agreement is written up in a legal agreement that records the agreed restrictions and ensures that it can be defended. Once it is signed and registered in the registry office, the agreement will bind current and future owners to its terms. Changes can be made to the agreement

by mutual consent, but would likely occur only if the changes achieved the original intent or strengthened the agreement's preservation values.

The Rideau Waterway Land Trust takes on the responsibility to occasionally monitor the property, usually through an annual scheduled visit. If a present or future property owner or someone else violates the terms of the agreement, the Trust will normally approach the person to correct the problem. If the Trust is not successful, it still retains the right and responsibility to defend the terms of the agreement, if necessary.

The land preservation program works with property owners throughout the Rideau Corridor to ensure the long-term preservation of lands with ecological and cultural heritage features. Many of these ecological areas provide important plant and wildlife nursery, nesting sites, feeding grounds and resting places for the birds, fish and small animals that many of us have come to take for granted. In some cases, these lands will provide habitat for rare and endangered species, both plant and animal. In addition, many ecological lands are recognized as important water recharge areas, something that is extremely important to our communities as concerns over the quantity and quality of groundwater increase. Above all, these lands will be a great place for future generations to explore and reconnect with nature. These are only a few of the reasons why these areas are so important to preserve in perpetuity.

Volunteer/Employee Training Program

The Rideau Waterway Land Trust has taken a lead among community based land trusts in developing and delivering volunteer training programs. The RWLT partners with the Ontario Land Trust Alliance to develop volunteer training programs in the areas of land securement, land stewardship, fundraising and volunteer management. The RWLT delivers the volunteer training program through a series of community workshops as well as participating in regional workshops in partnership with OLTA. The RWLT also maintains a website, landtrustuniversity.com, which contains educational and promotional material for land trust volunteers. This website is made available to all OLTA members.

The Trust encourages its key volunteers and staff to attend provincial OLTA Gatherings and take college level courses in the areas of fundraising, communication and volunteer management.

The RWLT is dependent upon volunteers to deliver a successful land preservation program in a cost effective manner. The program operates within a framework of government regulations and best practices that require a commitment on behalf of the volunteers and staff to learn and understand the processes. The RWLT is committed to provide training opportunities for the volunteers to enhance their successes and feeling of accomplishment in delivering the land preservation program in the Rideau Corridor.

Community Outreach and Fundraising Program

The RWLT carries out an active Community Outreach Program, through direct mail, a website, special events and speaking engagements with local organizations. The community outreach program has three purposes; to encourage landowners to partner with the RWLT in the preservation of their land, to invite individuals from the community to volunteer with the RWLT and to solicit funds from the community in support of the programs and projects of the RWLT.

The volunteers and staff of the Trust maintain an active fundraising program. The RWLT is dependant upon the generosity of the community through donations, memberships and support of special events and from foundations and corporate grants and sponsorships for its existence.

Operating Budget 2004 – 2005

Revenue

Memberships and Donations	20,000
Special Event (Net)	10,000
Investment Income (Endowment)	2,025
Sponsorships	500
Parks Canada	9,700 *
Grants	<u>15,000</u>
	\$57,225

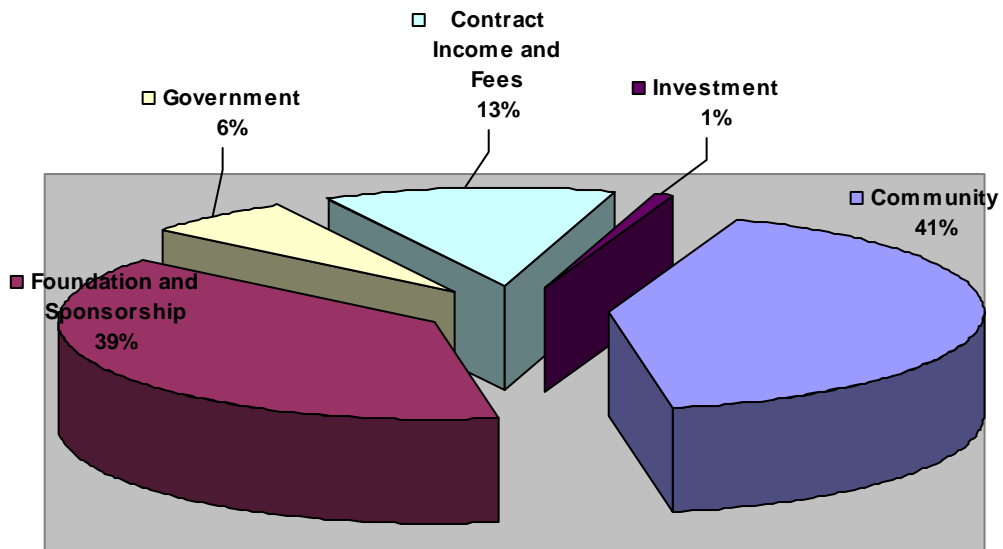
Expenses

Telephone	2,000
Office Rent inc. Utilities	9,807 *
Office Supplies	2,500
Insurance	1,200
Membership Fees	600
Professional Fees	1,200
Travel and Auto Expense	1,500
Workshop and Training Expense	1,000
Bank Charges Inc. Visa	300
Postage	200
Property Taxes	3,200
Communication and Membership	
Newsletters	1,500
Spring and Fall campaigns	2,500
Website	750
Publishing Annual Report	1,000
Board & Committee Meetings	500
Annual Meeting	1,000
Wages	
Financial Administration	6,000
Communication and Membership	10,000
Special Events	4,000
Grant Writing	3,000
Benefits	<u>2,600</u>
	\$56,357

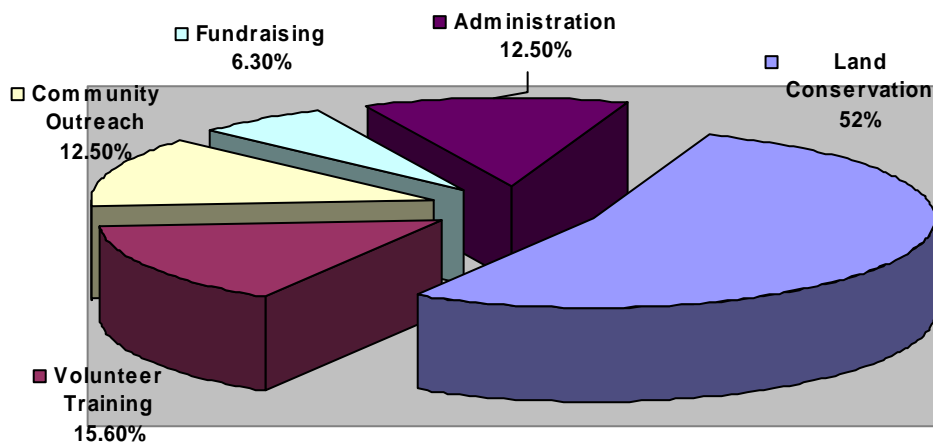
* The use of the office space and utilities is supplied by Parks Canada for a nominal fee of \$107 per year. This service is valued at \$9,800 per annum.

RWLT Income and Expenses 2004 – 2005

INCOME



EXPENSE



Rideau Waterway Land Trust Foundation

2004 – 2005 Board of Directors

President	Peter Hannah	Environmental Studies (Planning), University of Waterloo Assistant Chief Planner, J.L. Richards and Associates, Ottawa
Vice-President	Doug Lewis	LLB University of Western Ontario General Counsel, Department of Justice, Commercial Law Division, Industry Canada
Secretary	Frank Symons	PhD (Geography) Vice President & Senior Editor, Kaleidoscope Press, Ottawa & Perth
Treasurer	Dave Walker	B.Com (Hons) Queen's School of Business Manager in Healthcare
Member	Simon Lunn	MSc. Acadia University Chief of Ecosystem Management, Parks Canada - Rideau Canal
Member	Brian Gold	LLB University of New Brunswick President, Credicore Ltd
Member	Joe Hamilton	BA Queen's University Director, North Leeds Development Corp.
Office Manager	Sharon Walker	Ontario College of Art

Governance

The Rideau Waterway Land Trust Foundation is incorporated as a non-profit organization with charitable status. It has an active membership, open to all who believe in the mission of the organization. The RWLT is governed by a Board of Directors that is elected by the membership at the Annual General Meeting, held in the fall of each year. The Board has a maximum of thirteen members. Members serve a two year term with no maximum number of terms. The terms are staggered with one half of the positions elected each year. In addition to seeking regional representation, consideration is given to skill sets when seeking nominations for the Board positions. The skills represented on the Board include land use planning, environmental science, law, business administration, marketing and fundraising. The Board meets five times per year. In addition to their fiduciary responsibilities, the Board members act as advisors to the Working Groups. The RWLT has one standing committee, the Executive Committee. This committee oversees the ongoing operations of the organization and is comprised of the four officers of the Board, president, vice-president, secretary and treasurer.

The Board of the RWLT establishes Working Groups to develop and implement land securement projects. These groups are given some degree of responsibility for land selection, fundraising and monitoring, as laid out in the procedures section of the volunteer manual. These groups tend to be geographically based and once the property or land preservation agreement is secured they assume the responsibility for monitoring the lands.

The RWLT also establishes Working Groups to develop and implement specific programs or projects that are of benefit to the entire trust. These programs or projects could include preparing training manuals, fundraising material or convening special events.

Staffing

The paid staff of the Rideau Waterway Land Trust includes an office manager and a graphics/data entry assistant. The RWLT is recognized for its strength in the area of administration, membership services and communication. The staff also takes a lead role in the area of community fundraising, including special events. In addition to paid staff, many volunteers assist the Rideau Waterway Land Trust in program delivery and fundraising.

The staff of the Rideau Waterway Land Trust also supplies administration services to the Ontario Land Trust Alliance on a contract basis. These services include the processing of memberships, maintaining the website, preparing an electronic newsletter and facilitating board meetings, OLTA regional workshops and the OLTA Gathering.

Service Delivery

The Rideau Waterway Land Trust maintains a permanent office located at 1 Jasper Street in Smiths Falls. These facilities house the staff, meeting rooms and record storage for the Trust. The Smiths Falls office is equipped with furnishings and equipment that allows the volunteers and staff to work efficiently and effectively. In addition to using these meeting rooms for volunteer training, the RWLT also conducts workshops in facilities located in communities throughout the Rideau Corridor.

Planning & Evaluation

The Rideau Waterway Land Trust operates with the guidance of a five year business plan (2000 – 2005). The Board of Directors meets five times a year and reviews progress reports on each of its programs and projects including financial reports. The Board sets aside one meeting per year for an in depth review of the programs and to set the objectives and financial budget for the next fiscal year. These are then incorporated annually into the Case for Support and the highlights are presented to the members at the Annual General Meeting.

History

The Rideau Waterway Land Trust Foundation was incorporated in 1996 and received its charitable status soon afterward. At the time of incorporation the Board of the RWLT made the policy decision that it would concentrate its land preservation program on lands of natural, aesthetic and historic value “that could be viewed from the navigable waters of the Rideau Waterway”. It also concentrated its resources on seeking donations of title of lands. In 2000 the RWLT, developed and approved its second five year business plan which expanded the geographic area operation. The area of operation for all programs of the Trust, including the Land Preservation Program, was expanded to include the related areas which affect the ecological health of the Rideau Corridor, which is defined as the watersheds of the Greater Cataraqui and Rideau Rivers, anchored by

Kingston in the south and Ottawa in the north. The business plan also placed a renewed emphasis on using land preservation agreements as an option to conserve land.

In 2002, the membership was surveyed and asked to rank their preference for the types of land on which the RWLT should concentrate the Land Preservation Program. The land categories were defined as ecological, aesthetic, historic and recreational. The overwhelming majority, 78%, chose ecological lands as their first choice with the remaining 22% split evenly among the other three categories. The RWLT, in keeping with the stated wishes of the majority of its members, has become proactive in the preservation of ecological lands. The RWLT will consider other lands offered by landowners on a case by case basis.

Since 1996, the Trust has acquired 7 properties and land preservation agreements, all fronting on the Rideau Waterway. These properties total more than 100 acres and 10,000 feet of shoreline. They have an appraised value of \$514,000. In 2004, the RWLT will complete a major land preservation agreement and will endeavour to acquire another property in the Newboro Bog.

The RWLT remains a leader in the area of volunteer training, a program that began in 1996 with its first community volunteer workshop which was held in Chaffey's Lock. The RWLT was a founding member of the Ontario Nature Trust Alliance, now the Ontario Land Trust Alliance, and produced the first ONTA Gathering in 1998. It also hosted the 2000 OLTA Gathering and today the staff of the RWLT continues to take a lead role in organizing this province-wide training session for land trust volunteers. The 2004 Gathering will once again be staged at Chaffey's Lock. Annually, the RWLT produces community volunteer training workshops, held in Kingston, Smiths Falls and Perth in 2004. In addition, the RWLT has taken the lead in on-line volunteer training with the development of landtrustuniversity.com, a website that includes training material and promotional material enabling land trust volunteers to better deliver land trust programs in their communities. The RWLT makes this website available to all OLTA member groups throughout Ontario and land trusts in Nova Scotia and New Brunswick.

The RWLT began its community outreach program in 1996. In addition to presentations to local groups, including cottage associations, naturalists groups, and other community groups, the RWLT conducts an annual direct mail campaign to landowners in the Rideau Corridor. During the period 2003 – 2005, the Trust will be contacting 12,000 landowners inviting them to participate in the programs of the Trust. In addition the RWLT maintains a website at www.rwlt.org and mails a quarterly newsletter to all of its members and supporters.

The volunteers and staff of the RWLT are building a successful fundraising program with the goal of developing sources of funding that will ensure the Trust's long term sustainability. The RWLT believes that financial support from the community is vital. The RWLT has built a base of 500 members and supporters from the community. Through donations, memberships and the support of special events, these families contribute 42% of the funds needed to deliver the programs of the RWLT. The RWLT enjoys an 82% retention rate on an annual basis among its member and supporters and continues to grow its overall member/supporter base at an annual rate of 15 – 18%.

What started in 1999 as a small party to show appreciation for the volunteers, the Chaffey's Lock Corn Roast has grown into a major special event for the RWLT. In 2003, this one day event attracted 1600 people from the community and raised \$13,000 in support of the RWLT. Parks Canada has said "this is the best event of the summer along the Waterway".

The RWLT has also enjoyed the financial support of Foundations in support of the Land Preservation Program, Volunteer Training Program and the Community Outreach Program. In 2003,

the Trust benefited from the support The Ontario Trillium Foundation, Friends of the Environment Foundation, Metcalf Foundation and the HIVA Foundation.

Parks Canada has been supportive of the RWLT. In addition to being a sponsor of the Corn Roast, it has made a long-term, in-kind donation to the RWLT by supplying the office space and meeting rooms for the use of staff and volunteers and has supplied funding to the Land Preservation Program.

In addition to securing funding on an annual basis, the RWLT has a need for long term funding in order to meet its obligations of owning land. The RWLT established the Rideau Heritage Fund, an endowment fund that is invested with the Community Foundation of Greater Kingston. The investment income generated by this fund is used to offset the ongoing costs of land ownership and stewardship.

Conclusion

Parks Canada may have summed it up best when they stated “RWLT is strongly supported by communities, individuals and government organizations, such as Parks Canada, in the Rideau Corridor. Their long term visionary approaches to the ethic of conservation and their demonstrated ability to develop and implement projects have made them one of the leading land trusts in Ontario.” The Rideau Waterway Land Trust remains focused on its goals. Through good administration, a strong core of volunteers and a solid financial base, the RWLT will strive to meet the expectations of the community, its members and supporters and deliver a strong land preservation program that will make a difference in the community both for present and future generations.

