



## Best Practices in Prospect Research & Development

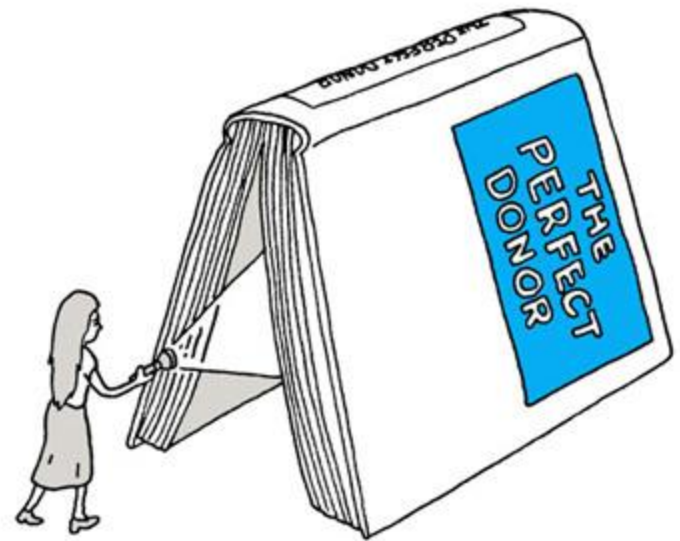
AFP Toronto Fundraising Day  
May 30, 2019

Tracey Church, MLIS  
Principal, Researcher & Consultant  
Tracey Church & Associates



# Agenda

- **Who is in the room?**
- **Intro to Prospect Research & Development**
- **Best Practices including:**
  - Considerations
  - Staging
  - Linkages
  - Resources
  - Capacity & Affinity
  - The database



# Who is in the room?

- Please go to [www.menti.com](http://www.menti.com)
- Enter code: 97 54 72
- How long have you been in fundraising?
- Does your fundraising shop currently do prospect research?
- Do you currently put ALL of your prospects' information into the database?
- How do you currently estimate capacity?
- Agree or disagree?
  - Our organization does well in estimating capacity.
  - Our organizations does well getting linkages from our board
  - We stage our research with cultivation stages

# What is prospect research & development?

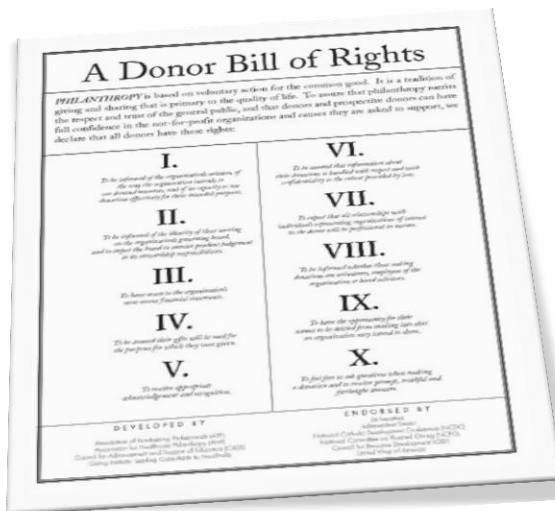
- Traditionally, prospect researchers were hired by charities to find and/or research *major giving donors*.
  - Foundations
  - Corporations
  - Individuals
- **Now**, prospect development officers work strategically with fundraising teams to provide the best information to target the *right prospects*, for the *right ask amount*, for the *right program*, at *the right time*.

# Apra & Apra Canada

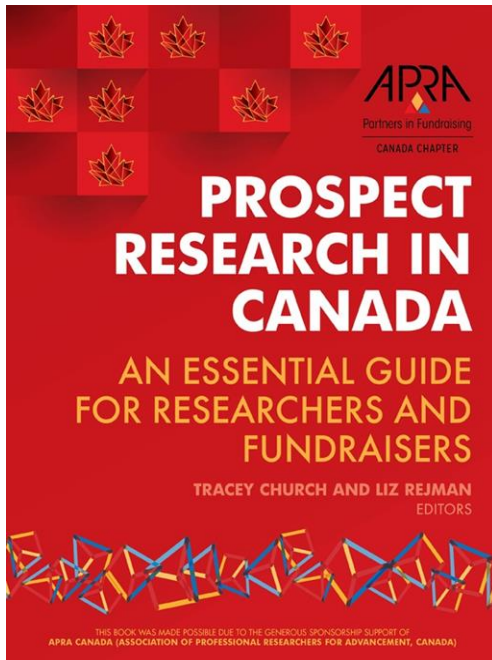
- **Apra (Association of Professional Researchers for Advancement)**
  - Ongoing education: conferences, webinars, regional meetings
  - Mentors, publications, websites, networking
- **Apra [www.aprahome.org](http://www.aprahome.org) (US \$240/year)**
- **Apra-Canada [www.apracanada.ca](http://www.apracanada.ca) (\$45/year)**

# Ethics and Standards Documents

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



# Apra-Canada Resource

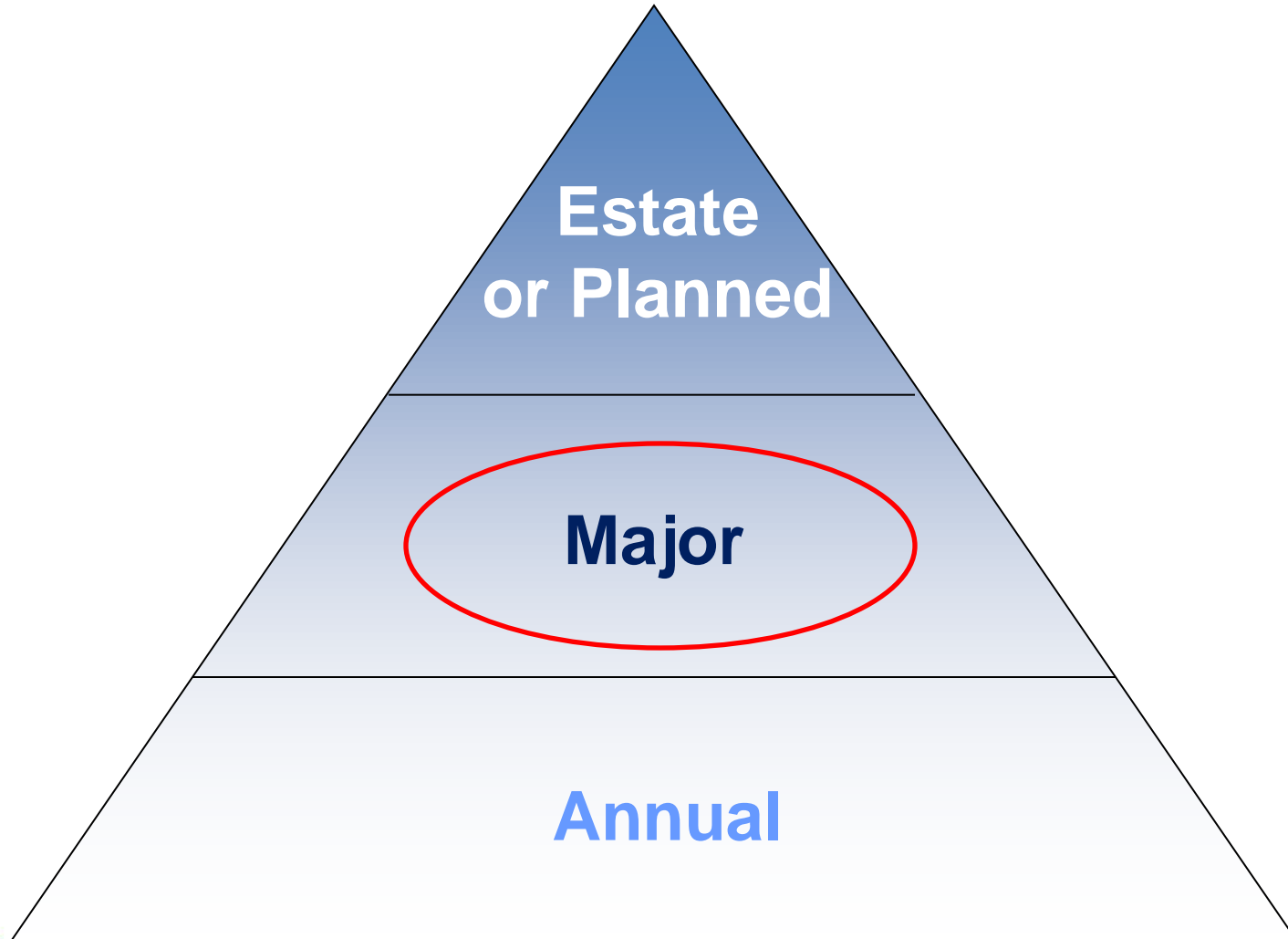


Available today at: <http://hilborn-civilsectorpress.com/products/prospect-research-in-canada>