Appendix D: Confidentiality Agreement Rideau Waterway Land Trust

RIDEAU WATERWAY LAND TRUST FOUNDATION

CONFIDENTIALITY AGREEMENT

In keeping with the intent of the Rideau Waterway Land Trust Privacy and Security Policies, the Volunteer/Employee acknowledges that all information to which the Volunteer/Employee has or may have access through his/her volunteer activity or employment with Rideau Waterway Land Trust is confidential and is held by the Volunteer/Employee solely for the benefit of the Rideau Waterway Land Trust and its supporters. The Volunteer/Employee agrees that he/she shall not, except as authorized or required by his/her duties, reveal to any person or corporation, any confidential information of the Rideau Waterway Land Trust.

Per Rideau Waterway Land Trust

Per Volunteer/Employee

Print Name and Position

Print Name

Date

Appendix E: Confidentiality Agreement Generic Sample

Green Land Trust

(Sample confidentiality agreement to be signed annually by all staff and volunteers)

Confidentiality Agreement

DEVELOPED BY: Executive Director and reviewed by Legal Counsel

BOARD APPROVED:

Last revision:

Green Land Trust (GLT) takes very seriously the confidentiality of its donors and sponsors. GLT requires that each of its employees and volunteers with access to confidential information review and agree to the following terms. This includes any confidential information accessed prior to this agreement.

1. All information regarding donors and sponsors obtained by you during the course of your affiliation with GLT will be regarded as confidential.
2. You agree to keep as confidential the details of all donor files, terms and conditions of sponsorship agreements, the names of those registered in programs, and without limitation, marketing plans, strategies, systems, procedures, etc. of GLT, any associated entities, affiliates, agents, suppliers, customers, etc.
3. At no time will you publish, communicate, divulge or disclose, in any manner whatsoever, to any unauthorized party or parties, ANY information, without the consent/approval of the Executive Director. Authorized lists must be marked as CONFIDENTIAL and must be returned to GLT following their use.
4. If appropriateness is in question, seek consent/approval of the Executive Director to inspect, receive or distribute information related to the Board of Directors, volunteers, employees, donors, donor pledges or financial information from auditors, financial institutions and bookkeeper, or any other financial service provider.
5. Upon completion of employment or the volunteer term, you will deliver to Green Land Trust any and all data, manuals, notes, records or any documents prepared for or during GLT's business activities.
6. Your obligations extend in perpetuity.

Please sign below to indicate that you have read, understand and agree to comply with the terms of confidentiality as stated above.

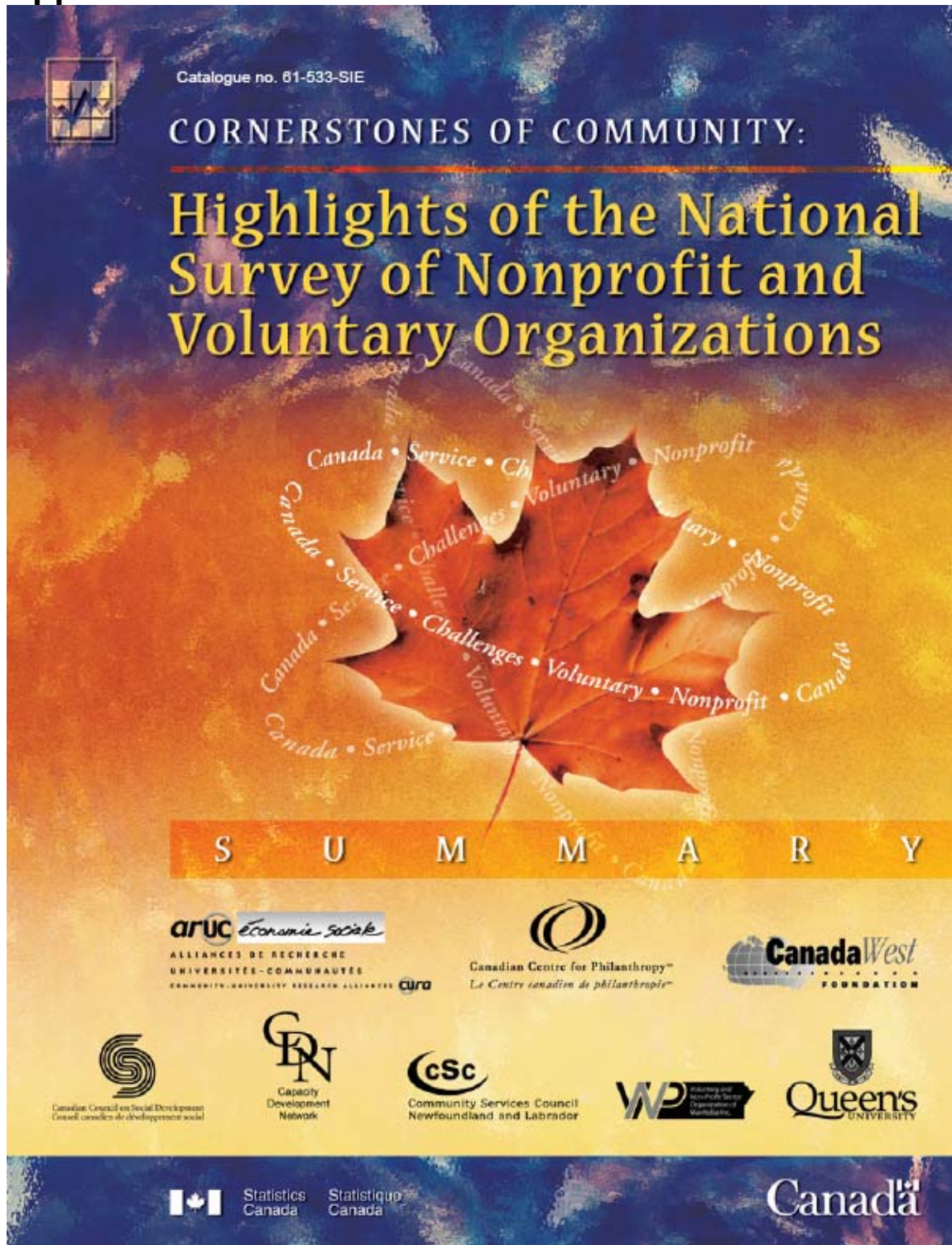
Name (please print)

Date

Signature

Witness

Appendix F



A large, stylized, 3D-effect '@' symbol is centered on the page. Inside the symbol, the text 'ELECTRONIC PUBLICATIONS AVAILABLE AT' is written in a small, bold, sans-serif font. Below this, the website address 'www.statcan.ca' is displayed in a larger, bold, sans-serif font.

ELECTRONIC PUBLICATIONS AVAILABLE AT
www.statcan.ca



About the survey

The National Survey of Nonprofit and Voluntary Organizations (NSNVO) was undertaken by a consortium of nine organizations: the Canadian Centre for Philanthropy (as the lead organization), l'Alliance de recherche universités-communautés en économie sociale, Université du Québec à Montréal; Canada West Foundation; Canadian Council on Social Development; Capacity Development Network, University of Victoria; Community Services Council, Newfoundland and Labrador; School of Policy Studies, Queen's University; Secretariat on Voluntary Sector Sustainability at the Manitoba Voluntary Sector Initiative; and Statistics Canada. The NSNVO was funded through the Voluntary Sector Initiative.

Conducted in 2003, the survey gathered data from 13,000 incorporated nonprofit organizations, which are defined as organizations that are non-governmental (i.e., are institutionally separate from governments); nonprofit-distributing (i.e., do not return any profits generated to their owners or directors); self-governing (i.e., are independent and able to regulate their own activities); voluntary (i.e., benefit to some degree from voluntary contributions of time or money); and formally incorporated or registered under specific legislation with provincial, territorial or federal governments.¹

The NSNVO's data complements that of the National Survey on Giving, Volunteering and Participating (NSGVP), which tracks the donations and volunteer support provided by individual Canadians. This booklet and the full report summarize the NSNVO's first survey cycle. The NSGVP was conducted in 1997 and 2000, and will be conducted again in 2004.

1. The scope of the NSNVO does not include goss-roots or citizen's groups that are not formally incorporated or registered with provincial, territorial or federal governments.

About *Cornerstones of Community*

Nonprofit and voluntary organizations are an important part of Canadian life, often addressing needs and interests of citizens that governments and the private sector do not. Although the presence of these organizations is felt in every community, they have not been studied extensively.

The National Survey of Nonprofit and Voluntary Organizations (NSNVO), conducted in 2003, is the first comprehensive study of nonprofit and voluntary organizations in Canada, and provides essential baseline information about these organizations. For the first time, the survey allows us to answer questions such as these:

- ▶ How many nonprofit and voluntary organizations operate in Canada?
- ▶ In what areas do they operate?
- ▶ On what financial resources do they rely?
- ▶ How many volunteers, members and paid staff do they engage in their activities?
- ▶ What regional variations exist?
- ▶ What challenges do they face in their efforts to fulfill their missions?

The highlights in this summary are drawn from the full report, *Cornerstones of Community: Highlights from the National Survey of Nonprofit and Voluntary Organizations*. Filled with easy-to-read tables and charts, the full report offers detailed information about nonprofit and voluntary organizations. *Cornerstones of Community* will be of interest to those who are involved with nonprofit and voluntary organizations as well as policy-makers whose work touches such organizations.

Cornerstones of Community is available as a free downloadable electronic publication in Adobe Acrobat format from Statistics Canada's website, www.statcan.ca. The catalogue number is 61-533-XIE.

A print version of the publication (61-533-XPE, \$20) can be ordered by calling toll-free 1 800 267-6677 or faxing toll-free 1 877 287-4369. E-mail orders should be sent to infocats@statcan.ca. The national telecommunications device for the hearing-impaired line is 1 800 363-7629.

Websites for further information

Canadian Centre for Philanthropy
www.nonprofitscan.ca

Voluntary Sector Initiative
www.vsi-isbc.ca

Statistics Canada
www.statcan.ca

ISBN: 0662-38056-8

Highlights from the National Survey of Nonprofit and Voluntary Organizations

Cornerstones of Community draws on the findings of the National Survey of Nonprofit and Voluntary Organizations to provide the first portrait of nonprofit and voluntary organizations in Canada. It reveals a diverse set of organizations that touch virtually every aspect of Canadians' lives. These organizations have a significant economic presence, and engage millions of Canadians, who join them as members and donate their time and money.

Nonprofit and voluntary organizations are an integral part of Canadian life, serving as vehicles to involve millions of Canadians in efforts to address needs in their communities. They operate in a broad range of areas, often working locally to provide public benefits. While many operate on a shoestring and are driven solely by voluntary effort, some are able to command substantial human and financial resources in pursuit of their missions. What they have in common is their goals to serve the public or their members, as well as an institutional form that does not allow their profits to be distributed to owners or directors.

Most organizations serve their own neighbourhood, city, town or rural municipality. A majority provide services or products directly to people, targeting both the general public and various segments of the population, such as children, youth, seniors or people with disabilities. In addition, most provide public benefits rather than serve their own special interests or those of their members. This may help to explain why nonprofit and voluntary organizations receive the support they do from individual Canadians, governments and businesses.

Their collective activities combine to give them a significant economic presence. They also have at their disposal the services of significant numbers of Canadians, in the form of both volunteers and paid staff. However, many appear to be

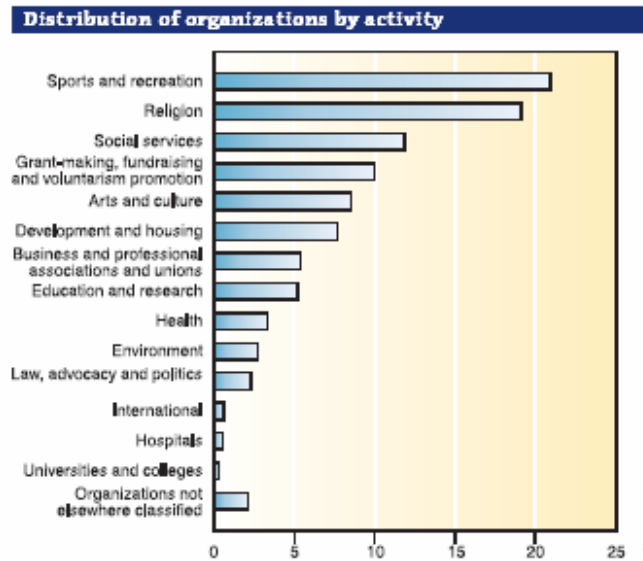
experiencing substantial difficulties fulfilling their missions and organizational objectives. In short, their size, scope and ability to harness the energies of individual Canadians are impressive, but the benefits they intend to deliver are not being fully realized.

The results

How many organizations are there and what do they do?

About 161,000 nonprofit and voluntary organizations were operating across the country in 2003. They work in a wide variety of areas such as: sports and recreation; religion; social services; grant-making, fundraising and voluntarism promotion; arts and culture; and development and housing. They also include large institutions such as: hospitals; universities and colleges; education and research organizations; business and professional associations; and unions. Just over half are charities registered by the federal government, which allows them to be exempt from a variety of taxes and enables their donors to claim tax credits for the donations they make.

Figure 1



Source: National Survey of Nonprofit and Voluntary Organizations

Who do organizations serve?

Most organizations (76%) have individuals as members, reporting a total membership of 139 million people, an indication that many Canadians hold memberships in more than one organization. Yet only 27% of these organizations report that their members receive special benefits or privileges from their membership, and only 39% indicate that their members benefit most from the services provided.

On what human and financial resources do they rely?

Nonprofit and voluntary organizations posted \$112 billion in revenues in 2003—a considerable presence in the economy. Although one-third of this is attributable to a relatively few hospitals, colleges and universities, the remaining organizations still report revenues of \$75 billion. Nonprofit and voluntary organizations are also significant

employers, with just over 2 million people on their payrolls. Hospitals, universities and colleges provide just over one-third of this employment. As well, these organizations draw on 2 billion volunteer hours, the equivalent of 1 million full-time jobs, and more than \$8 billion in individual donations.

How are resources distributed among organizations?

A clear divide is apparent between organizations that have relatively plentiful resources—revenues, paid staff and volunteers—and those that do not. The 1% of organizations with annual revenues of \$10 million or more account for the vast majority of total revenues (59%), a near majority of paid staff (46%), and a fifth of volunteer positions (20%). Many of these large organizations are hospitals, universities and colleges; a smaller number are social service, education and research, health and international organizations. These organizations tend to receive substantial

government funding, suggesting a strong overlapping of their interests and the interests of government. Many of these larger organizations act on a regional, provincial or national level.

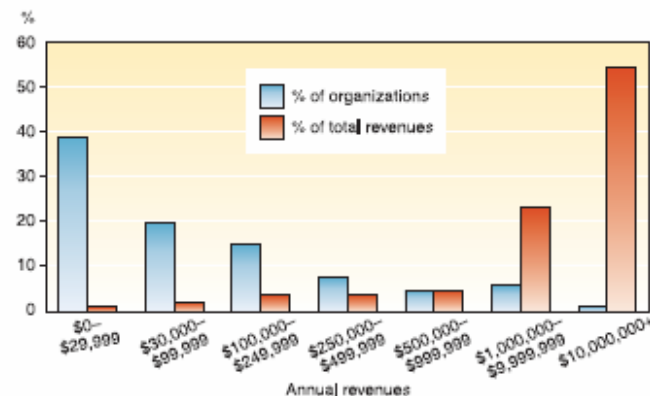
On the other side of the divide is a much larger group of small-revenue organizations. Just over half of all organizations are operated solely by volunteers, and nearly two-thirds report annual revenues less than \$100,000. Many of these organizations work in areas such as sports and recreation and religion.

How do organizations generate revenues?

Forty-nine percent of all revenues reported by nonprofit and voluntary organizations come from governments: most of it comes from provincial sources. Earned income from non-governmental sources accounts for 35% of revenues; gifts and donations account for 13%. Organizations with larger revenues are generally more likely than others to depend on government funding; those with relatively smaller annual revenues depend more on earned income from non-governmental sources and gifts and donations.

Figure 2

A few larger organizations receive lion's share of revenues



Source: National Survey of Nonprofit and Voluntary Organizations

What challenges do organizations face in attempting to fulfill their missions?

Nonprofit and voluntary organizations appear to be experiencing difficulties fulfilling their missions or achieving their organizational objectives, which may limit their ability to contribute to community. Just over one-half reported having problems with planning for the future, recruiting the types of volunteers needed by the organization and obtaining board members. Just under one-half reported problems with retaining volunteers, obtaining funding from

Summary of the Findings of the National Survey of Nonprofit and Voluntary Organizations

other organizations such as government, foundations or corporations and obtaining funding from individual donors. Depending on the capacity issue assessed, from 9% to 20% of respondents indicated that these problems are serious.

Nearly one-half of organizations reported receiving funding from governments, foundations or corporations in the years 2000 to 2003: Governments provided most of the money. These organizations appear to be having substantial difficulties with this funding. Over 60% reported problems due to reductions in government funding, the

unwillingness of funders to provide for core operations (e.g., long-term programs and administrative expenses) and over-reliance on project funding. Over 25% indicated that these problems are serious.

What regional variations are there?

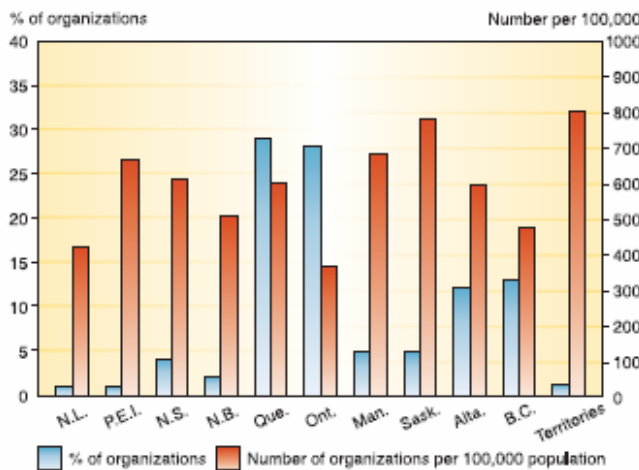
Among the provinces and territories, the highest proportions of organizations are located in Quebec (29%) and Ontario (28%). However, controlling for population size reveals dramatic differences in the relative number of organizations across the country. In Canada as a whole,

there are approximately 508 organizations per 100,000 population, with the highest prevalence of organizations in the territories (825) and the lowest prevalence in Ontario (369). Quebec, with a lower absolute population than Ontario, has a 40% higher concentration of organizations.

Ontario commands a substantial percentage of revenues (43% of all revenues), volunteers (40%), and employees (47%). While government is the major source of funding for organizations in most places, organizations in Alberta, New Brunswick and the territories rely more on earned income from non-governmental sources. Finally, organizations in the territories, Newfoundland and Labrador and Manitoba are more likely than others to report capacity problems, while those in New Brunswick and British Columbia are least likely to do so.

Figure 3

Distribution of organizations and population by province and territory



Source: National Survey of Nonprofit and Voluntary Organizations

Cornerstones of community

Nonprofit and voluntary organizations are an extension of the millions of Canadians who direct and support their activities. These organizations are, in many ways, the cornerstones of Canadian communities, enabling Canadians to come together to address needs that they believe to be important. Nonprofit and voluntary organizations are an expression of our Canadian values and the capacity of these organizations to serve Canadians helps to share the quality of our lives and our communities.

Appendix G: Deed of Gift - Endowment Funds

DEED OF GIFT ENDOWMENT FUNDS

This agreement is made in duplicate this _____ day of _____, 200__.

Between: _____

Residing at: _____

(Hereinafter referred to as the 'Donor');
OF THE FIRST PART

AND:

Rideau Waterway Land Trust Foundation, (RWLT) a body corporate and politic, incorporated without share capital under the laws of the Canada, with an office at 1 Jasper Avenue , Smiths Falls, Ontario K7A 4B5, (hereinafter referred to as the "Trust");

OF THE SECOND PART

WHEREAS the Donor desires to make a gift to the Trust on such terms and in such manners as hereinafter provided;

NOW THEREFORE THIS AGREEMENT WITNESSETH AS FOLLOWS:

1. The Trust warrants that it is a charitable corporation duly incorporated under the Canada Corporations Act with charitable objects and is a charitable organization within the meaning ascribed to that term in Section 149.1 (1) of the *Income Tax Act* (Canada).
2. The parties agree that the funds transferred, or to be transferred, by the Donor in the amount of \$_____, shall be absolutely vested in the Trust, subject only to the terms and conditions of the holding thereof hereinafter contained, and that the administration of the Fund (hereinafter defined) will be governed solely under the direction of the Trust.
3. The parties agree that the funds transferred or any property substituted therefore shall, subject to the terms of this agreement be held for a period of not less than ten years.
4. Any person may, from time to time, during the currency of these presents convey, transfer or assign by Deed, Will or Testamentary or Inter Vivos Trust or in any other manner acceptable to the Trust any real, personal or mixed property to the Trust to become part of the Fund and such additional property so conveyed, transferred or assigned shall become and be subject to the terms and conditions hereinafter set forth to the same extent and effect as if originally included in the Fund.
5. The Trust, by these presents, covenants and agrees to accept the said sum or sums from time to time contributed to be held by and subject to the following terms and conditions, namely:

- a) to hold, invest and reinvest the Fund, or any additional property contributed thereto or substituted heretofore;
 - b) a separate accounting of the Fund shall be kept and be known as the _____ Fund.
 - c) to pay at such intervals as may be convenient, but not less often than annually, such portion of income derived from the Fund in each calendar year, as is required under the provisions of the *Income Tax Act* (Canada) to be used in charitable activities of the Trust, as the directors of the Trust shall select, in such amounts or proportions as the said directors shall prescribe;
 - d) Prior to the directors making a distribution described in (c) above _____ (the "advisor") shall, during his or her lifetime be consulted as to which program/project of the RWLT should receive preference in receiving income from the Fund. Such consultation has resulted in the Donor choosing the program/project set out in Schedule A. If no advice is given, or further given, the program/projects last named shall be deemed to be the preferred programs/projects of the advisor.
 - e) The Trust may charge the Fund with the reasonable costs or charges attendant to the administration of the Fund or the disposition of income thereof or for the administration of the investments or for the legal and accounting costs in connection herewith.
6. The property received by the Trust in respect of the Fund will be held as part of the assets of the Trust in accordance with its terms and conditions.
7. This Agreement shall enure to the benefit of and be binding upon the parties hereto and the heirs, executors, administrators and assigns of the Donor and the successors and assigns of the Trust.

IN WITNESS WHEREOF the Party of the First Part has hereunto affixed a hand and seal and the Party of the Second Part has hereunto affixed its corporate seal duly attested to by the hand of its duly authorized signing officer on the date above-mentioned.

SIGNED, SEALED AND DELIVERED

In the presence of

 (Donor)

 (Donor)

RIDEAU WATERWAY LAND TRUST FOUNDATION

Per: _____
 President
 Per: _____
 Secretary

Charitable No. 89233-6348-RR0001

SCHEDULE "A"
Rideau Waterway Land Trust Foundation
Gift Giving Opportunities

It is the intent of RWLT to benefit _____ We

 accordingly suggest no less than 40% of the benefiting projects/programs be for the Land Stewardship Program. The lists set out below under each heading are examples only.

Initials		Percent Allocation
_____	1) RWLT DESIGNATED – to be utilized at the discretion of the Board of Directors of the RWLT	_____
_____	2) GENERAL OPERATIONS	_____
_____	3) LAND ACQUISITION PROGRAM	_____
_____	4) LAND STEWARDSHIP PROGRAM	_____
_____	5) DONOR DESIGNATED (described as)	_____
		100%

Appendix H: Donors - #1 Sample Data Sheets

Individual

Donor Number	
Name	
Family members	
Address	
Phone	
Cell	
Fax	
Email	
Website	
Type of business	
Type of profession	
Business associates	
Personal associates	
Affiliations - Service clubs - Board positions	
Recognition and awards	
Special interests	
Initial contact	

Corporate

Donor Number	
Name	
Type of business	
Size of business	
Address	
Phone, cell	
Fax	
Email	
Website	
Senior contact: title, phone and email	
Foundation Community Investment Contact Address, phone and email	
Gifting criteria Keywords Website Proposals accepted Proposal format	
Newsletter Publisher Frequency Accepts articles	
Relationships	
Employee association Contact person Phone and email	
Potential Grants Third party events Employee event Matching fits Sponsorships Speaking engagements	
Review date	

Service Club

Donor Number	
Name	
Type of association	
Size of membership	
Mailing address	
Phone	
Cell	
Fax	
Email	
Website	
Senior contact: title, phone and email	
Community Investment Contact Address, phone and email	
Date board changes	
Gifting criteria Keywords Website Proposals accepted Proposal format	
Newsletter Publisher Frequency Accepts articles	
Relationships	
Potential Grants Third party events Matching fits Sponsorships Speaking engagements	
Meeting frequency Meeting location	
Review date	

Foundation

Donor Number	
Name	
Type of foundation Private/public	
Address	
Phone	
Cell	
Fax	
Email	
Website	
Senior contact: title, phone and email	
Community Investment Contact Address, phone and email	
Deadlines	
Gifting criteria Keywords Website Proposals accepted Proposal format	
Newsletter Publisher Frequency Accepts articles	
Relationships	
Potential Grants Sponsorships	
Review date	

Appendix H: Donors - #2

Demographics: Canada's Age Distribution

Canada's demographics are a powerful forecasting tool because of the large and distinct variations in age distribution over the past century. The timing of one's birth can even be a cogent determiner of one's fortune. Dave Foot and Daniel Stoffman, in their book *Boom, Bust & Echo 2000*, define several discrete age groups or cohorts:

Pre-World War 1 (born 1914 or earlier) – These “senior seniors” were born during an era when immigration and the birth rate were high, and are therefore a relatively large cohort. Today most are women, and many are poor due to lack of labour force participation and pensions.

World War 1 (1915-19) – With men off at war, few people were born during this generation. Members of this small cohort have done relatively well, as they have had little peer group competition.

The Roaring 20s (1920-29) – Men were home from war, the economy was strengthening, and so the time was right to start families. This era produced a large cohort who is now young to mid-seniors. Many are the parents of the Baby Boomers.

Depression Babies (1930-39) – Few children were born in the tough economic times of the Depression. While their childhood saw the hardships of the Depression and WWII, they have had good fortune ever since. These young seniors are now the most affluent generation in Canada, due largely to the timing of their birth.

World War II (1940-46) – Although some men were away at war, WWII saw an increase in births partly as a result of a relatively strong Canadian economy. This generation, even though it is larger than the one preceding it, still had relatively little peer group competition, and has done very well.

Baby Boom (1947-1966) – A huge cohort was produced in the prosperous post-war era. The front end Boomers had the advantage of arriving before the crowd. Those born in the late 1950s are less well positioned in the middle of the throng.

The **Generation X subgroup (1960-1966)** at the back of the line, had the least fortunate timing of birth, with the greatest peer group competition of any generation this century. The sheer size of the Baby Boom makes it the most influential cohort in Canadian society today.

Baby Bust (1967-1979) – The birth control pill and growth in women's labour force participation resulted in a decline in births. Members of this mostly 20-something generation have so far enjoyed the privileges of being part of a small cohort.

Echo (1980-1995) – A mini-boom was created as the Baby Boomers had their children. This large cohort will mirror the Boom in its sub-groupings, but with less intensity.

Millennium Busters (1996-2010) – This generation, mainly the children of the Baby Busters, is likely to be a small, and therefore more advantaged group.

Source: Canadian Centre for Philanthropy newsletter *Front & Centre* Vol. 6., No. 3 (May 1999): p. 13-15

Appendix H: Donors - #3 A Donor Bill of Rights

Philanthropy is based on voluntary action for the common good. It is a tradition of giving and sharing that is primary to the quality of life. To assure that philanthropy merits the respect and trust of the general public, and that donors and prospective donors can have full confidence in the not-for-profit organizations and causes they are asked to support, we declare that all donors have these rights:

- I. To be informed of the organization's mission, of the way the organization intends to use donated resources, and of its capacity to use donations effectively for their intended purposes.
- II. To be informed of the identity of those serving on the organization's governing board, and to expect the board to exercise prudent judgment in its stewardship responsibilities.
- III. To have access to the organization's most recent financial statements.
- IV. To be assured their gifts will be used for the purposes for which they were given.
- V. To receive appropriate acknowledgment and recognition.
- VI. To be assured that information about their donations is handled with respect and with confidentiality to the extent provided by law.
- VII. To expect that all relationships with individuals representing organizations of interest to the donor will be professional in nature.
- VIII. To be informed whether those seeking donations are volunteers, employees of the organization or hired solicitors.
- IX. To have the opportunity for their names to be deleted from mailing lists that an organization may intend to share.
- X. To feel free to ask questions when making a donation and to receive prompt, truthful and forthright answers.