APRA-Canada members' discount price: \$65

Non APRA-Canada price: \$85

# Traditional Donor Pyramid






# Now – Think Integrated Giving!



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

# Consideration of Life Stages

Living Stages	Survive Highly personal sharing Known recipients Informal, direct, immediate responses	Help Personal giving and involvement Ethnic-specific Responsive, compassionate	Invest Ethnic-specific Pan-ethnic and mainstream Formal, proactive, long term, planned
	Increasing cultural, social and financial stability →		
Giving Stages			
	<b>Motivation</b> Sharing among social and economic peers	Giving to less fortunate Desire to give back Identifying with need Supporting projects	Empowering vision Building the ideal community Producing programs
	<b>Vehicles</b> Family Voluntary associations Faith-based organizations Mutual aid societies	Family and voluntary associations Ethnic organizations Community causes Faith-based organizations Nonprofit organizations	Ethnic and pan-ethnic organizations Noncommunity causes Mainstream organizations Private and community foundations
Causes	Family or friends in need Children and elderly Remittances	Family and friends Education Cultural heritage Civil rights or social justice Health Remittances	Colleges and universities Cultural institutions Civil rights or economic development Hospitals and medical research

Diana S. Newman, "Opening Doors: Pathways to Diverse Donors", 2002

# Consideration of Generational Impact

## GIVING ACROSS THE GENERATIONS



### Generation Y

- Born 1981 – 1995  
(age 18-32 as of 2013)
- Represent 15% of total giving
- 3.4 million donors in Canada
- 62% give
- \$639 average annual gift
- 4 charities supported



### Boomers

- Born 1946 – 1964  
(age 49-67 as of 2013)
- Represent 32% of total giving
- 5 million donors in Canada
- 78% give
- \$942 average annual gift
- 4.9 charities supported



### Generation X

- Born 1965 – 1980  
(age 33-48 as of 2013)
- Represent 27% of total giving
- 4.8 million donors in Canada
- 79% give
- \$831 average annual gift
- 4.5 charities supported



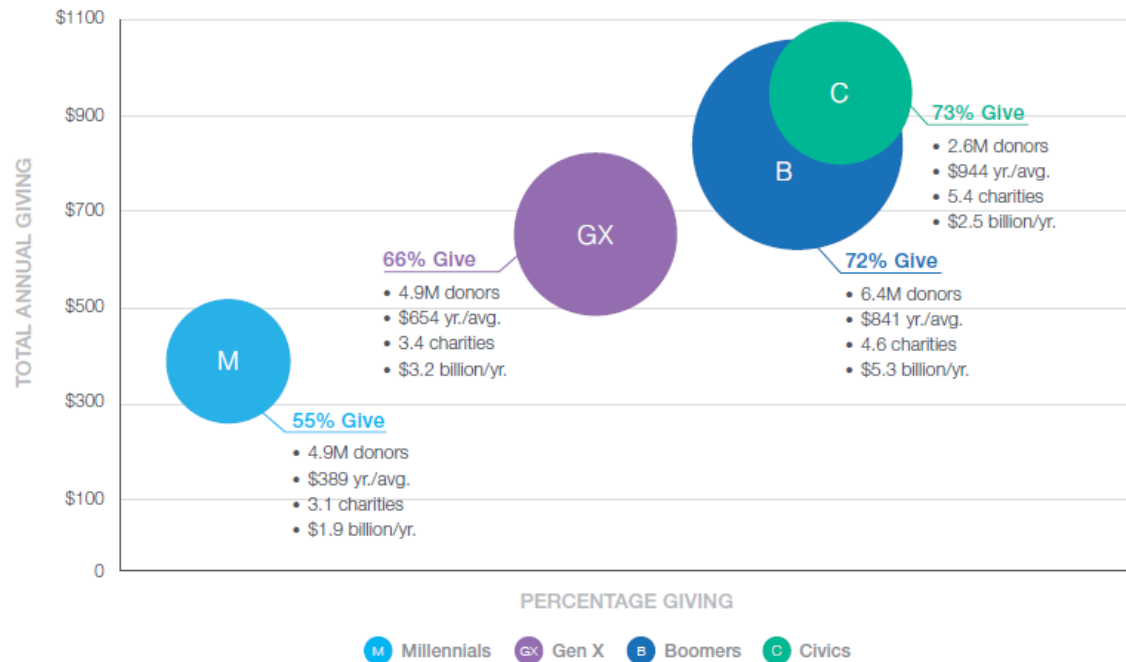
### Civics

- Born 1945 and earlier  
(age 68+ as of 2013)
- Represent 25% of total giving
- 2.4 million donors in Canada
- 87% give
- \$1,507 average annual gift
- 7 charities supported

*Generational groups, total Canadian population, and giving data (on average)*

# Generational Giving 2018

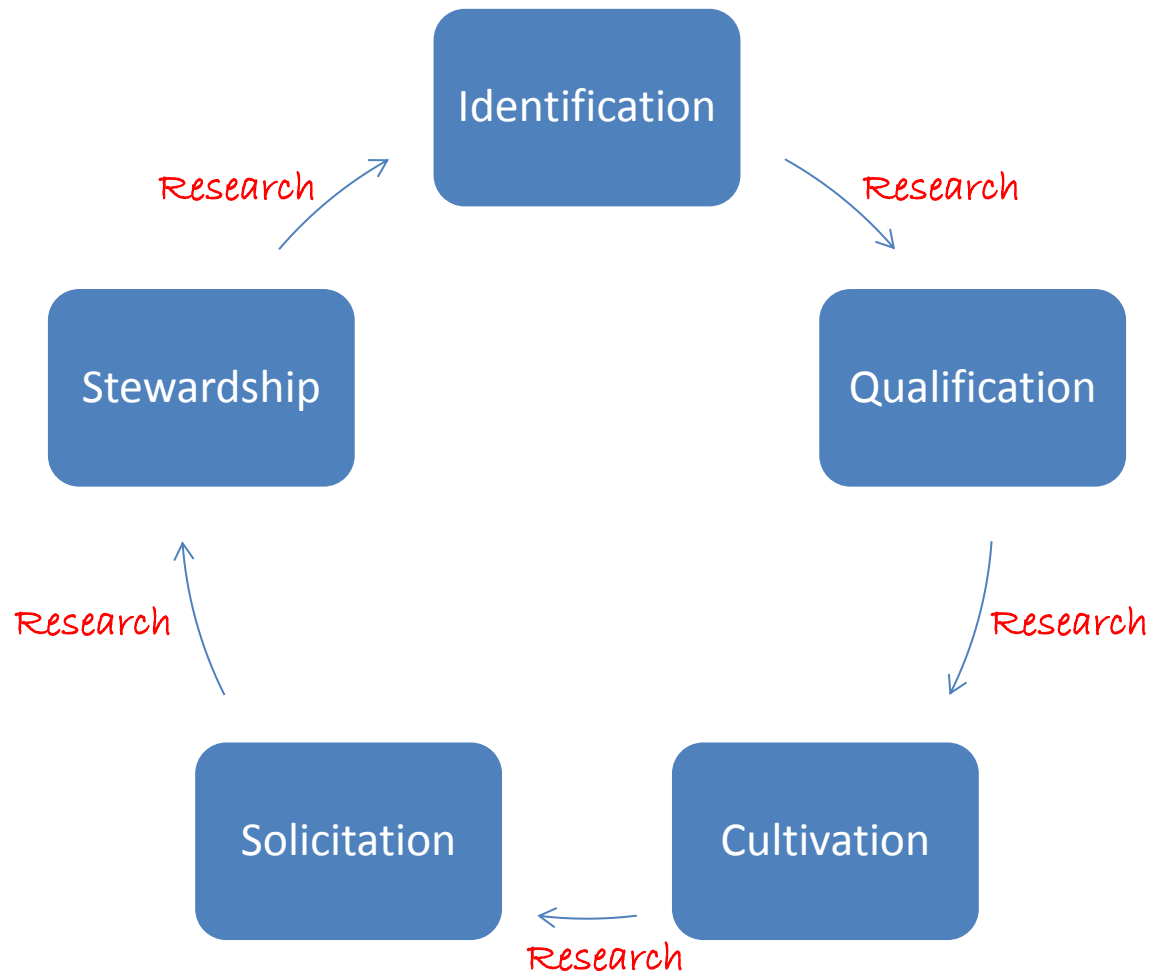
FIGURE 1  
PERCENTAGE OF GIVING BY GENERATION IN 2018