DEVELOPED BY

- American Association of Fund Raising Counsel (AAFRC)
- Association for Healthcare Philanthropy (AHP)
- Council for Advancement and Support of Education (CASE)
- Association of Fundraising Professionals (AFP)

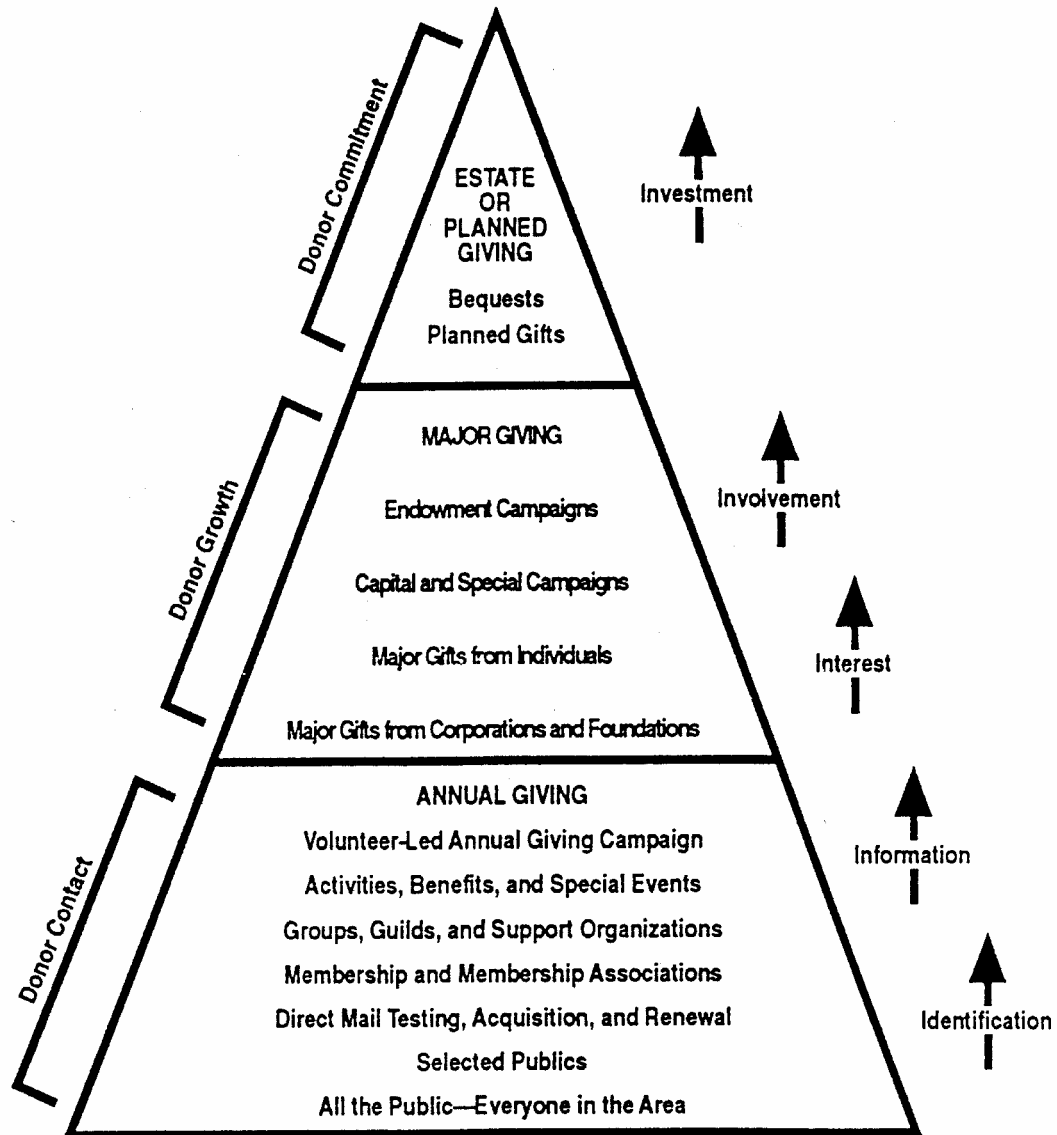
ENDORSED BY

(in formation)

- Independent Sector
- National Catholic Development Conference (NCDC)
- National Committee on Planned Giving (NCPG)
- National Council for Resource Development (NCRD)
- United Way of America

Appendix H: Donors - #4 Pyramid of Giving

THE PYRAMID OF GIVING



Reprinted from: James M. Greenfield, FAHP, *Fund-raising Fundamentals: A Guide to Annual Giving for Professionals and Volunteers*. John Wiley & Sons Inc. (New York, N.Y., 1994), copyright © 1994 by John Wiley & Sons Inc. Reprinted by permission of John Wiley & Sons Inc.

Appendix I: Fund Development Officer (Sample Job Description)



A regional environmental organization agreed to post this job description on www.hrvs-rhsbc.ca as part of the HRVS Job Profiles for small voluntary sector organization.

The organization has 9 full-time equivalent staff.

Job Profiles and sample job descriptions are provided for reference only. Always develop job descriptions that are consistent with the mission and context of your organization.

Development Officer

THE POSITION OF DEVELOPMENT OFFICER

Under the general direction of the Executive Director and working in close collaboration with staff lawyers and program directors, the Development Officer is a senior position which holds overall responsibility for the organization's fundraising programs - direct mail, special events, monthly giving, and major gifts will be directed by the incumbent. The Development Officer provides overall development policy and strategic advice to the Executive Director and program teams and is a key member of the organization's management team.

RESPONSIBILITIES

The Development Officer has overall responsibility for developing, coordinating, and implementing the organization's Development Program:

- Develops an effective development plan including overall fundraising, in collaboration with the Executive Director, staff lawyers and program directors;
- Provides hands-on management of implementation of the Development operational plan and budget to ensure that the organization's long-term and annual development plans and strategies are being met;
- Provides overall development policy and strategic advice to the Executive Director and organization as a whole;
- Coordinates the activities of staff to ensure that all development work is effectively planned and implemented;
- Coordinates and oversees the planning, scheduling, and budgeting of all appeals;
- Oversees data selection for donor mailings and the acquisition of lists for prospect mailings/telemarketing;

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- Leads the development of a “wealthy individuals” program – researches and co-ordinates the “ask” both personally and by assigning various board or staff to each ask as appropriate;
- Ensures appropriate donor relations including acknowledgement letters and other correspondence, premiums, newsletters, special mailings, telephone and in-person contact;
- Oversees the maintenance of the membership database including ensuring the timely and accurate processing and acknowledgement of all donations and participates in the development and implementation of donor database software and hardware enhancements/refinements;
- Monitors all foundation outreach activities and, in collaboration with appropriate staff, participates in relationship- building, content development, follow-up and reporting;
- Provides timely and accurate analysis of all programs and reports to the Executive Director and the rest of the organization as required.
- Attends regular management team meetings to address organizational issues and collaborates on organizational initiatives as a member of the management team;
- Contributes to the development of plans and strategies and the resolution of operational issues together with other teams;
- Participate in general staff meetings.

QUALIFICATIONS AND KEY ABILITIES

- Minimum of three (3) years experience development (fundraising/donor relations), including highly developed fundraising research, writing, editorial and messaging of fundraising requests;
- Proven track record with previous NGOs in the ability to successfully raise funds, make presentations, direct mail activities, prepare foundation requests and supervise and co-ordinate an energetic staff team;
- Relevant degree and/or equivalent educational qualifications;
- Energetic and self-directed, with effective time management and organizational skills including the ability to deal with several priorities at the same time
- Strong strategically-focused analytical skills, good common sense; Capacity to provide leadership and to collaborate with others in a team situation;
- Well-developed inter-personal and conflict resolution and negotiating skills;
- Excellent communications skills, both oral and written;
- Computer skills including familiarity with word processing, database, and Internet;

- Strong personal commitment to protecting the environment;
- A good sense of humor.

Appendix J: Legacy (Planned) Gifts

The following information is from Green Legacies, a Donor's Guide for B.C., used with permission. More information is available at www.stewardshipcentre.bc.ca/green_legacies_web/index.asp

Annuities

A charitable gift annuity is an arrangement under which a donor transfers a lump sum to a charity in exchange for fixed, guaranteed payments for the life of the donor and/or another person, or, alternatively, for a term of years. All or a substantial portion of the annuity payments will be tax-free.

There are two types of charitable gift annuity: self-insured and reinsured.

- *Self-insured.* The charity invests the contributed assets and guarantees payments, pledging its own resources as security. These annuities are offered mostly by religious institutions having authority to issue gift annuities either under their charter or by special permission.
- *Reinsured* (also known as the "Gift Plus Annuity"). An insurance company issues the annuity rather than the charity. The charity works with a life insurance agent on the donor's behalf to arrange for a commercial annuity. Generally, the charity retains 25%-30% of the contributed amount for its immediate charitable purposes or for endowment, whichever the donor prefers. The balance of the donor's lump-sum contribution is used to purchase the commercial annuity.

Benefits to the donor

- The donor (and/or other beneficiaries) receives guaranteed payments for life (or a term of years), all or substantially tax-free.
- The donor's after-tax income often increases significantly after contributing assets to a gift annuity because:
 - o Gift annuity rates tend to be higher than interest rates paid on GICs and other fixed-income investments; and
 - o Annuity payments are all or substantially tax-free. (Interest paid on GIC/fixed-income investments is fully taxable.)
- The donor receives the satisfaction of having completed a gift during his or her lifetime.
- Annuities may be established with modest amounts of capital, usually \$10,000 or more.
- The donor is relieved of managing investments and will receive a regular, stable income.
- The donor receives a donation receipt for the excess (if any) of the amount contributed over the total annuity payments to be paid during the life expectancy of the annuitant(s) (or the term of years if that form of arrangement has been chosen). The tax benefits to the donor are the same whether the charity self-insures or reinsures a gift annuity. Generally speaking, the older the donor, the larger the tax receipt. See Planned Giving for Canadians for some sample financial illustrations.

Benefits to the charity

- All charitable gift annuities require an irrevocable commitment of principal.
- *Self-insured.* Upon the death of the annuitant(s), the charity has whatever remains of the contribution after satisfying annuity payment obligations. Depending on investment performance and annuitant longevity, this could be 50% or more of the original contribution.
- *Reinsured.* The charity has whatever remains (usually 25% - 30% of the lump-sum contribution) after purchasing the commercial annuity. If the charity has purchased a commercial annuity with a guarantee period, and if the annuitant(s) pass(es) away before the end of the period, the charity will receive the remaining annuity payments.

Who

Donors (usually age 65 and older, with optimum age 75 - 90) who want the security of guaranteed payments that gift annuities offer, and who wish to benefit from after-tax rates of return that are significantly better than GICs and Canada Savings Bonds.

Often, the donor has a medium-level income, and would like to receive higher dependable income, free of worry. Some donors may use an annuity in place of a bequest to simplify the estate process and reduce probate and other estate settlement fees in the future. Some may contribute by way of a gift annuity and a bequest. Still others start with a modest contribution for a gift annuity and are so pleased with the results that they make further contributions for additional annuities.

How

The annuity is established by way of a legal agreement between the donor and the charity. The agreement may include provisions dealing with the size of the lump-sum payment, annuity payment frequency and timing, and uses and purposes of the charitable gift. Ordinarily, the donor writes a cheque for the lump-sum contribution. The donor may also contribute marketable securities but will have to recognize the capital gain as if the securities had been sold (50% capital gains inclusion rate).

Watch

Unlike GICs and other fixed-income investments, the capital contributed to establish a gift annuity is irrevocable. The donor cannot get the contribution back and has no control over how it is invested. Annuity payments are fixed and cannot be changed even if interest or inflation rates rise.

Foundations may not incur debt except for current operating expenses and certain other allowable purposes. (*Income Tax Act*, section 149.1 (3)(4). Gift annuities are problematic for foundations because self-insured and even reinsured gift annuities are viewed as debt obligations by CRA.

Care must be taken to use the correct life expectancy tables when calculating the donation receipt and the tax-free portion of annuity payments. In some instances, it is advisable to consult an actuary.

When considering an annuity arrangement, especially smaller amounts, it is advisable to inquire into the administrative costs that will be associated with the annuity.

It is wise for the donor to consult with his or her legal and tax advisors before finalizing the gift. Both the donor and the charity should have the annuity agreement reviewed and approved by their own legal counsel. Most charities that offer annuities have simple, standard form agreements available and are happy to work with donors and their advisors to ensure that the process of establishing the annuity is straightforward, clear and worry-free.

Not all charities offer annuities, as certain resources are required to administer them. Donors and/or their advisors should check with the charity beforehand about its policies regarding the offering and acceptance of charitable gift annuities.

See CRA Interpretation Bulletins IT-111R2, IT-111R2SR *Annuities Purchased From Charitable Organizations*.

Bequests

A charitable bequest is a gift to a charity made in the donor's will. Such gifts can take a number of forms, including a lump sum of money, a gift of securities, a gift of real estate or personal property, a named percentage or portion of the donor's estate, a named percentage or portion of the residue (amount left after expenses, taxes, and other bequests have been paid) of the donor's estate or any of these subject to a contingency such as the donor not being survived by spouse and children.

Some donors create a trust in their will (a testamentary trust) which pays income to a spouse or other family member for life or for a term of years, after which the trust remainder is distributed to the charity.

Bequests can be made for various purposes. Some donors prefer to let the charity decide how to use the funds according to the most urgent needs of the time. Others prefer to direct the funds to an endowment or specific programs offered by the charity.

Benefits to the donor

- The donor has the satisfaction of creating a significant legacy that will implement the donor's vision of a better future by helping others the donor cares about.
- The donor retains full control of the gifted property while alive and can change the will at any time as long as he or she has full mental capacity. Only a modest outlay of capital is required for professional fees in planning the estate and preparing the documentation.
- A donation receipt may be issued to the donor's estate for the amount of cash left to the charity or for the fair market value of other property given, resulting in a tax credit on the donor's final income tax return and tax savings to the estate.
- In the year of death, a gift to a charity can reduce the taxes owed by the donor's estate by up to 100% of the donor's net income. Contributions exceeding that limit may be carried back to the preceding year to reduce taxes paid in the preceding year, subject to the same limit.
- While some bequests are complex (depending on the donor's personal situation and wishes) others are remarkably simple and easy to establish with professional assistance. Some gifts are large; others small, but almost everyone can participate in this form of giving.

Benefits to the charity

- Bequests tend to be larger than outright gifts.
- Many bequests have relatively few restrictions.
- Most bequests can be put to use immediately after they are received.
- The charity can expect to receive a future gift, if the will is not changed.
- Bequests are exempt from the 80% disbursement rule.

Who

Adults of any age and of sound mind. Often, people make charitable gifts when revising their wills. Planning opportunities also arise as life's milestones are reached, including the age of 69 when RRSPs must be converted.

How

The donor instructs his or her lawyer regarding the charitable bequest. The lawyer prepares a new will or an amendment to the donor's existing will. To be effective, the new will or amendment must be properly signed and witnessed in accordance with strict legal requirements.

Watch

When making estate plans, donors must understand what they are doing and do it of their own free will. Estates can be subjected to court challenges, including challenges by certain family members who feel they have not been adequately provided for. Undue influence can also be a concern, especially with some elderly donors. Such matters may affect whether the donor's wishes (including charitable ones) can be carried out.

Donors or their advisors should contact the charity for sample bequest wording. This sample wording tends to be general and should be reviewed by the donor's lawyer before it is used.

Sometimes a caring parent will tell their children of the parent's intention to include a favourite charity in the parent's will. After the parent's death, the children discover that their father or mother did not actually do this. (Circumstances change, intentions change or the parent did not or was not able to revise their will or sign a new one.) Gifts to the children are included in the will, and one or more of the children, remembering their parent's expressed wishes, generously donate part of their inheritance to the charity. The children are sometimes surprised to find that the charity must issue a donation receipt to the child (who in this case is the

donor) rather than the parent's estate. When it comes to estate planning, it's important to convert good intentions into action!

Charitable Remainder Trusts

A Charitable Remainder Trust (CRT) is a planned gift where a donor irrevocably makes a gift to a charity or charities through a trust agreement. The donor contributes cash, securities, real estate or other investments like term deposits or certificates of deposit to the trust and receives an immediate donation receipt for the present value of the donated remainder interest. A trustee manages the trust. If the trust assets are income-producing, the trustee will pay the net income to the donor or other named beneficiaries for life or for a term of years.

When the trust terminates (upon the death of beneficiaries or expiry of the term), the trustee gives the remaining trust assets to the charity.

Additional trust tools (Alter Ego Trusts and Joint Partner Trusts) are available to people aged 65 and older. With an Alter Ego trust, only the settlor (person transferring property into the trust) may receive income from the trust while alive. With a Joint Partner Trust, only the settlor and spouse may receive income from the trust.

Benefits to the donor

- The donor receives an immediate donation receipt for the present value of the donated remainder interest. Generally speaking, older donors will receive a larger receipt. See *Planned Giving for Canadians* for sample receipt calculations.
- If first the donor and then a surviving spouse is the income beneficiary, the donor recognizes only the capital gain attributable to the donated remainder interest when appreciated property is contributed to the trust.
- It may be possible to eliminate capital gains tax entirely at the time appreciated assets are contributed to the CRT, by ensuring that the CRT meets the definition of an Alter Ego or Joint Partner Trust.
- If the donor is the income beneficiary, he or she receives regular income from the trust for life or for a term of years.
- Assets held in the trust are not subject to probate fees and are less susceptible to challenge than a charitable bequest.
- If the trustee is someone other than the donor, the donor is freed from management responsibility for the trust assets.
- The trust agreement can be kept private, unlike a will, which may become a public document upon the donor's death.

Benefits to the charity

- While the charity's use of the trust assets is deferred until the trust terminates, it can count on receiving them in the future because the gift is irrevocable.
- After the charity has received the trust assets, the charity will not be taxed on any capital gain if it sells them.

Who

This form of gift tends to be attractive to upper-income donors over the age of 60 and especially donors over 75 who want to help a charity or charities, have extensive holdings, are in a high marginal tax bracket (will benefit from immediate tax relief) and have the ability to donate some of their assets. People who wish to receive a steady income for life (or who wish to provide income for a loved one) and be freed of managing investments find this form of giving especially satisfying and beneficial.

How

The trust is created through a trust agreement signed by the donor and trustee. The trustee may be a trust company, an individual named by the donor, the charity beneficiary if it is authorized and able to serve, or the donor.

Watch

To qualify for a donation receipt, contributions to the trust must be irrevocable. Once contributed, the donor has given up control over the assets and cannot get them back. No encroachment on trust assets/invested capital is permitted.

Use an actuary to ensure accurate, objective, third-party calculation of the donation receipt. This provides professional support if CRA questions the valuation.

Most financial institutions will not establish a trust for amounts under \$100,000 (in some cases, more) and they charge set-up and ongoing fees to manage the trust. This affects the amount of income the donor receives. There may also be discharge fees when the trust is terminated. If the charity serves as trustee, smaller amounts (e.g., \$50,000) may be possible. However, not every charity has the resources to serve as trustee and, in some cases, their internal policies prohibit serving as trustee.

Where a donor contributes appreciated publicly traded (listed) securities to a charitable remainder trust of which the donor (or the donor and a spouse) is the income beneficiary, the donor will be taxed on 50% (not 25%) of the gain attributable to the remainder interest.

While there may be no capital gains tax when appreciated assets are transferred into an Alter Ego or Joint Partner Trust, there will be tax implications at death, for example:

- **Alter Ego Trust.** When the settlor dies, any gains in the trust property will be taxable to the trust at the highest individual marginal tax rates.
- **Joint Partner Trust.** When the settlor's surviving spouse dies, any gains in the trust property will be taxable to the trust at the highest individual marginal tax rates.

See CRA Interpretation Bulletin IT - 226R Gift to a Charity of a Residual Interest in Real Property or an Equitable Interest in a Trust.

Ecologically Sensitive Land

Under Environment Canada's Ecological Gifts Program, a donor may make a gift of ecologically sensitive land (or a legal interest in land) to the Federal or Provincial government, a Canadian municipality or registered charity approved by the Federal Minister of the Environment to receive a gift that has as its primary purpose the conservation and protection of Canada's environmental heritage.

In order to qualify, the property must be certified as ecologically sensitive. Degraded and developed lands may also qualify if the donation is accompanied by a commitment to a restoration plan. The value of the land must also be certified by the Minister.

Benefits to the donor

- The satisfaction of preserving Canadian ecological treasures for present and future generations. A charity that sells or changes the use of such donated land without prior permission of the Minister is subject to a severe tax penalty. The penalty provisions make it extremely unlikely that donated lands will ever be altered in an unacceptable fashion or sold by the charity for quick financial gain.
- Donations of such land (other than gifts to private foundations) qualify for the same tax treatment as gifts of publicly traded securities. Only 25% of any capital gain on the land will be exposed to tax. The charitable donation tax credit resulting from the gift should more than offset the tax on the gain, lowering the donor's taxes on other sources of income.
- Individual donors may claim a tax credit of up to 100% of net income; amounts exceeding that limit may be carried forward for up to five years.
- Where the donor is a private company, the donation will result in only 25% of the capital gain being added to the capital dividend account.
- As the appraised value of the property is certified by the Minister, the donor has added peace of mind in the event of an audit.

Benefits to the charity

- The charity receives an outright, irrevocable gift. Land is preserved now for future generations. This benefit is immeasurable.

Who

A gift of ecologically sensitive land will appeal to generous individuals who care about the environment and wish to reduce taxes now. Such gifts may also appeal to companies with significant tax liabilities. These gifts may not be as appealing to land developers because land held for development (i.e., business inventory) is not eligible for the tax treatment given to capital gains; any gain in land value would be taxed as income.

Watch

All potential donors should seek independent legal and tax advice early in the process when considering such gifts.

Recipients of such gifts must be the Federal or Provincial government, Canadian municipalities or registered charities approved by the Minister of the Environment to receive this type of gift.

The charity must ensure it has the resources and the ability to own and manage the land. Potential donors would be wise to check with the charity beforehand regarding its policies about acceptance of such gifts. Gift recipients will likely wish to obtain approvals and documentation before accepting the gift.

Land held for development by developers may be characterized as business inventory. In such a case, any increase in land value will be viewed by CRA as business income, not capital gains, for tax purposes and would have to be fully included in income should the land be donated. In such circumstances, some would question whether there is any point applying for certification that the land is ecologically sensitive, as the beneficial capital gains tax treatment will not be available. The donor will receive a tax receipt for the gift even though the land has not been certified as ecologically sensitive.

Donors have the right to appeal to Environment Canada and, ultimately, the Tax Court of Canada to redetermine the value of a gift of ecologically sensitive land if they are unsatisfied with the value certified by Environment Canada.

If the property was owned and acquired before Dec. 31, 1971, only gains or losses arising after that date may be used to determine capital gains or losses on the disposition of the property.

The charity would be wise to consider the effect of such a proposed gift on its disbursement quota if the gift is not a bequest or is not made subject to a 10-year donor directive.

As mentioned above, a charity that sells or changes the use of such land without prior permission of the Minister is subject to a severe tax penalty.

Residual Interest

A residual interest gift is an arrangement where a donor irrevocably gives real estate or personal property to a charity while retaining the right to use the property for life or for a term of years.

Benefits to the donor

- The donor retains the right to use the property with the ability to continue using it for life or for a term of years. The gift has no impact on the donor's lifestyle, for the donor continues to enjoy the property, as before. Married donors could retain use for their own lifetime and also for the lifetime of a surviving spouse. Alternatively, use could be retained for a certain period of time.
- When the property's title passes to the charity (with the donor's life or other interest registered on title), the donor receives an immediate donation receipt for the present value of the donated residual interest.
- If the use of the property is retained by the donor only, or by the donor and a spouse, the donor must recognize only the portion of the capital gain allocable to the donated residual interest. There is no taxable capital gain when the donor gives a residual interest in a principal residence.
- The gift removes the donated property from the donor's estate, resulting in lower probate and other estate-related fees in the future. Also, the donor's wishes are less susceptible to challenge by heirs than if the donor had made a bequest.

Benefits to the charity

- The charity receives an irrevocable gift of the property. The charity's use and control of the property is delayed, but is assured in the future.
- When the charity gains control of the property, it may preserve or use the property, or sell it and use the proceeds.
- Whether the charity retains or sells the property, it will not be taxed on any capital gain.

Who

This gift appeals primarily to upper-income donors 60 years of age plus, with the optimum being 75 years of age or older. Usually the donor has extensive holdings and may be planning a bequest to a favourite cause but would like to reduce income tax in the present year without any change in personal living standards.

A donor may wish to donate a residual interest in the donor's principal residence, recreational property or other real estate that the donor wants to see preserved.

How

The property is appraised and the value of the residual interest is determined. Legal documents are signed by the donor and the charity, and filed in the Land Title office. The charity issues a donation receipt for the present value of the donated residual interest. If appreciated property is donated, the amount of the capital gains must also be calculated.

The property vests in the charity, subject to the life interest retained by the donor. Upon the donor's death (if only the donor was given the right to use the property) or expiration of the term of years, the donor's right to use the property ceases. The charity then has complete control of the property.

Watch

Residual interest gifts are irrevocable. The donor cannot regain title to the property. The property has been removed from the donor's estate and will not pass to other beneficiaries.

Valuations can be a sensitive issue. Use an appraiser to value the property. Use an actuary to calculate the donation receipt. Valuations of the property, life interest and residual interest may be reviewed by the Canada Revenue Agency (CRA).

Check with the charity in advance regarding its policies about acceptance of such gifts, including policies regarding who is responsible for upkeep/ repairs, property taxes, insurance, etc. while the life interest is in existence. Charitable disbursement requirements should be considered by the charity; a 10-year donor direction may be of assistance in that regard.

See CRA Interpretation Bulletin IT - 226R Gift to a Charity of a Residual Interest in Real Property or an Equitable Interest in a Trust.

Publicly Traded (Listed) Securities (including Mutual Funds) to Public Charities

Publicly traded securities include stocks, bonds and mutual funds containing stocks listed on approved stock exchanges. They make excellent charitable gifts. They are liquid and are usually easy to value.

Benefits to the donor

- The donor receives the satisfaction of seeing the gift at work now.
- The donor receives an immediate donation receipt for the full fair market value of the donated securities, yet need only report 25% of the capital gain on the disposition of appreciated securities transferred directly to the charity.
- The tax credit available to individuals arising from the donation will more than cancel out the tax on the gain, resulting in tax savings for the donor. (Corporate donors will benefit from a tax deduction.)

- The donor's annual charitable contribution limit is increased by 25% of any taxable capital gain arising as a result of the gift.

Benefits to the charity

- The charity may sell the donated securities, convert them to cash and put the funds to work immediately, or retain them as an investment.
- The charity, being tax-exempt, is not taxed on the capital gain when it sells the securities.
- If the charity holds the securities rather than selling immediately, the charity will benefit from any further price appreciation.

Who

Donors of all ages who hold securities and can afford to donate some to charity. Rather than make a bequest, some elderly donors may wish to simplify their estate, divest some holdings, reduce taxes now or help a good cause now. In other words, they can make their gift earlier, reduce the size of their estate and thereby reduce future probate costs. Employees of publicly traded companies may wish to donate shares through the exercise of employee stock options if the company and the stock market are doing well.

How

The donor instructs his or her broker to transfer (not sell) the securities directly from the donor's account to the charity's investment account. The transfer is carried out electronically. Alternatively, the donor may donate by endorsing the security certificates and delivering them to the charity, or by signing a stock power-of-attorney form and then separately delivering the signed form and the securities to the charity.

For receipting purposes, most charities use the market closing price on the day the securities are transferred to the charity. Each charity has its own policies regarding valuation. It's wise to check with the charity before the transfer is made.

Watch

To take advantage of the 25% tax rate, the donor must transfer the securities directly to the charity. If the donor sells, and then donates the sale proceeds, the donor will be taxed on 50% of any gain.

The 25% rate only applies to gifts of publicly traded securities to public charities.

Donations through employee stock options

Recent budgetary changes have made it possible for employees of publicly traded companies holding stock options in their companies to exercise the option and then donate the shares to charity. In order to be a qualifying donation, the option must have been granted after Feb. 27, 2000; the shares must be donated within 30 days of the exercise of the option; the shares must be in a public company, and certain other conditions set out in the *Income Tax Act* must have been met.

The special stock option treatment will only be available for the first \$100,000 worth of shares acquired through an option in any given year. Any shares acquired above that limit will be a taxable benefit to the employee, upon exercise of the option, equal to the difference between the option exercise price and the share value.

Life Insurance (Ownership Transferred to Charity)

When full ownership of the life insurance policy is irrevocably transferred to the charity and the charity is also made the designated beneficiary of the policy, the donor receives an immediate donation receipt for the cash value of the donated policy. The donor will also receive annual donation receipts for any premiums that he or she pays after the transfer to keep the policy in force.

Benefits to the donor

- The donor making premium payments need only make small current outlays that will be leveraged into a much larger future gift.
- If the transferred policy has been fully paid, the donor makes no further capital outlays yet there will be a large future gift.
- As the charity is the owner and beneficiary of the policy, the insurance proceeds at death will be paid directly to the charity. They are not included in the donor's estate and are not subject to estate probate fees.

Benefits to the charity

- After ownership is transferred, the charity has immediate access to the policy's cash value.
- The charity has received an irrevocable gift.
- If the policy is retained, the charity will receive the death proceeds in the future.

Who

Insurance gifts generally appeal to people aged 30 to 60 who have an older policy that is no longer needed, or who want to make a large gift but have limited resources.

How

The donor's insurer provides papers for the donor to sign, transferring ownership of the policy to the charity and also making the charity the registered beneficiary of the policy.

Watch

In order to qualify for a donation receipt, the donor must transfer ownership irrevocably to the charity. The donor cannot get the policy back if he or she suffers a financial reversal in the future.

Check with the charity beforehand regarding its gift acceptance policies regarding insurance. Does the charity accept gifts of insurance and, if so, what type(s)? For example, many charities may prefer gifts of whole life policies rather than term insurance.

There may be taxation issues when a policy is donated. For example, to the extent that the value of the policy when donated exceeds its adjusted cost base, there will be an income inclusion. In other words, any "gain" in the policy will be taxed as fully taxable income, not as a capital gain. Donors should obtain financial planning/tax advice before finalizing such gifts.

After a period of time, some donors may tire of making yearly premium payments, even though they receive annual tax receipts for the premiums. Fully-paid policies or policies where premium payments are no longer required after a clearly defined and relatively short period of time (for example, five years) are advantageous in this regard. For some donors, a one-time lump sum payment may be possible.

If the donor stops paying premiums before the policy is fully paid, the charity has three options:

- continue paying the premiums with its own funds,
- surrender the policy for its cash value, or
- if there is sufficient cash value, convert the existing policy to a paid-up policy for less than the face amount.

The 10-year rule

Regarding insurance, if a donor directs that the gift be held for at least 10 years, the value of a life insurance policy, and the proceeds from it, are exempt from the basic 80% disbursement requirement. They are not exempt from the 4.5% rule. In order to qualify for the exemption from the basic 80% requirement, and to ensure that future premiums paid by the donor are included in the exemption, the donor, at the time the policy is donated, should sign a document requiring the charity to keep the policy, or property substituted therefore, for at least 10 years after the last premium is paid by the donor.

See *Income Tax Act*, section 149.1; CRA Interpretation Bulletin IT-244R3 *Gifts by Individuals of Life Insurance Policies as Charitable Donations*.

Life Insurance Proceeds (Charity Named as Registered Beneficiary, but not Owner)

Changes announced in the 2000 federal budget have made it easier to use insurance vehicles for charitable giving.

Individuals may name the charity as beneficiary of personal or group life insurance. Upon death, the insurance company will pay the death proceeds directly to the charity. The charity will issue a tax receipt to the donor's estate for the policy proceeds.

Benefits to the donor

- The donor receives the satisfaction of providing for a significant future gift while retaining full ownership (and thus control) of the policy.
- Modest premium payments translate into a much larger future gift; this is leverage at its best.
- Upon death, the insurance proceeds will be paid directly to the charity. This occurs outside the donor's estate. The proceeds are therefore not subject to probate fees.
- Upon receipt of the insurance proceeds, the charity will issue a donation receipt for the proceeds to the donor's estate. The donation receipt may be used by the estate to offset taxes payable by the deceased upon death.
- This method widens the scope and flexibility of estate planning opportunities and makes it easier to use insurance vehicles for charitable giving.

Benefits to the charity

- The charity will receive the insurance proceeds after the donor's death unless the donor changes the beneficiary.
- This leveraged method of giving helps provide easier access to insurance vehicles for charitable giving.

Who

Persons (any age) whose personal needs and family situation may be subject to change.

Watch

The donor does not receive donation receipts while alive.

The charity has no assurance of a future gift, as the donor may change the beneficiary designation.

The transfer of ownership method, described earlier under Gifts of Life Insurance (Ownership Transferred to Charity), remains available to donors who wish to receive an immediate donation receipt (resulting in current use of the charitable donations tax credit) while alive. However, CRA has interpreted the absolute assignment of policy ownership to the charity as constituting a gift at the time the ownership was transferred.