🇨🇦 The Next Generation of Canadian Giving

[blackbaudinstitute.com](http://blackbaudinstitute.com)

# The Cultivation Cycle



# Research Stages

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

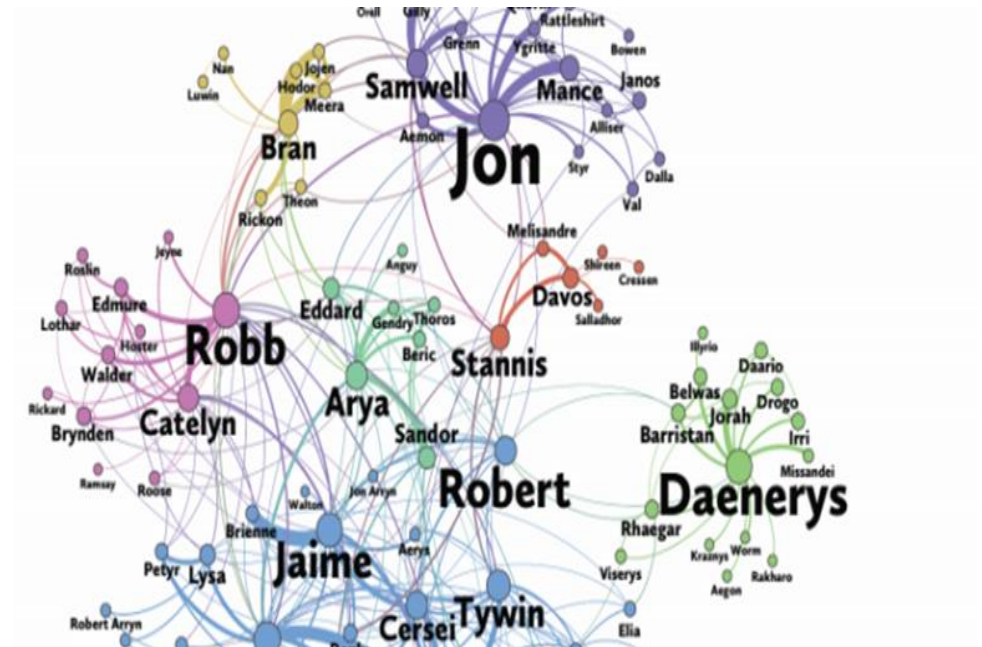
Cultivation Stage	Prospect Research	Prospect Management
<b>Identification</b>	Identify prospects through various sources	Add/update prospects in database
<b>Qualification</b>	Collect information regarding new prospect	Rate prospects (internal and/or external tool) for capacity & affinity. MG team plays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

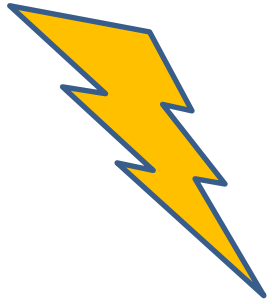
# Prospecting

- **Qualify** those currently giving to your organization
  - These could be lapsed major giving donors, mid-level giving donors, and/or donors who have given frequently at the annual giving range
  - Do they qualify to give at a major giving level, *and*, are they interested in meeting with a development officer?
  - Can you establish a scoring system for qualification?
- **Identify** those who may be potential *new* donors
  - These could be identified through your network of executives, senior volunteers, committee members, and major donors
  - Or, those who have an affinity to your organization (alumni, grateful patients, family of clients) who may not have given yet
  - Or, those who support other “like” causes
  - Or, those who have identified certain areas of support in their corporate or foundation documentation

# People, people, people!

- **First and foremost! – Do research which looks within at LINKAGES to :**
- **Staff Members**
- **Board Members (key volunteers)**
  - e.g.) Peer Screening
- **Committee Members**
- **Event Volunteers**
- **Event Attendees**
- **Sponsors**
- **Vendors**
- **Current Major Donors**
- **Advisory Groups**
- **Professional Groups**
- **Social Groups**
- **And your database: RFM\***
  - \*recency, frequency, monetary

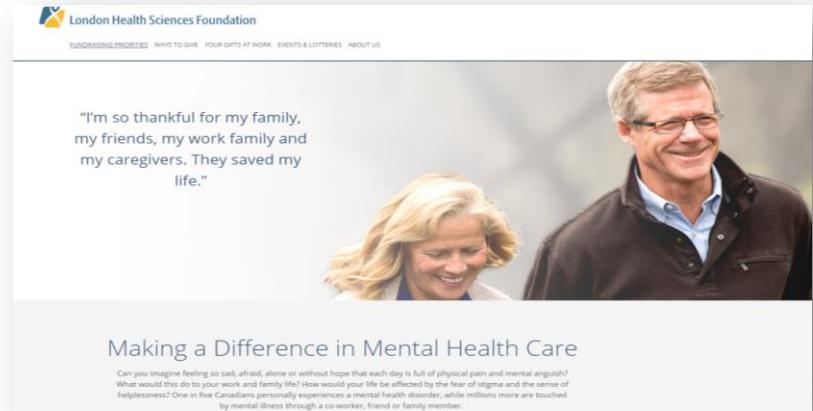




# Social Groups – Break Out!

I like...	I am...	I...
Dogs	In a book club	Ski
Cats	Artistic	Golf
Reading	Athletic	Curl
Travelling	A Toronto Maple Leafs fan	Play an instrument
Cooking	A gardener	Play soccer
Skiing	Crazy about cars	Play baseball
Camping	A hockey player	Cycle
Writing	A figure skater	Do yoga
Movies	A dancer	Hike



# Book Clubs & Mental Health?







# Resources: Foundations

- [Imagine Canada](#) Grant Connect (fee)
  - or through Pillar NonProfit Network
- [Charity Village](#) Directories – Funders (free)
- [Canadian Charities Listings](#) (CRA) – T3010s (free)
- [BIG Online](#) Foundation Search (fee)
- [iWave](#) – Prospect Research Online (fee)
- [CharityCAN](#) (fee)
- [Ajah Fundtracker](#) (fee)
- [US GuideStar](#) (free, basic) 990s
- [US Foundation Center](#) (free, basic) 990s
- Foundation websites (~25% have their own website)
- Public or university libraries

# Example: Grant Connect



Welcome TCandAssoc! [ Logout ]   Français      

Formerly loved as the Canadian Directory to Foundations & Corporations

Dashboard   Funder Search   My Pipeline   Gift Explorer   People Seeker   About Grant Connect   User Support