Where that has occurred, certain conditions of the *Income Tax Act* regarding eligibility for the charitable donations tax credit regarding direct designation of the insurance proceeds to charity will not have been met (i.e. the charity must not have been the policy owner nor an assignee of the donor's interest under the policy immediately before the donor's death). In other words, if the donor previously transferred policy ownership to the charity, the charity will not be able to issue a donation receipt when it receives the policy proceeds.

See *Income Tax Act*, section 118.1 (5.1)(5.2).

Retirement Funds (RRSP, RRIF) Upon Death

A donor may give all or part of his or her RRSP or RRIF to charity upon death. This may be accomplished by direct designation outside the donor's estate or through the estate via the will.

Benefits to the donor

- The donor receives the satisfaction of providing for a future gift while protecting present personal security.
- The donor's estate will receive a donation receipt to be applied against tax on the distribution of retirement funds.
- When the gift is made outside the donor's estate, there is one less step involved and the gift is not subject to probate and other estate settlement fees.

Benefits to the charity

- **Gift outside the donor's estate.** The charity receives a gift in the future if the beneficiary designation is not changed.
- **Gift through the donor's estate.** The charity receives a gift in the future if the beneficiary designation and the donor's will are not changed.

Who

These gifts may be given by all individuals owning a RRSP or RRIF. They are especially appealing for single persons without dependents and surviving spouses who have made other provisions for heirs.

For example, it is possible to die prior to converting your RRSP to a RRIF. If the RRSP beneficiary is other than a surviving spouse or certain dependants, the value of the RRSP will be taxed as ordinary income in the year of death. In that case, up to 47.5% of the retirement accumulations could be consumed in taxes, depending on applicable tax rates.

Many single individuals, when they realize the potential shrinkage of their pension accumulations due to taxation, may be inclined to make a charitable gift on death of all or a portion of what is left, to help offset this tax impact.

How

- Outside the donor's estate. The donor designates the charity as beneficiary of the RRSP or RRIF.
- Through the donor's estate. The donor designates his or her estate as beneficiary of the RRSP or RRIF and also provides in the will for a charitable gift equal in value to the RRSP/RRIF proceeds.

See *Income Tax Act*, section 118.1 (5.3) regarding direct designation of RRSPs and RRIFs.

Strip Bonds

A strip bond is a corporate or government bond that pays no current interest to the holder. It is sold at a discount for considerably less than its future redemption value. For example, a bond purchased for \$16,000 today may mature at a value of \$50,000 in 15 years.

Individuals tend to hold strip bonds in their RRSPs, as such holdings outside an RRSP are taxed yearly on interest accrued during each year even though the bond owner hasn't received any actual interest payments.

Charities are tax exempt, and pay no tax on "interest" that accrues over the years, nor when the strip bond is sold.

Benefits to the donor

- The donor receives a donation receipt for the fair market value of the strip bond at the time it is transferred to the charity.
- The donor may be able to provide a future gift many times larger than the current net cost. The donor's modest investment will mature into a large gift to the charity in the future. As with a gift of life insurance, a strip bond gift provides impressive leverage (in other words, a modest outlay results in a large gift).

Benefits to the charity

- The charity can count on a definite amount being available in the future if it holds the bond to maturity.
- The charity can sell the bond any time for its market value at the time.

- The charity is not taxed on bond interest either yearly as it accrues or when it is redeemed.
- Some charities have promoted strip bonds as a way to build future endowments.

Who

This method of giving appeals to middle to upper-income individuals who may have already purchased strip bonds for their own portfolios and also to individuals who are not insurable or who do not like insurance products.

How

These gifts are easy to create. The donor either donates cash to the charity and instructs the charity to buy a strip bond for the same amount, or the donor instructs a broker to buy a strip bond from funds in the donor's account and register the bond in the charity's name.

Watch

To avoid accrued interest taxation, donors should not register the strip in their own name. With smaller bond purchases (for example \$5,000), inquire to ensure brokerage fees don't eat into the ultimate rate of return.

Appendix K: Major Gifts - #1 Constructing a Gift Table

Gift tables are developed using information from the feasibility study, prospect research, organization's database and files on existing donors and previous capital campaigns.

Usually the lead gift will total 10% of the goal and 80% of the money will come from 20% of the donors.

Each successive gift is half the amount of the previous gifts and the number of gifts doubles. Identify three prospects for each gift required since some will say no – not the right time, supporting other causes or have other commitments, etc.

GOAL: \$1 million

# of gifts required	# of prospects	Gift amount	Total	Cumulative Total
1	3	\$100,000	\$100,000	\$100,000
2	6	\$50,000	\$100,000	\$200,000
4	12	\$25,000	\$100,000	\$300,000
8	24	\$12,500	\$100,000	\$400,000
16	48	\$6,250	\$100,000	\$500,000
32	96	\$3,125	\$100,000	\$600,000
64	288	\$1,563	\$100,000	\$700,000
128	384	\$762	\$100,000	\$800,000
256	768	\$381	\$100,000	\$900,000
512	1,536	\$190	\$100,000	\$1,000,000

Building a chart for your needs

The above chart is a guide only – each organization needs to build its own chart.

- Consider information about specific prospects. The gift chart shows that four gifts of \$25,000 are needed: however, one of the campaign volunteers confidentially indicates that his organization will make a gift of \$30,000. Adjust the chart to include gifts in this range.
- Take real needs into account. If there is a need for 15 projects that will each need \$10,000, then include 15 gifts at \$10,000.
- Link gifts to a recognition plan and ensure sufficient opportunities are available for donors in each category

GOAL: \$100,000

# of gifts required	# of prospects	Gift amount	Total	Cumulative Total
1	3	\$20,000	\$20,000	\$20,000
2	6	\$15,000	\$30,000	\$50,000
3	9	\$10,000	\$30,000	\$80,000
4	12	\$5,000	\$20,000	\$100,000

Appendix K: Major Gifts - #2 Major Gifts Worksheet

Identify Prospects: Brainstorm the names of three to five people, corporations or organizations you would like to support your cause.

Within your organization:

1. _____ 3. _____ 5. _____
2. _____ 4. _____

Within your partners:

1. _____ 3. _____ 5. _____
2. _____ 4. _____

Previous donors:

1. _____ 3. _____ 5. _____
2. _____ 4. _____

Generous people within your sphere of influence:

1. _____ 3. _____ 5. _____
2. _____ 4. _____

Generous people outside your sphere of influence:

1. _____ 3. _____ 5. _____
2. _____ 4. _____

Appendix K: Major Gifts - #3 Prospect Information Sheet¹

Research done by (name): _____ Date: _____

Updated by (name): _____ Date: _____

Updated by (name): _____ Date: _____

CONFIDENTIAL

Prospect's name: _____

Home address: _____ City: _____ Prov. ____ PC _____

Tel. Bus. _____ Home _____ Cell: _____

Fax: _____ Email: _____

What is the prospect's relationship to us?

Current donor _____

Past donor _____ Last gift date: _____

Present board member _____ Date: _____

Past board member _____ Date: _____

Served on committee(s) _____ Date: _____

We presented him/her with an award _____ Date: _____

We consulted him/her for advice _____ Date: _____

Participant _____ Date: _____

Other _____

What is the prospect's background?

Business interests: _____

Current job/business/profession: _____

How long at this job? _____

If retired, last job and year retired: _____

Previous known jobs, businesses owned, directorships: _____

Who will contact the prospect?

Who will ask? Name(s): _____

Why selected: _____

Have they given their donations? Yes _____ No _____ (Must make own gifts before call)

Other people we know who have contacts with this prospect (list as many as possible, no matter how remote):

Name: _____ Connection: _____

¹ Adapted from Wyman, Ken, p 16

Appendix K: Major Gifts - #4 *Are you Ready to Make the “Ask”*

Before you solicit a gift, you need to be sure the prospect is ready for an “ask”. Check the box if you can answer “yes” to the following:

- We have a documented trail of visits and encounters that moved the prospect through the cultivation process.
- We have shared our case for support and the prospect showed interest
- We have found a way for the prospect to become involved with our organization or campaign, and he/she has given us a clear signal they he/she wishes to invest.

We know the answers to these key questions:

- Do you like and support our vision and our project?
- Is now an appropriate time to ask for your support?
- Do we have your support to present you with a proposal at the major giving level?
- We have set a date to come present our proposal to you?

If you are ready, what are the next steps? If you are not ready, what must you do to get ready?

Next steps:

Need to do to get ready:

Appendix K: Major Gifts - #5 Soliciting a Major Gift

- Familiarize yourself with the Case for Support.
- Never ask for a gift over the phone.
- Call personally – Do not delegate the request for an appointment.
- Be enthusiastic- You are asking for money for a worthy cause . . . Not begging.

Getting the Face-to-Face Meeting

- Call to set the appointment. When making the call, the only purpose of the call should be the campaign and your desire to meet in person. Don't combine it with other items. Combining the purpose of the call cheapens the campaign and fails to convey the urgency required.
- Do not get into a discussion about the campaign over the phone. Remember, the phone call is to get an appointment, not a gift. NEVER ask for a gift over the phone. Arrange ample time for your visit (usually 20-30 minutes).
- Always work with a partner, usually the Executive Director.
- Ideally, when asking for a gift from an individual, set the appointment in the prospect's home, with the spouse present. If you are looking for a corporate or business gift, the appointment should be with the owner or high-level executive. Talk directly to the decision-maker.
- Avoid restaurant meetings, unless the meal is at the office and includes a tour. "Lunch" meetings usually bog down and lessen the importance of the work you are doing.
- If the prospect is reluctant to meet, be firm but sympathetic. You might say something like:
"I understand how busy you are, but this is very important to me. I guarantee you that after 30 minutes, you will learn some very interesting things about our community. I feel so strongly about it myself, that I am personally visiting with key community leaders myself. If I promise it will not take more than 30 minutes, would you agree to an appointment?"

The Visit

- Make personal visits only.
- Only work in pairs.
- Use the brochure page by page. Use the video if you have one.
- Ask for a specific gift or pledge.
- Establish the follow-up plan and/or timetable.

The Meeting

- Open the meeting with small talk and then give a brief **personal** overview of the case.
- Use the brochure. It is specifically designed to cover all the details. Walk through the entire brochure. Take the time to talk about the project and the benefits it will bring to the community. Do not rush through this portion and then quickly ask for the gift. Let the prospect come to understand and accept the project, and its importance to the community.
- Show the video.
- Tell the prospect about the fund raising success to date. Keep updated as progress is achieved.

Asking for the Gift

Once you have fully explained the objectives of the program and shown the video, your next step will be to request a specific gift.

Using the gift plan card in the back of the brochure, ask for the gift and leadership as follows, "(Name), we would like to ask you to help us in three ways.

First, we would like you to lend your name to the campaign. People respect your judgment. By including your name in our leadership group, our campaign will gain credibility.

Secondly, we would like to ask you to help open five doors to people at your peer level. We know that people will respond to our message IF we can get to see them face to face. That's where we need your help.

And finally, we know we have no way of knowing what you might be capable of giving, but we would like to ask you to consider a leadership gift of \$x,xxx per year (or monthly amount) for each of the next five years, a total gift of \$xx,xxx.

Does this sound like something you can do to help us?

NEVER, EVER apologize for asking for a gift or leadership.

After you ask for the specific gift, then stop talking. Let the prospect respond to your request, then you can respond to the prospect's answer.

The response will be one of four answers.

- a) If yes ... thank the donor and ask him/her to complete a gift intention form.
- b) If no ... politely thank the prospect and leave as quickly as possible.
- c) If he/she requests time to consider the request ... this is a positive answer and means the prospect is seriously considering your request. Graciously grant the time, but set a return appointment before leaving. It is best to set the return appointment for within one week of the initial visit.
- d) If he/she offers a lower amount ... if you believe this may be the most the donor will ever give, accept the gift and complete the gift intention form. Many donors will actually give more if given a little time, and rarely will they lower the gift if given time. You may consider offering the donor some time to think about it. A good response is ...

"I really wasn't prepared for you to make a decision right away. I'd like you to think about your involvement and I'll come back to see you."

(Then set a firm appointment!)

Some Tips . . .

- Arrange for an appointment in a personal setting.
- Never mail the brochure or materials. Always make a personal visit.
- Always make a solicitation with another person.
- When you begin the visit, be a good listener and relax!
- Do not mention money until everything else has been said.
- Arrange for a second appointment during the first meeting, if necessary.
- Control is essential for good fund raising -- you must keep control of the relationship with the prospect. The final answer regarding the prospect's participation must be made to you in a personal manner and not over the phone or by mail.

Appendix L

A Profile of Environmental Nonprofit & Voluntary Organizations in Canada *CEGN Research Brief (October 2004)*



This research brief provides a profile of environmental nonprofit and voluntary organizations in Canada, based on the findings of Statistics Canada's National Survey of Nonprofit and Voluntary Organizations (NSNVO).¹ The NSNVO is groundbreaking new research that provides benchmark data on the number of nonprofit and voluntary organizations in Canada in 2003, their major areas of activity, their financial and human resource characteristics and needs, and their structural capacities. The NSNVO was funded by the federal government's Voluntary Sector Initiative, and was undertaken by a consortium of nine organizations, led by the Canadian Centre for Philanthropy.

The published NSNVO *Highlights* report has taken the invaluable step of providing breakdowns for many variables by sub-sector – including the environment. This means that, for the first time, comprehensive information is available on Canada's nonprofit environment sector.

The Canadian Environmental Grantmakers' Network (CEGN) has selected relevant NSNVO data from the published report in order to prepare this profile of environmental nonprofit and voluntary organizations in Canada. This profile can assist environmental grantmakers and others by helping to increase awareness of the size and characteristics of Canada's environment sector, build a better understanding of the strengths and weaknesses of the sector, and identify issues and needs related to capacity building.

Size of the Environment Sector

- According to the NSNVO, an estimated 4,424 environmental nonprofit and voluntary organizations were active in Canada in 2003.
- This represents 2.7% of the total number of all nonprofit and voluntary organizations (161,227).

Charitable Status

- Less than half (41%) of these environment organizations are registered charities – meaning that 59% do not have charitable status.
- Environment organizations are less likely to have charitable status than nonprofit and voluntary organizations overall. Specifically, the 41% of environment organizations that are registered charities compares to a figure of 56% of all organizations.
- There is great variation among the various sub-sectors in terms of the percent with charitable status. For example, 94% of religious organizations, 79% of health groups and 72% of social service organizations have charitable status. Among arts and culture organizations 54% are charities, as are 27% of sports and recreation groups.

Definition of "Environment" within the NSNVO

The NSNVO classifies the nonprofit and voluntary organizations by primary activity area based on the International Classification of Nonprofit Organizations. Within this classification, the environment category includes "organizations promoting and providing services in environmental conservation, pollution control and prevention, environmental education and health, and animal protection." (A description of the full definition is included as Appendix A.)

It is important to note that the NSNVO includes non-governmental organizations that are nonprofit, self-governing, benefit from voluntary contributions and are formally incorporated or registered under specific provincial, territorial or federal governments. This excludes unincorporated/unregistered grassroots organizations and citizens groups, as well as public sector agencies such as school boards, public libraries and public schools.

Geographic Scope of Services

- In terms of geographic area served, the majority (57%) of environment organizations are local in scope, serving their neighbourhood, city, town, or rural municipality.
- In addition, over a quarter (27%) of environment organizations are regional in scope, serving a region within a province or territory. The remainder of environment organizations serve either one province (10%), more than one province (2%), or are national in scope (3%).
- Typically, nonprofit and voluntary organizations overall also tend to be locally (64%) or regionally (19%) focused. However, compared to all nonprofit and voluntary organizations, environment groups are somewhat less likely to be local in scope and more likely to be regional in scope.

Membership

- A strong majority (87%) of environment groups are membership organizations. This compares to 80% for nonprofit groups overall.
- The membership of environment groups is mostly made up of individual members, although some have organizations as members.
- Despite the majority being membership organizations, about three-quarters (76%) of environment organizations report that non-members are among the primary beneficiaries of their services or products.

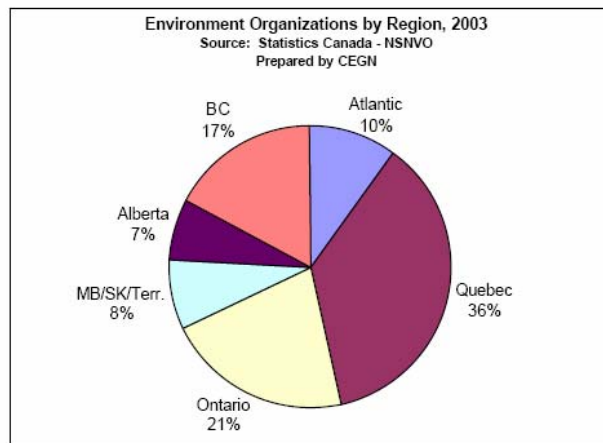
Years in Existence

- In general, environment organizations are younger than nonprofit and voluntary organizations overall. Specifically, almost one-third (30%) of environment organizations have been in operation for less than 10 years. And a further 33% of environment organizations are 10 to 19 years old. Together, this means that the majority (63%) of environment groups are under 20 years old. (This compares to 22% under 10 years and 26% from 10 to 19 years old for all nonprofit organizations.)

Location

- In some respects, the geographic distribution of environment organizations across Canada is similar to the distribution of all nonprofit and voluntary organizations. For example, organizations are concentrated in Quebec and Ontario, with over half (57% of environment groups and 57% of all nonprofit organizations) located in these two provinces combined.
- However, environment organizations are somewhat more likely to be located in Quebec and in British Columbia, and somewhat less likely to be located in Ontario and Alberta, than nonprofit and voluntary organizations overall.

Specifically, over a third (36%) of environment organizations are located in Quebec compared to 29% of nonprofit groups overall. For British Columbia, 17% of environment organizations are located in this province, compared to 13% of nonprofit groups overall. One-fifth (21%) of environment groups are located in Ontario (compared to 28% of all nonprofits); and 7% of environment groups are located in Alberta (compared to 12% for nonprofits overall).

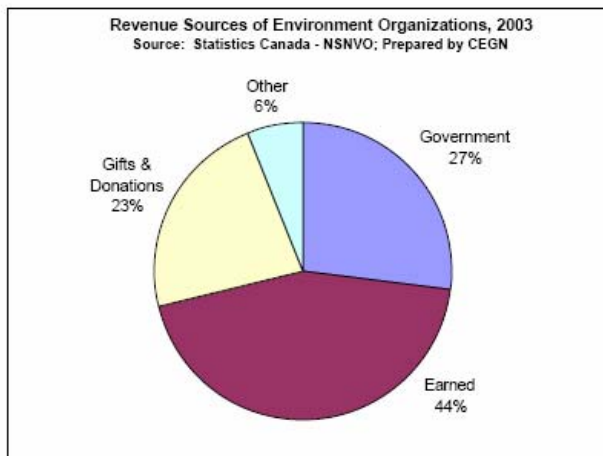


Total Revenues

- Environment organizations reported total annual revenues of about \$1.1 billion in 2003. This represents only 1% of the total revenues reported by all nonprofit and voluntary organizations in Canada (\$112 billion), despite the fact that environment organizations make up 2.7% of the total number of nonprofit and voluntary organizations. (Hospitals and colleges/universities together command 33% of all sector revenues. After removing these two sub-sectors from the mix, total revenues for the remaining organizations are \$75 billion. Of this amount, the total revenues of environment groups still represent only 1.5%.)
- The average revenue of environment organizations was \$256,000 – much lower than the average revenue for all organizations of \$692,000. The environment sector had among the lowest average revenue of the sub-sectors – ranking 12th out of the 15 sub-sectors. However the average revenue in the environment sector was slightly higher than that of arts and culture, and sports and recreation groups.
- Compared with nonprofit organizations overall, environment organizations are somewhat less likely to report that their revenues have increased over the last three years – with 28% of environment groups reporting increased revenues compared to 36% of all organizations – and somewhat more likely to report that revenues have either remained the same (48%), or decreased (24%).

Sources of Revenues

- Earned income from non-governmental sources accounts for the largest share of the revenues of environment organizations at 44% of total revenues. Other sources of revenue include: government (27%); gifts and donations (23%); and other income (6%).
- This breakdown of revenue by source for environmental organizations is quite different from that of all nonprofit and voluntary organizations. Overall, environment organizations are less reliant on government revenues and more reliant on both earned income and on gifts and donations. Specifically, for all nonprofit organizations almost half (49%) of total revenues come from government sources. Other sources of revenue for nonprofits overall include: earned income (35%); gifts and donations (13%); and other income (3%).



Government Revenues

- There are also significant differences in the importance of the various levels of government to the revenues of environment organizations compared with nonprofits overall. For environment groups, each level of government accounts for 9% of total revenues. In comparison, for all nonprofit organizations, provincial governments account for fully 38% of total revenues, with federal government at 6% and municipal at 2%.
- Municipal governments are therefore a relatively important source of government revenue for environment organizations. However, these municipal government revenues are much more likely to be in the form of payments for goods and services than in the form of grants or contributions.

Earned Revenues

- Fees for goods and services are the largest component of the earned revenues of environment groups, accounting for 35% of their total revenues. (In comparison, fees for goods and services account for 20% of the total revenues of nonprofit groups overall.)
- Other sources of earned revenues for environment organizations are: membership fees (7% of total revenues); charitable gaming (1%); and investment income (1%).

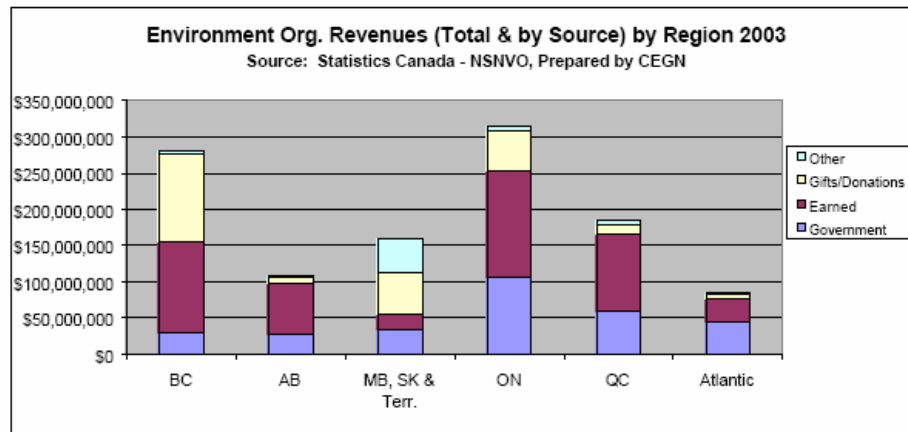
Gifts and Donations

- Individual donations are the largest component of the gifts and donations received by environment organizations, accounting for 15% of their total revenues. (In comparison, individual donations account for 8% of the total revenues of nonprofit groups overall.)
- Other types of gifts and donations comprise the following share of the total revenues of environment groups: disbursements from other nonprofit organizations (4%); fundraising organizations and family/community foundations (2%); and corporate sponsorships, donations or grants (2%).

	Env. Orgs. % of all sources	All Orgs. % of all sources
Revenues from government: <i>(Includes grants/contributions & payments for good/services)</i>		
Federal	9%	8%
Provincial	9%	38%
Municipal	9%	2%
Other government	0%	0%
Total revenues from government	27%	49%
Earned income from non-governmental sources:		
Charitable gaming	1%	1%
Membership fees	7%	11%
Fees for goods & services	35%	20%
Investment income (including interest)	1%	4%
Total earned income from non-govt. sources	44%	35%
Gifts & donations:		
Individual donations	15%	8%
Fundraising orgs & family/community fdns.	2%	1%
Disbursements from other nonprofit orgs.	4%	2%
Corporate sponsorships, donations or grants	2%	3%
Total gifts & donations	23%	13%
Total other income	6%	3%
Total Revenues	100%	100%

Regional Variations in Revenues

- Not surprisingly, total revenues vary by region, to some extent reflecting the distribution of environment organizations across Canada. Ontario accounts for the largest share (28%) of total revenues, while only accounting for 21% of environment organizations – likely a result of the number of larger national groups located in the province. Three other regions have a larger share of total revenues than their number of organizations: British Columbia (25% of total revenues); Manitoba/Saskatchewan/Territories (14%); and Alberta (10%). Quebec (16%) and to a lesser extent the Atlantic region (7%) account for a smaller share of total revenues than of organizations.



- Sources of revenues of environment organizations also vary by region. For example, the environment sector in the Atlantic region relies more on government revenues (54% of total revenues) and less on earned (37%) and gifts/donations (7%) than environment organizations overall. In Quebec, earned revenues (58%), and government (32%) account for a greater than average share of revenues, and gifts/donations (7%) for a much smaller share. Ontario is similar to the breakdown of revenue sources for Canadian environment groups overall: government (34%); earned (47%); and gifts/donations (18%). Environment groups in Manitoba/Saskatchewan/Territories rely more on gifts/donations (36%) and other sources of revenues (29%), and less on earned revenues (13%) and government (21%). In Alberta, environment groups rely more on earned revenues (65%), and less on gifts/donations (8%) and government (24%). In BC, gifts/donations (44%) account for a greater share of revenues, and government (11%) for a smaller share – and earned revenues account for 45% of total revenues in the province.

Human Resources

- Most (69%) environmental organizations had no paid staff, compared with 54% of nonprofit and voluntary organizations overall.
- Of the remaining 31% of environment organizations with paid staff, half of these organizations had one to four staff persons.
- Environment organizations employed a total of 14,848 paid staff, of which the majority (77%) were full-time. However, half of all paid staff (49%) were employed on a temporary, rather than permanent, basis.
- Compared with other sub-sectors, the environment organizations employed among the fewest number of paid staff by far – ranking fourteenth out of the fifteen sub-sector categories. Only international organizations had fewer paid staff.
- The 14,848 paid staff of environment organizations represent only 0.7% of the approximately 2 million paid staff employed by nonprofit organizations overall.
- Not surprisingly given their low levels of paid staff, environment organizations rely heavily on volunteers to operate their organizations, reporting a total of over ¾ million (734,429) volunteers. This represents 3.8 percent of the total volunteers reported by all nonprofit and voluntary organizations (19.2 million).

Organizational Capacity Issues

- NSNVO survey respondents were asked to indicate the extent to which their organizations were experiencing problems in several areas related to organizational capacity.

For environment organizations, the ten most frequently reported problems included:

- Difficulty planning for the future (identified as a problem by 65% of environment organizations);
- Difficulty obtaining funding from other organizations such as government, foundations or corporations (60%);
- Difficulty obtaining board members (59%);
- Difficulty participating in the development of public policy (56%);
- Difficulty obtaining funding from individual donors (53%);
- Difficulty recruiting the type of volunteers the organization needs (52%);
- Difficulty earning revenues (50%);
- Lack of internal capacity (administrative systems and technology) (49%);
- Difficulty retaining volunteers (48%); and
- Difficulty adapting to change (47%).

- Compared to nonprofit organizations overall, environment groups were more likely to report problems with participating in the development of public policy, obtaining funding from other organizations such as governments, foundations or corporations, lack of internal capacity, earning revenues, and planning for the future.

- Focusing on those environment organizations that receive external funding from governments, foundations or corporations, a majority of these environment organizations report that they experience problems across a range of specific areas including: reductions in government funding (identified as a problem by 75% of environment groups); unwillingness of funders to fund core operations (71%); over-reliance on project funding (64%); and the need to modify program (57%). Another external funding issue – the reporting requirements of funders – was identified as a problem by almost half (49%) of environment organizations.
- When asked to consider the severity of their external funding problems, two issues stood out for environment organizations as serious problems – reductions in government funding (identified by 41% of groups as a “serious” problem), and the unwillingness of funders to fund core operations (40%).
- Environment organizations were more likely to report problems with all external funding issues than were nonprofit organizations overall, particularly for three of the issues – reductions in government funding, the unwillingness of funders to fund core operations, and the need to modify programs.

Appendix A. Additional Information of the Definition of “Environment” within the NSNVO

The NSNVO classifies the nonprofit and voluntary organizations by primary activity area including: arts and culture; sports and recreation; education and research; universities and colleges; health; hospitals; social services; environment; development and housing; law, advocacy and politics; grant-making, fundraising and voluntarism promotion; international; religion; business and professional associations and unions; and other. This classification is based on the International Classification of Nonprofit Organizations.

Within this classification, the “environment” category (Group 8), is defined as follows:

- **Pollution abatement and control.** Promoting clean air, clean water, reduction and prevention of noise pollution, radiation control, treatment of hazardous wastes and toxic substances, solid waste management and recycling programs.
- **Natural resources conservation and protection.** Conservation and preservation of natural resources, including land, water, energy and plant resources for the general use and enjoyment of the public.
- **Environmental beautification and open spaces.** Botanical gardens, arboreta, horticultural programs and landscape services. Organizations promoting anti-litter campaigns; programs to preserve parks, green spaces and open spaces in urban or rural areas; and city and highway beautification programs.
- **Animal protection and welfare.** Animal protection and welfare services. Includes animal shelters and humane societies.
- **Wildlife preservation and protection.** Wildlife preservation and protection. Includes sanctuaries and refuges.
- **Veterinary services.** Animal hospitals and services providing care to farm and household animals and pets.

Note: Percentages may not add to 100 due to rounding.

¹ **Source:** *Cornerstones of Community: Highlights of the National Survey of Nonprofit and Voluntary Organizations* (Statistics Canada, 2004)

Note: Statistics Canada information is used with the permission of Statistics Canada. Users are forbidden to copy the data and disseminate them, in an original or modified form, for commercial purposes, without the expressed permission of Statistics Canada.

The full NSNVO report, *Cornerstones of Community: Highlights of the National Survey of Nonprofit and Voluntary Organizations*, is available at www.nonprofitscan.ca

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Appendix M: Privacy and Security Policies

Rideau Waterway Land Trust Foundation Privacy and Security Policies

It is the policy of the Rideau Waterway Land Trust (RWLT) that RWLT volunteers, employees and contract workers shall abide by the following privacy and security statements and that these shall be communicated within and beyond the RWLT.

The Rideau Waterway Land Trust Foundation understands the sensitivity with which your personal information should be handled. We are committed to safeguard your privacy in order to earn and maintain your trust. We will use our best efforts to ensure that the information you submit to us is used only for the purposes set forth herein or as otherwise communicated to you at the time you provide us with personal information.

Donations and purchases made to the Rideau Waterway Land Trust (RWLT) are processed by database software. This information is collected to the RWLT database, and utilized for future communications with our members and supporters. We do not share, sell or trade member or donor information with other groups or organizations. If at any time you prefer not to receive these communications please advise by sending an e-mail message to info@rwlt.org, attention Privacy Officer, and we will be happy to mark your name accordingly. Please provide us with your exact name and address.

The RWLT limits access to personal information about you to employees, contract workers and key volunteers who reasonably need to come in contact with that information to provide services to you or in order to perform their duties. These employees, contract workers and key volunteers are required to sign a confidentiality agreement as part of their employment/volunteer contract.