Funder Search

Quick Lookup

Q

Recently Viewed

The Radcliffe Foundation

Maple Leaf Foods

Figment Foundation

The Edwards Family Charitable Foundation

RBC Foundation

Labels

Create Label

Field of Activity / Population Served

Social Services

Health

International

Religion

Environment

Sciences / Social Sciences

Arts and Culture

Education

Sports and Recreation

Charitable and Voluntary-Sector Development

Health Diseases and Disorders

Medical Disciplines

Health Care

Public Health / Health Promotion

Health Policy

Mental Health

Children / Youth Health

Women's Health

Complementary and Alternative Medicine

Health Agencies / Associations

Your selection(s):

Health ✕

Dentistry

Neurology

Audiology

Psychiatry

Oncology

Geriatrics

Orthopedic Medicine / Physiatry

Pediatrics

Ophthalmology / Optometry

Otorhinolaryngology

Dermatology

Epidemiology

Pulmonology

Genetics

Sports Medicine

Cardiology

Dietetics

Gastroenterology

Immunology / Rheumatology

Nephrology / Urology

Obstetrics / Gynecology

Location of Organization or Initiative

SHOW RESULTS (1976)

Clear Selected Filters

Advanced Search Options

Category

☒ Include all

☐ Foundations

☐ Corporations

☐ Government

## Eligible Geographic Area(s)

✓ Toronto, ON

## Financials & Gift History: The Gerald Schwartz and Heather Reisman Foundation

Financial information and gift history are sourced from Canada Revenue Agency T3010 Registered Charity Information Returns and/or material published by the organization (e.g., annual report, official website, etc.). While useful for researching the capacity and interests of this organization, please be aware that the information in this section may not be inclusive and may contain errors.

## Financial Data

	<u>2017</u>	<u>2016</u>	<u>2015</u>
Total Assets	\$247,522,963	\$270,339,281	\$244,219,962
Direct Charitable Activity	\$1,951,354	\$2,013,653	\$1,962,683
Total Gifts Provided (\$)	\$24,445,216	\$26,821,697	\$25,340,631
Total Gifts Provided (#)	75	74	73
Total Revenues	\$14,414,488	\$38,818,057	\$1,620,861

## Gift History

Year	Sector	Province/State	Gift Size	
All	All	All	All	GO

Gifts Display:

Table View

Map View

Gift Recipient	Cause of Recipient	Recipient Location	Gift Size	Year
HESEG Foundation	Scholarships / Grants / Awards / Bursaries	Toronto (Ontario)	\$8,950,000	2017
Mount Sinai Hospital Foundation of Toronto	Hospitals	Toronto (Ontario)	\$2,175,000	2017
Princess Margaret Cancer Foundation	Oncology	Toronto (Ontario)	\$1,005,000	2017
United Jewish Appeal of Greater Toronto	Jewish Social Services	North York (Ontario)	\$675,000	2017
United Jewish Appeal of Greater Toronto	Jewish Social Services	North York (Ontario)	\$514,622	2017
Toronto International Film Festival	Film / Video	Toronto (Ontario)	\$400,000	2017
University of Manitoba	Universities	Winnipeg (Manitoba)	\$250,000	2017
Dalhousie University	Universities	Halifax (Nova Scotia)	\$245,208	2017
United Jewish Welfare Fund of Toronto	Jewish Social Services	North York (Ontario)	\$205,000	2017
Governors St. Francis Xavier University	Universities	Antigonish (Nova Scotia)	\$200,000	2017

Displaying items 1 - 10 of 555

# Resources: Corporations




- [Google Finance](#) or [Globe Investor](#) (free)
- [Business in Vancouver \(BIV\)](#) – great lists!
- [Canadian Business Resource \(CBR\)](#) (basic free, also by subscription)
- [Canadian Newswire](#) (free, track your prospects using RSS feed)
- [Charity Village](#) (free)
- [D&B Canada](#) (dun & bradstreet): Hoover's Business Directory (fee)
  - Also available in iWave PRO
- [Scott's Ontario Manufacturers](#) (fee) – smaller businesses
- [Indigenous Business Directory](#) (Can gov)
- [Federal Corporation Directory](#) (Can gov) – great for contacts & directors
  - Does not include financial institutions
- [SEDAR](#) (free) – Canadian public company reports
- [SEDI](#) (free) – Canadian public company shares
- [EDGAR](#) (free) – U.S. public company shares
- [LEDC](#) (free) City of London directory (new businesses & contact names)
- [BIG Online Corporate Directory](#) (fee)
- [iWave PRO – Prospect Research Online](#) (fee) – ZOOMInfo & D&B
- [CharityCAN](#) (fee) – Corporate Canada Directors
- PUBLIC or university libraries (free!)

# Example: D&B from iWave

**iWave**

PROscreenPROFILESGet Score **NEW**

Home **NEW**360searchZoomInfoRelSciDun and BradstreetDatabaseUSA **BETA**DonationsReal EstateProspects of WealthThomson ReutersInsider FilingsPolitical GivingFoundations/CharitiesMatching Gifts


Search for people...   







PeopleCompany (171)

SearchClear

**Name:**  
Onex  all   
**Country:**  
   
**State/Province:**  
   
**ZIP Code:**

**Company Information**  
**SIC:**  
  
**Sales Volume:**  
low  - high   
**Employees Range:**  
low  - high   
**Public/Private:**  
   
**Website:**  
 www.example.com  
**D-U-N-S Number:**  
 000218000

Record (1) 

 Back |  Add to PROFILE |  360 |  Export Results |  Print |  Help

Company InformationPeople (13)

**Name:**Onex Corporation  
**Tradestyle Name:**N/A  
**Business Name (Long):**Onex Corporation  
**Address:**161 Bay St  
Toronto, Ontario M5J 2S1  
Canada  
**D-U-N-S Number:**244882650  
**Phone:**+1 (416) 362-7711  
**Website:**N/A  
**Company Background & Description**  
**Estimated Sales Volume:** \$24,497,000,000  
**Employees at this location:** N/A  
**Employees at all locations:** 192,000  
**SIC:** 67190000 (Holding companies, nec), 67120000 (Bank holding companies)  
**Line of Business:** Holding Companies, Nec, Nsk  
**Executive Details**  
**Name:** [Gerry Schwartz](#)  
**Title:** N/A

# Example: CharityCAN

CharityCAN

HOME

CHARITY RESEARCH TOOLS

CHARITY SEARCH

SAVED SEARCHES

MY CHARITIES

SAVED COMPARISONS

PROSPECT PROFILES

MY PROSPECT PROFILES

PROSPECT PROFILE SEARCH

PROSPECT RESEARCH TOOLS

INTEGRATED SEARCH

CANADIAN WHO'S WHO

DONATION RECORDS

POLITICAL DONORS

CORPORATE CANADA

THOMSON REUTERS

ZOOMINFO

PUBLIC SECTOR SALARIES

CHARITY DIRECTORS

RELATIONSHIP PATHS

HOUSEHOLD DATA

FULLCONTACT DATA

SAVED SEARCHES

Q Corporate Canada Search

What You Are Searching (refine search terms)