Upon request RWLT provides members and supporters with access to all information that we maintain about them, including: proprietary information; financial information (e.g. credit card account information); unique identifier information (eg. Membership number); transaction information (e.g., dates on which donors made donations, including amounts and types); volunteer activities, property and easement information (in the case of property and easement donors) and contact information (e.g., name, address, phone number and email address). Members and donors can access this information by sending an e-mail to info@rwlt.org or calling 613-284-2010

Use and Disclosure

When personal information is collected from you, it may be used for one or more of the following purposes:

- Processing your membership or donation to the RWLT, including issuing of receipt.
- Contacting you to renew your membership, support a RWLT appeal, or get involved in a local event.
- Contact you to upgrade your giving level.
- Providing you with RWLT information updates by mail or e-mail.
- Contacting you for feedback and surveying your needs in connection with the services and programs we offer.
- Publishing names of donors in RWLT publications (name and donor level).

Canada Revenue Agency Requirements Relating to Donations

In order to satisfy the requirements of the Canada Revenue Agency, we maintain records of all contributions to the Rideau Waterway Land Trust Foundation. Personal information is private and

confidential. Additionally, all information is stored in a secure location accessible only by authorized staff. Disposal of information is conducted in a secure manner.

Website Policy

The Rideau Waterway Land Trust makes no effort to identify visitors to its website. In addition no identifying data is disclosed to any third party for any purpose. The data that is collected is used only for server administration and web content research. This statement applies to all interactions with the RWLT servers.

This does not apply to e-mail sent to RWLT contacts, staff or lists. E-mail interactions are guided by general net-etiquette conventions. E-mail interactions are authenticated. Consequently we have the capability to identify respondents. All reasonable efforts will be made not to disclose your e-mail address to any third party for any purpose. By registering your email address, you are added to our RWLT mailing list and your identity is relayed to the RWLT e-mail list convenor but only for the purpose of disseminating information regarding the services and programs of the RWLT.

There are links on the rwlt.org website that take you to other websites outside of our service. Any links provided to third party websites outside of rwlt.org are provided solely for your convenience. RWLT is not responsible for any content of any linked website or any changes or updates to such websites. The inclusion of the link does not mean that the RWLT endorses that website.

Please be aware that the RWLT is not responsible for the privacy practices of other websites that we link to. We encourage you to read the privacy statements of each and every website that requests personal information from you.

Updating of our Privacy Policy

We will periodically review the appropriateness of this privacy policy and may make, at our discretion, such changes as are necessary. If we decide to change this privacy policy, we will post the changes on our website, and circulate at RWLT's discretion, so that you will know what information we gather, how we might use that information, and whether we will disclose it to anyone.

Contact information

Questions, concerns or suggestions relating to the Rideau Waterway Land Trust Foundation's privacy policy on the treatment of personal information should be e-mailed

to admin@rwlt.org, attention: Privacy Officer or call 613-284-2010

Further information on privacy and your rights in regard to your personal information may be found on the website of the Privacy Commissioner of Canada at www.privcom.gc.ca

Last updated Feb 1, 2004

Appendix N: Special Events - #1 Special Event-Ability Quiz

From Guide to Special Events Fundraising by Ken Wyman²

How well does your special event plan stack up? Try this simple self-scoring quiz. While it's not a scientific system, it is a fun way to estimate how successful your event might be.

The Organization's Experience Points

10 points for each fundraising special event your group has run in the past five years. _____

An additional 10 points for each time your group has run the same event you are considering. _____

Deduct 9 points for each of the previous events above, if there are no detailed records _____

Evaluating the even and showing how to do it better. _____

Deduct 10 points if none of the current staff who will be involved with the event were on staff (or volunteering) during the previous events. _____

Add 15 points if a staff person has had major involvement in running an event very similar to this for another organization. _____

Volunteer Team

2 points for each volunteer who will take an active part in running the special event. _____

5 points for every volunteer who has experience as a leader in previous special events, for your group or any other non-profit. _____

1 point for every 10 hours of volunteer time you can realistically count on in running the event. _____

2 points for every volunteer who will personally sell 10 tickets or more. _____

100 points if you create job descriptions for each lead volunteer that specify what is required in terms of the number of hours of work, length of commitment and the qualifications, and also specify the support/training you'll offer, and the benefits of the job. _____

25 points for each new volunteer you recruit specifically because she or he has the ability to do the job, not because you were desperate-for-*any*-warm-body-to-help. _____

Add 2 points for each volunteer recruited specifically to help on the event who you expect will still be active with your organization afterwards. _____

Deduct 5 points for each current volunteer who will not do any further work with your organization without resting six months or more after the event. _____

250 points if you have a system to ensure that all the people involved are doing their jobs on schedule, before a crisis hits. _____

100 points if you have a plan to reward and recognized the volunteers. _____

² Wyman, Ken, Guide to Special Events Fundraising, Voluntary Action Program of Canadian Heritage, Ottawa, ON 2nd Edition 1990, pg. 141-147

Invited Guests and Supporters

In the following, count only those to be contacted in person, on the phone or by mail, not by ads or posters.

1 point for every person you'll invited who attended your group's last special fundraising event, provided the event was considered a social success. _____

1 point for every 25 people you'll invite you haven't attended a previous event, but have given your group money. _____

1 point for every 50 people you'll invite who participate in or spectators at non-fundraising public events your group holds, such as sports events, art shows, seminars, health clinics, etc., or use your facilities, or are clients/patients/service-receivers. _____

1 point for every 75 people you'll invite you haven't had direct contact with your group. _____

50 points if the people you'll invite, or their families, are personally affected by the issues your group deals with. _____

Public Profile

1 point for every time your organization was mentioned positively in your community's media in the last year. _____

½ point for every time the issues are you addressing were mentioned, but the cause was not. _____

2 points for every time the media will mention your organization in a positive was as a result of this event. You may not give yourself any points for this unless you have a realistic media plan to make this happen. _____

10 points if your group is a registered charity. _____

Costs and Income

1 point for every \$100 of income you realistically expect. _____

Deduct 1 point for every \$100 the event will cost to run. _____

Add 1 point for every \$50 of in-kind donations of goods and services (not counting volunteers) you will receive to offset the costs of the event. _____

Deduct 50 points if the group has to borrow the front money needed for running the event, or Won't have enough money for the programs and projects if the event loses money. _____

Add 100 points if the plan includes income for an auction or a fundraising collection using cheque blanks so donors can decide for themselves how much to give. _____

Add 100 points if you raise more than \$50 per volunteer-hour worked. _____

Type of Event

Deduct 50 points for every time another group has run a similar event in your community in the last year. _____

Deduct 100 points if this is a brand new event idea and you have never heard of anyone running one like it before. _____

Add 25 points if the people attending the event will understand your organization's cause better afterwards. _____

Add 2 points for each name and address you expect to add to your mailing list as a result of this event. Points awarded only if you will send them a fundraising appeal within six months at most – preferably sooner. _____

Add 2 points for each potential new volunteer recruited at the event. _____

Add 50 points if the event could be repeated at least once a year for the next few years. _____

Add 50 points if a celebrity is part of the attraction at the event. _____

Add 50 points if you have given the invited guests an "invisible command" to attend, by honouring (or roasting) someone who is important to their financial or personal future, such as a local business leader or politician. The guest of honour must agree to attend. _____

Add 50 points if what happens at the event is directly related to the work your organization does. _____

Add 50 points if the event enhances your organization's image. _____

Deduct 100 points if the event could possibly damage your organization's image. _____

Add 75 points if more than 50% of the people who attend will want to attend another event your organization runs. _____

Add 10 points each time you use one of the nine ways a printed program can increase your effectiveness: _____

- Thanking donors and volunteers _____
- Educational material included _____
- Donation request included, with reply envelope _____
- Printing donated _____
- Asking for new volunteers _____
- Offering to contact people who want more information _____
- Asking for anonymous comments to evaluate the event _____
- Selling the program _____
- Selling ads in the program _____

Planning

10 points for every month of advance planning time you have allowed, maximum 18 months unless you are planning to raise \$100,000 net income from a single event. _____

100 points if you have a schedule that shows how much time each task will take, and deadlines for each. _____

An additional 100 points if it is possible to get all the tasks done before the event, despite inevitable delays, without working midnight shifts. No points allowed if anyone involved shouts, cries, gets an ulcer or burns out. _____

Deduct 100 points if the lead staff person is expected to do most of the work in setting _____

- up the event – either because the volunteers are ‘too busy’ or because the staff person can’t delegate. _____
- Deduct 100 points if you are planning an outdoor event and do not have a contingency plan for inclement weather. _____
- Deduct 50 points if you don’t have volunteer follow-up crews included in your plan to clean up, send thank you letters, or handle donations and other details. _____
- Add 100 points if you have a co-sponsoring organization or company that will reduce your workload, contribute financially or increase your chances of success. _____
- Add 15 points if someone in your group has checked federal, provincial and municipal Regulations that might affect the event, and made all necessary arrangements. _____
- Add 25 points if you have checked to make sure there are no competing events planned during your event that could keep away your audience, such as other fundraising events, elections, Stanley Club games, Royal Visits, etc. _____
- Add 25 points for each time you contacted other groups that have run events like this and they gave you information on how to do it right. Don’t spend too much time researching – maximum 150 points. _____
- Add 100 points if you have consulted professional fundraisers on how best to run the event, or reviewed materials on events (in addition to this book) at one of the Canadian Centre for Philanthropy’s (now Imagine Canada’s) libraries or a public library. _____
- Add 200 points if you will create a workable how-to manual, so this event is easier to run next time. _____
- YOUR TOTAL*** _____

How to Rate Yourself:

If your score is . . .

Less than 0	Cancel the event immediately before you lose a fortune. Go back to the drawing board and correct your problems.
0 – 249	See ‘ Less than zero”, but don’t be as hard on yourself.
250 – 999	You might be able to succeed if you make some changes, and are really lucky.
1,000 – 1,999	Your prospects look reasonable, but you’d better look after some of your shortcomings right away.
2,000 – 2,999	Looks pretty promising, but there’s still room for improvement.
3,000 – 3,999	Well planned – looks like it should be a winner. But don’t take any chances – review all the details.
4,000 or more	Either you’ve got a great plan, or you’re kidding yourself. Re-evaluate some of your answers to make sure they are realistic.

Appendix N: Special Events - #2 Evaluating a Special Event

Event

Was it a good choice? Yes ____ No ____

Did the people enjoy themselves? Yes ____ No ____

Did it attract the audience you targeted? Yes ____ No ____ If not, why not? _____

Did you attract new attendees? Yes ____ No ____

Did you achieve your financial goal? Yes ____ No ____

Did you receive enough publicity? Yes ____ No ____

What could be changed to improve the event? _____

Was the event held at the best time of year? Yes ____ No ____

Did it conflict with another big event? Yes ____ No ____

Was it held at an appropriate time of day? Yes ____ No ____

Did you have enough time to organize and promote the event? Yes ____ No ____

What changes would you make if you were to run this event again?

Budget

Did you stay within your guidelines? Yes ____ No ____

Did you secure sponsors to help cover costs? Yes ____ No ____

Was the amount you spent consistent with your organization's image and goals? Yes ____ No ____

Did you have enough money? Yes ____ No ____ Adequate cash flow? Yes ____ No ____

Were all expenses and income recorded? Yes ____ No ____

Was all the money due the organization collected? Yes ____ No ____

Were all the bills paid on time? Yes ____ No ____

Were contracts negotiated to maximize profit? Yes ____ No ____

Were items missing from the budget? Yes ____ No ____

Were there any financial surprises? Yes ____ No ____

How would you increase revenue and/or reduce expenses if you were to run this event again?

Event Management

Was your group able to hand all aspects of the event? Yes ____ No ____

Emergencies? Yes ____ No ____ Personalities? Yes ____ No ____

Contract negotiations? Yes ____ No ____ Delegation of authority? Yes ____ No ____

Was someone readily available when problems arose? Yes ____ No ____

Were assignments clear and followed up? Yes ____ No ____

Was additional clerical or bookkeeping help needed? Yes ____ No ____

What changes would you make if you were to run this event again?

Committees

Did committees complete their assignments? Yes ____ No ____

Were tasks done in a timely manner and within budget? Yes ____ No ____

Did committees ask for guidance when needed? Yes ____ No ____

Have any new leaders emerged from the committees? Yes ____ No ____

Location

Was the selected site the best one for the event? Yes ____ No ____

Did it accommodate the number of people you expected? Yes ____ No ____

Was the available equipment adequate? Yes ____ No ____

Was the weather a consideration? Yes ____ No ____

Was the location accessible to individuals with special needs? Yes ____ No ____

Entertainment

Did the entertainment enhance the event? Yes ____ No ____

Was it appropriate to the theme? Yes ____ No ____

Was it within budget? Yes ____ No ____

Were sound and light systems adequate and functioning properly? Yes ____ No ____

Were contracts properly negotiated? Yes ____ No ____

Food

Were there any complaints about the meal or the service? Yes ____ No ____

Was the presentation good? Yes ____ No ____

Were you able to accommodate those with special dietary restrictions? Yes ____ No ____

Were there enough beverages? Yes ____ No ____

Publicity

Did publicity get to the right sources? Yes ____ No ____

Were mailings sent out in a timely manner? Yes ____ No ____

Was there good follow-up? Yes ____ No ____

Were invitations, flyers and posters consistent in message and design? Yes ____ No ____

Were the mailing lists current? Yes ____ No ____

Registration

Did it go smoothly? Yes ____ No ____

Was the registration table easy to find? Yes ____ No ____

Were there enough volunteers or staff to prevent long lines? Yes ____ No ____

Were volunteers appropriately dressed and courteous? Yes ____ No ____

Was the registration site properly equipped? Yes ____ No ____

Appendix O: Sponsorships

Checklist for Designing Sponsorships With Confidence

Objectives

- I know how to help sponsors connect with community through our event.
- I focus on desired outcomes and event audience needs and benefits.
- I ask key influencers to help me reach the right business contacts.
- I have done extensive research to determine preferences of sponsors.
- I have a personal contact plan in place for getting to know a prospect.
- I will focus first on friend raising and then embark on fund raising.
- I have allowed ample time for establishing a strong strategic "fit" with a sponsor.
- I understand my prospect's business goals and primary audiences.
- All sponsorship partners are clear about objectives, roles and expectations.
- The contract has been signed with plenty of time to deliver on all promises made.

Implementation

- We have developed a customer-centric sponsorship policy with our sponsor's input.
- We have developed an integrated project map process to fulfill all obligations.
- My sponsor has agreed to serve on our event organizing committee.
- We have organized advisory councils (volunteers, sponsor employees, community)
- We have secured media sponsors to help raise profile and promotion.
- Sponsor logo recognition was approved and applied to our sponsors' satisfaction.
- We follow a clearly defined risk management policy, with back-ups to everything.
- We proactively look for ways to leverage sponsor's name and association.
- We stress professionalism, and give sponsors regular updates against plan.
- We facilitate personal introductions of sponsors to others involved.

Measurement

- We measured what matters most to sponsors and their key stakeholders.
- We explained to our event audience what our sponsor's role meant to their enjoyment.
- We often asked sponsors if they were pleased with value received so far.
- We thanked the sponsor publicly and one-to-one for making a difference for our event.
- We produced a summary of benefits (media, audience, logo recognition, value-added)
- We optimized promotional investment and publicity effort, keeping within budget.
- We appreciated the value of our sponsor's total contribution (money, time and more).
- We shared feedback from audience, volunteers, employees and customers.
- We celebrated success and recognized important personal and team contributions.
- Our sponsor is delighted with results generated and will return next year.

Source: Pat Kahnert, Managing Partner, PBK and Associates Inc., (905) 337-7933, or pbk@cogeco.ca.