Company Name: Onex

Save this Search

SAVE

Total Records Found: 367

SAVE SELECTED

	Family Name	Given Name	Title	Total Compensation	Year	Company	City	Province	Profile	Additional Data Sources
<input type="checkbox"/>	Schwartz	Gerald W.	Chairman of the Board, President, Chief Executive Officer	\$85,317,405	2013	Onex Corp	TORONTO	ON	<a href="#">View Profile</a>	<input type="button" value=""/>
<input type="checkbox"/>	Mersky	Seth M.	Senior Managing Director	\$23,336,543	2014	Onex Corp	TORONTO	ON	<a href="#">View Profile</a>	<input type="button" value=""/>
<input type="checkbox"/>	Le Blanc	Robert M.	Senior Managing Director	\$23,267,280	2013	Onex Corp	TORONTO	ON	<a href="#">View Profile</a>	<input type="button" value=""/>
<input type="checkbox"/>	Schwartz	Gerald W.	Chairman of the Board, President, Chief Executive Officer	\$19,138,291	2014	Onex Corp	TORONTO	ON	<a href="#">View Profile</a>	<input type="button" value=""/>
<input type="checkbox"/>	Munk	Anthony	Senior Managing Director	\$19,010,680	2013	Onex Corp	TORONTO	ON	<a href="#">View Profile</a>	<input type="button" value=""/>
<input type="checkbox"/>	Mersky	Seth M.	Managing Director	\$17,906,298	2013	Onex Corp	TORONTO	ON	<a href="#">View Profile</a>	<input type="button" value=""/>
<input type="checkbox"/>	Schwartz	Gerald W.	CEO	\$15,776,601	2009	Onex Corp	TORONTO	ON	<a href="#">View Profile</a>	<input type="button" value=""/>
<input type="checkbox"/>	Schwartz	Gerald W.	CEO	\$14,289,903	2011	Onex Corp	TORONTO	ON	<a href="#">View Profile</a>	<input type="button" value=""/>
<input type="checkbox"/>	Schwartz	Gerald W.	Chairman of the Board, President, Chief Executive Officer	\$13,300,000	2012	Onex Corp	TORONTO	ON	<a href="#">View Profile</a>	<input type="button" value=""/>
<input type="checkbox"/>	Le Blanc	Robert M.	Senior Managing Director	\$12,313,658	2014	Onex Corp	TORONTO	ON	<a href="#">View Profile</a>	<input type="button" value=""/>
<input type="checkbox"/>	Munk	Anthony	Senior Managing Director	\$10,222,951	2011	Onex Corp	TORONTO	ON	<a href="#">View Profile</a>	<input type="button" value=""/>
<input type="checkbox"/>	Le Blanc	Robert M.	Senior Managing Director	\$10,175,897	2011	Onex Corp	TORONTO	ON	<a href="#">View Profile</a>	<input type="button" value=""/>
<input type="checkbox"/>	Muhlhauser	Craig H.	President and CEO Celestica Inc.	\$8,394,583	2010	Onex Corp	TORONTO	ON	<a href="#">View Profile</a>	<input type="button" value=""/>
<input type="checkbox"/>	Schwartz	Gerald W.	CEO	\$8,200,000	2010	Onex Corp	TORONTO	ON	<a href="#">View Profile</a>	<input type="button" value=""/>

# Example: SEDAR

**Summary Compensation Table**

Name and Principal Position	Year	Salary	Share-based awards	Option-based awards (1)	Non-equity incentive plan compensation		Pension value	All other compensation	Total compensation
					Annual incentive plans (2)	Long-term incentive plans			
Mr. Gerald W. Schwartz, . . . . Chief Executive Officer	2018	\$1,300,000	—	—	—	—	—	—	\$ 1,300,000
	2017	\$1,300,000	—	—	\$ 7,939,440	—	—	—	\$ 9,239,440
	2016	\$1,300,000	—	—	\$ 6,611,616	—	—	—	\$ 7,911,616
Mr. Christopher A. Govan, . . Chief Financial Officer	2018	\$ 308,760	—	—	—	—	—	—	\$ 308,760
	2017	\$ 308,480	—	\$972,583	\$ 1,066,992	—	—	—	\$ 2,348,055
	2016	\$ 302,000	—	\$565,202	\$ 1,224,261	—	—	—	\$ 2,091,463
Mr. Robert M. Le Blanc, . . . . Senior Managing Director	2018	\$ 400,000	—	—	—	—	—	—	\$ 400,000
	2017	\$ 400,000	—	—	\$11,732,505	—	—	—	\$12,132,505
	2016	\$ 400,000	—	—	\$ 3,292,407	—	—	—	\$ 3,692,407
Mr. Seth M. Mersky, . . . . . Senior Managing Director	2018	\$ 400,000	—	—	—	—	—	—	\$ 400,000
	2017	\$ 400,000	—	—	\$ 2,756,368	—	—	—	\$ 3,156,368
	2016	\$ 400,000	—	—	\$ 3,291,043	—	—	—	\$ 3,691,043
Mr. Anthony Munk, . . . . . Senior Managing Director	2018	\$ 400,000	—	—	—	—	—	—	\$ 400,000
	2017	\$ 400,000	—	—	\$ 7,769,829	—	—	—	\$ 8,169,829
	2016	\$ 400,000	—	—	\$ 3,299,103	—	—	—	\$ 3,699,103

# Resources: Individuals

- [CharityCan](#) (fee)
  - Canadian Who's Who\*, Donations to Other Orgs, Political Donors, Corporate Canada Directors, ZoomInfo, Public Sector Salaries, Charity Directors, Profiles, Relationship Mapping, ProspectPRIME
- [iWave PRO – Prospect Research Online](#) (fee)
  - ZOOMInfo, D&B, Donations to Other Orgs, Real Estate, Wealth Ratings, Political Giving, Foundations, Matching Gifts, SEC Filings, PROScore and PROScreen
- [G.O.L.D. – Grey House Online Databases](#) (fee) – Venture Capital Firms
- Alumni directories (online & print)
- Obits (for family connections)
- Financial Post Directory of Directors\*
- Who's Who in Canadian Business (defunct 2005) Print & CD\*
- Top 100's
- [Realtor.ca / MLS](#) & [ZooCasa](#) - for real estate information (home listing prices)
- [SEDAR](#) (online) holdings/info for each public company
- [SEDI](#) (online) share holdings in public companies
- [EDGAR](#) (online) - US Securities
- [Charity Village News](#) – Newsbytes
- [PUBLIC or university libraries](#)

\* = older directories are good for retired people



Warning!

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

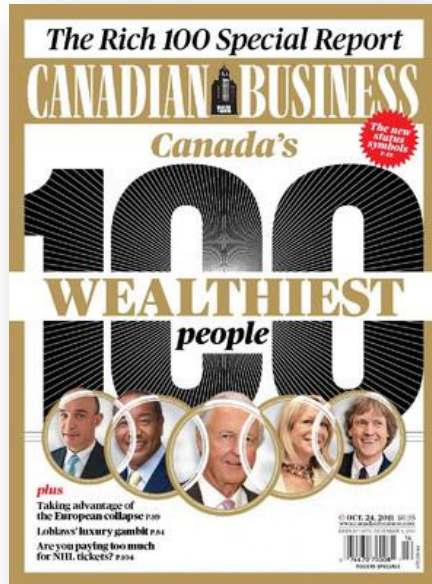
# Linkages

The screenshot displays the CharityCAN website's 'Relationship Path Search' tool. The interface includes a sidebar with navigation options like 'HOME', 'CHARITY RESEARCH TOOLS', 'PROSPECT PROFILES', and 'PROSPECT RESEARCH TOOLS'. The main search area has fields for 'From' (Gerald W. Schwartz (Toronto, ON)) and 'To' (V. Prem Watsa (Toronto, ON)). It also features filters for 'Only Show Active Connections', 'Show Companies', 'Show Charities', and 'Only Show Relationships Longer than'. A 'SET AS DEFAULT' button and a 'SEARCH' button are present. Below the search results, it shows 'Connections Found: 1' and a visual path: Gerald W. Schwartz ↔ Mitchell Goldhar ↔ V. Prem Watsa. Pop-up boxes show the connections: Gerald W. Schwartz is connected to Mitchell Goldhar through Onex Corp (2012 to 2018) and Indigo Books and Music Inc (2001 to 2018). Mitchell Goldhar is connected to V. Prem Watsa through THE HOSPITAL FOR SICK CHILDREN FOUNDATION (2003 to 2011).

## Linkages also through:

- LinkedIn
- Imagine Canada: Grant Connect (LinkedIn)
- iWave: Relationship Science (RelSci) – Top 50 Connections

# Rich Lists



CANADIAN BUSINESS

Canada's Richest People 2018

The Top 25

The Rich 100

Highest-Paid CEOs

This is the complete *Canadian Business* ranking of the 100 wealthiest individuals and families in Canada. Click or tap any entry for further details on their net worth, the companies they control, their overall asset mix and more.

Updated for 2018!

Previous Top 100 Rankings:

2017

2016

2015


2014

Rank	Name, Location, Companies	Net Worth	Details
1	<b>Thomson Family</b> Toronto   Thomson Reuters, Woodbridge Co.	\$41.14 billion	<a href="#">Complete Profile »</a>
2	<b>Joseph Tsai</b> Hong Kong   Alibaba	\$14.36 billion	<a href="#">Complete Profile »</a>
3	<b>Galen Weston</b> Toronto   George Weston, Associated British Foods, Loblaw, Selfridges, Holt Renfrew	\$13.55 billion	<a href="#">Complete Profile »</a>
4	<b>Rogers Family</b> Toronto   Rogers Communications	\$11.57 billion	<a href="#">Complete Profile »</a>
5	<b>Saputo Family</b> Montreal   Saputo	\$10.41 billion	<a href="#">Complete Profile »</a>

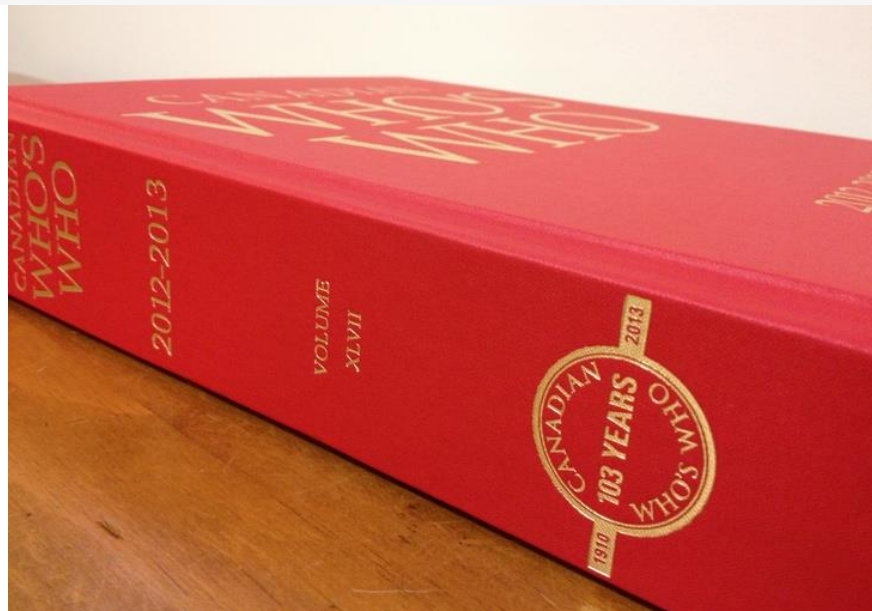
- While you should read the Rich Lists that come out on an annual basis (as some may be your donors or volunteers)...
- Most of your prospects do not have their estimated wealth published in a neat format
- But, review the lists – who is new? – who has fallen off?

# Canadian Who's Who

## *Canadian Who's Who Biography*

 Abbreviations Index

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



# Real Estate Features (by postal code)

PROspect Research Online

PROscreen PROfiles

100/100 credits available

Search for people...

360 Search ZoomInfo RelSci BETA Dun and Bradstreet Donations Real Estate Prospects of Wealth Thomson Reuters BETA Insider Filings BETA Political Giving Foundations/Charities Matching Gifts

United States Canada NEW

Search Clear

Province:

Postal Code:

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Avg. Property Value	Median Property Value	Avg. Household Income	Median Household Income	Avg. Religious Donations	Avg. Non-Religious Donations	Province	Postal Code
\$2,812,404	\$3,054,563	\$405,966	\$158,448	\$218	\$572	Ontario	M4W 1S2

CharityCAN

HOME

CHARITY RESEARCH TOOLS

CHARITY SEARCH

SAVED SEARCHES

MY CHARITIES

SAVED COMPARISONS

PROSPECT RESEARCH TOOLS

INTEGRATED SEARCH

CANADIAN WHO'S WHO

DONATION RECORDS

POLITICAL DONORS

CORPORATE CANADA

ZOOMINFO

PUBLIC SECTOR SALARIES

CHARITY DIRECTORS

PROSPECT PROFILES

RELATIONSHIP PATHS

NEW! HOUSEHOLD DATA

SAVED SEARCHES

SAVED RESULTS

Household Data for M4W 1S2

Enter Postal Code

M4W 1S2

RESET SEARCH

AVERAGE HOUSEHOLD NET WORTH  
**\$7,640,550**

AVERAGE DWELLING VALUE  
**\$6,599,457**

AVERAGE DWELLING VALUE (MINUS MORTGAGE)  
**\$6,383,585**

AVERAGE HOUSEHOLD ANNUAL INCOME  
**\$417,094**

AVERAGE HOUSEHOLD DISCRETIONARY INCOME  
**\$334,170**

AVERAGE HOUSEHOLD ANNUAL DONATION TO RELIGIOUS ORGANIZATIONS  
**\$243**

AVERAGE HOUSEHOLD ANNUAL DONATION TO NON-RELIGIOUS ORGANIZATIONS  
**\$637**

AVERAGE HOUSEHOLD ANNUAL DONATION TOTAL  
**\$880**

Data Source: Manifold Data Mining Inc. 2016

Household data values are estimates based on Census data, the Survey of Household Spending, the Survey of Financial Security, the monthly Labour Force Survey and the monthly Consumer Price Index from Statistics Canada; Royal LePage's quarterly Survey of Canadian Housing Price; and monthly housing statistics from the Canadian Mortgage and Housing Corporation.

No confidential information about individuals, households, organizations or businesses has been obtained from Statistics Canada.

# Demographics



## 22 AGING IN SUBURBIA

Older, upper-middle-income suburban couples and families

**Population:** 875,437 (2.26% of Canada)

**Households:** 314,928 (2.17% of Canada)

**Average Household Income:** \$111,235

**House Tenure:** Own

**Education:** Mixed

**Occupation:** Service Sector/White Collar



couples and families

**Population:** 875,437 (2.26% of Canada)

**Households:** 314,928 (2.17% of Canada)

**Average Household Income:** \$111,235

**House Tenure:** Own

**Education:** Mixed

**Occupation:** Service Sector/White Collar

**Cultural Diversity Index:** Low

**Sample Social Value:** Vitality



X

### WHO THEY ARE

Not quite golden age material, the established households of Aging in Suburbia enjoy a comfortable lifestyle sustained by their upper-middle incomes. Once filled with young child-rearing families, this segment is now a sign of the times: home to a mix of older couples aging in place and middle-aged families still raising children and building nest eggs. Many adults earn good incomes from long-tenured jobs in public administration, retail trade and construction. And that's allowed them to buy solid, single-detached homes typically built between 1960 and 1990—many with luxury cars and boats in the driveway. Over one-third of the households still contain children—generally 10 to 24 years old—who no doubt influence this segment's preferences for pets, video arcades, dinner theatres and rock concerts. For summer vacations, they can often be found heading to lakes and parks for camping and jet skiing, but they've also been known to visit such far-flung locales as Australia, China and Mexico. Reward programs are popular among Aging in Suburbia members, especially those offered by airlines and hotels.

# Gifts to Other Organizations

**iWave** PROscreen PROfiles Get Score NEW Search for people...

Home NEW 360search ZoomInfo RelSci Dun and Bradstreet DatabaseUSA BETA Donations Real Estate Prospects of Wealth Thomson Reuters Insider Filings Political Giving Foundations/Charities Matching Gifts

United States Canada

Donor (348) Recipient

Search Clear

**Name:** Gerald Schwartz all

**Type:** All Donors  
Individuals (79% of gifts)  
Corporations (15% of gifts)  
Foundations (3% of gifts)  
Other (3% of gifts)

**Recipient Information**

**Name:** all

**Province:**

**Postal Code:**

**Category:**

**Gift Information**

**Type:**

**Year:** 1990 - 2019

**Value Range:** low - high

☒ Include Unspecified

**Filter Information**

**New Data:** 30 60 90 all

Donor Name	Type	Matches	Gift Year	Gift Type	Gift Range	Recipient Name	City	Province	Source
Gerald Schwartz and Heather Reisman		125	2016	Cumulative	\$20,000,000 - \$49,999,999	Sinai Health System Foundation	Toronto	Ontario	+
Gerald Schwartz and Heather Reisman		125	2017	Cumulative	\$20,000,000 - \$49,999,999	Sinai Health System Foundation	Toronto	Ontario	+
Gerald Schwartz and Heather Reisman		125	2018	Cumulative	\$20,000,000 - \$49,999,999	Sinai Health System Foundation	Toronto	Ontario	+
Gerald Schwartz and Heather Reisman		125	2014	Cumulative	\$20,000,000 - \$29,999,999	Sinai Health System Foundation	Toronto	Ontario	+
Gerald Schwartz and Heather Reisman		125	2015	Cumulative	\$20,000,000 - \$29,999,999	Sinai Health System Foundation	Toronto	Ontario	+
Gerald Schwartz and Heather Reisman		125	2014	Annual Gift	\$10,000,000 - \$19,999,999	Sinai Health System Foundation	Toronto	Ontario	+
Gerald Schwartz and Heather Reisman		125	2010	Cumulative	\$10,000,000+	Sinai Health System Foundation	Toronto	Ontario	+
Gerald Schwartz and Heather Reisman		125	2007	Cumulative	\$5,000,000+	Sinai Health System Foundation	Toronto	Ontario	+
Gerald Schwartz and Heather Reisman		125	2006	Cumulative	\$5,000,000+	Sinai Health System Foundation	Toronto	Ontario	+
Gerald Schwartz and Heather Reisman		125	2005	Cumulative	\$5,000,000+	Sinai Health System Foundation	Toronto	Ontario	+
Gerald Schwartz and Heather Reisman		125	2002	Capital / Campaign	\$3,000,000+	Sinai Health System Foundation	Toronto	Ontario	+
Gerald Schwartz and Heather Reisman		125	2003	Cumulative	\$3,000,000+	Sinai Health System Foundation	Toronto	Ontario	+
Gerald Schwartz and Heather Reisman		125	2017	Cumulative	\$3,000,000+	St. Francis Xavier University	Antigo Nish	Nova Scotia	+
Gerald Schwartz and Heather Reisman		125	2018	Cumulative	\$2,500,000+	Sinai Health System Foundation	Toronto	Ontario	+
The Gerald Schwartz and Heather Reisman Foundation		98	2016	Cumulative	\$1,000,000 - \$9,999,999	University of Waterloo	Waterloo	Ontario	+
The Gerald Schwartz and Heather Reisman Foundation		98	2017	Cumulative	\$1,000,000 - \$9,999,999	University of Waterloo	Waterloo	Ontario	+
Gerald Schwartz and Heather Reisman		125	2010	Cumulative	\$1,000,000 - \$4,999,999	SickKids (The Hospital for Sick Children) Foundation	Toronto	Ontario	+
Gerald Schwartz and Heather Reisman		125	2003	Capital / Campaign	\$1,000,000 - \$4,999,999	The University of Toronto	Toronto	Ontario	+
Gerald Schwartz and Heather M. Reisman		2	2001	Annual Gift	\$1,000,000 - \$4,999,999	The University of Toronto	Toronto	Ontario	+
Gerald Schwartz and Heather Reisman		125	2011	Cumulative	\$1,000,000 - \$4,999,999	SickKids (The Hospital for Sick Children) Foundation	Toronto	Ontario	+
Gerald Schwartz and Heather Reisman		125	2012	Cumulative	\$1,000,000 - \$4,999,999	SickKids (The Hospital for Sick Children) Foundation	Toronto	Ontario	+
Gerald Schwartz and Heather Reisman		125	2013	Cumulative	\$1,000,000 - \$4,999,999	SickKids (The Hospital for Sick Children) Foundation	Toronto	Ontario	+
Gerald Schwartz and Heather Reisman		125	2014	Cumulative	\$1,000,000 - \$4,999,999	SickKids (The Hospital for Sick Children) Foundation	Toronto	Ontario	+
Gerald Schwartz and Heather Reisman		125	2013	Capital / Campaign	\$1,000,000 - \$4,999,999	The University of Toronto	Toronto	Ontario	+
Gerald Schwartz and Heather Reisman		125	2015	Annual Gift	\$1,000,000 - \$4,999,999	SickKids (The Hospital for Sick Children) Foundation	Toronto	Ontario	+
Gerald Schwartz and Heather Reisman		125	2015	Annual Gift	\$1,000,000 - \$4,999,999	The University of Toronto	Toronto	Ontario	+
Gerald Schwartz and Heather Reisman		125	2016	Cumulative	\$1,000,000 - \$4,999,999	SickKids (The Hospital for Sick Children) Foundation	Toronto	Ontario	+

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Help

# “People Resources” influence their peers!

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

**As of the 1<sup>st</sup> quarter of 2019...**

- **Facebook had 2.38 billion monthly active users**
- **Twitter, 326 million monthly active users**
- **LinkedIn, 500 million members**
- **Instagram, 1 billion monthly active users**

**Don't leave your ethics at the door when searching social media – full disclosure who you are!**

Source: Statistica.com

# Other Sources

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



# How long does research take?

- This needs to be shared (in a Lunch & Learn is best) with the fund development team – **priority always goes to MGO with a meeting booked!**
- Rule of thumb – **don't go down the rabbit hole!**

Research Task	Scheduled Time*
<b>Quick Turn-Around</b> (gifts to other orgs)	1 hour
<b>“Snap-Shot” Profile</b> (1-2 pages)	3 hours
<b>Foundation Profile</b>	4 hours
<b>Corporate Profile</b>	5-6 hours
<b>Individual Profile</b>	8 hours

\* doesn't mean this will all be in one day, depends on research queue!

# Share Your Research Queue!

	A	B	C	D	E	F	G	H	I	J
	Date	Prospect Name	Request Type	Requested By	Research Priority	Research Deadline	Research Status	Date Completed	Request Notes	Research Notes - the rest is in database and/or profile
1	21-Jan-17	Dr. Joe & Mary Schmoe	Qualification Snapshot	Mary Jane Smith	A	25-Jan-17	Completed	23-Jan-17	Mary Jane has a meeting with Dr. Schmoe on January 30th, 2017	Donor has higher capacity than current giving record.
2	25-Jan-17	The Best Foundation	Foundation Profile	John Booker	A	1-Feb-17	Completed	1-Feb-17	Just finished a multi-year pledge, cultivating for next gift; will be accompanying donors on site visit the second week of February.	Under the radar but found additional capacity than previous giving.
3	7-Feb-17	Joseph Jones	Individual Profile	Robert Downey	B	17-Feb-17	In Progress		Joseph Jones is being considered for a board position. Need affinity, capacity and linkages.	
4	1-Mar-17	Robert Quick	Qualification Snapshot	Mary Jane Smith	C	21-Mar-17			Board chair is attending event with prospect at the end of March. General overview and capacity rating required.	
5										

Or, better yet, set these up as Research Actions in your database! 😊

# What activity is expected of your fundraisers?

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

Performance Goals for Major Gift and Planned Giving Officers				
Weekly Contact Goal for Individual Fundraiser = Total Number of Donors/Prospects Under Management divided by 4.				
CONTACT (MOVES) OBJECTIVES AND MIX				
(In order to provide a model, we use the number "100" as an example of the contacts under management.)				
Standard	Qualifying Contacts	Cultivation Contacts	Solicitations or Asks Needed	Stewardship Contacts
New Fundraiser	70% of Contacts (18 per week)	20% of Contacts (5 per week)	5% of Contacts (1 per week)	5% of Contacts (1 per week)
Experienced Fundraiser (3 to 5 years)	25% of Contacts (5 per week)	50% of Contacts (13 per week)	15% of Contacts (4 per week)	10% of Contact (3 per week)
Very Experienced Fundraiser (5 years and longer)	5% of Contacts (1 per week)	65% of Contacts (16 per week)	20% of Contacts (5 per week)	10% of Contacts (3 per week)
<ul style="list-style-type: none"> <li>A reasonable target for gifts secured is 6 per month by whatever method. Depending upon the organization and the giving constituency, this could result in \$1 million per year.</li> <li>A contact (move) has an objective. It may be accomplished by letter, telephone, or personal visit.</li> <li>With good prospects, one contact (move) per month (12 per year) is desired, with 4 to 5 per year in the form of personal visits.</li> <li>The number of personal visits will be somewhat determined by the geographical distribution of your contacts— the more dispersed the group, the more likely the difficulties in making the 4 or 5 personal contacts a year.</li> </ul>				

2004



# Calculating Wealth

**Wealth indicators help to determine the “right” ask amount. We use the word “indicator” because this is based on small amounts of information.**

- Donation history: to your organization and other organizations.
- Wealth lists for individuals and/or company listings
- Articles: such as those detailing a sale of a private business, etc.
- Information circulars: provide information of directors and top executives of public companies (from SEDAR).
- Real estate and shareholdings
- Executive compensation and/or salary estimates
- Prospect review meeting with staff and volunteers. Peers would understand the circumstances of their situation therefore have a good idea how much they can give.
- We can also use “total philanthropic capacity” TPC formulas if we cannot find giving to other organizations

# Prospect Management

## Data Mining and Modeling

- Once you have your list of prospects in your database, how do you prioritize which prospects to visit first?
- What programs best suit a prospect: annual, planned, and/or major giving?
- Prospect ratings vary from in-house rating systems to custom rating tools from external companies.
- **Data Mining:** Automated or manual extraction or query of information from a constituent database (Henze, 2004).
- **Predictive Modeling:** Discovery of underlying meaningful relationships and patterns from historical and current information within a database (and external info) and using these findings to predict *individual* behaviour (Henze, 2004). (e.g. Analytics)

# Setting up Capacity & Affinity Ratings

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

- Researchers may look at what donations, if any, a prospect has given to other organizations or foundations.
- An *individual's* salary may be found on SEDAR, if he or she is a top executive of a public company.
  - Individuals give ~1 – 5% of net worth
- *Corporations* often have written commitments to community support on their web pages or in their annual reports.
  - Corporations give ~1% of annual revenue
- *Foundations* usually list their totals assets and also their gift ranges.
  - Foundations give ~4-4.5% of total assets depending on the market

# Setting up Capacity & Affinity Ratings

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

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

# Setting up Capacity & Affinity Ratings

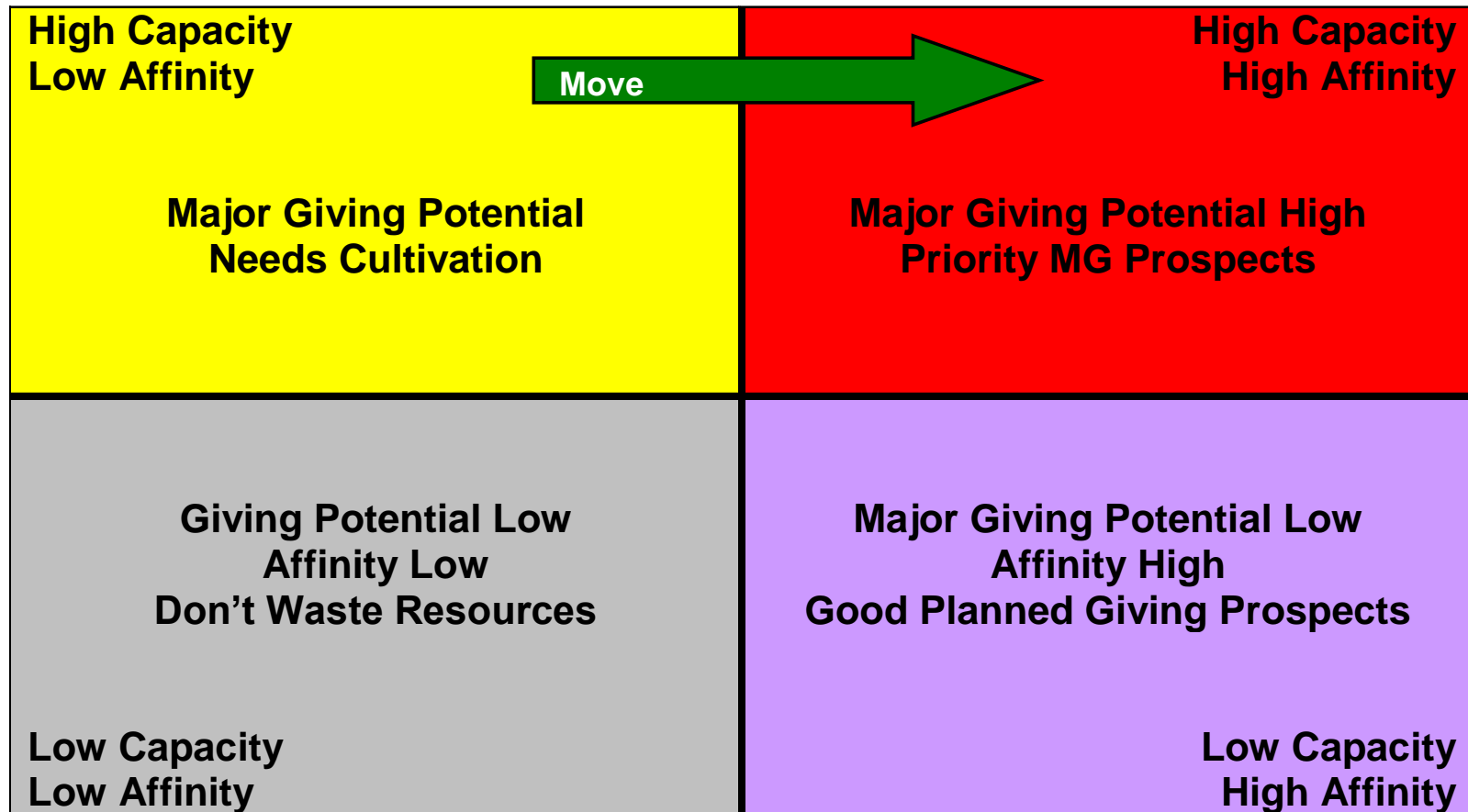
**For capacity, researchers & solicitors can set up potential gift ranges, such as:**

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

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

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

# Capacity vs Affinity



# Notes on Capacity & Affinity Ratings

- In addition to rating prospects for capacity (wealth) and affinity (to your organization), you can also add in ratings such as:
  - Linkages (to your organization)
  - Likelihood (e.g., is this a good time?)
  - Inclination (very subjective based on solicitation)
- Capacity and Affinity ratings are always *dynamic* and change throughout solicitation.
- Often prospects are given a “general” capacity rating (in the ratings area of the database) and then a “specific” capacity rating for each particular ask.

What do you include in the database?

Everything!!



# By everything we mean...

## Prospect Information (all should be *dated*)

- Contact Information (home, work, foundation)
  - Address, Phone, Email, Website (note keep old info)
  - Social media: LinkedIn, Twitter, Facebook, Instagram
- Date & place of birth
- Family information (link records in database)
- Education & designations
- Current & past positions (link records in database)
- Current & past corporate directorships (link records in database)
- Current & past volunteer roles (link records in database)
- Awards & honours
- Corporate overview
- Foundation overview
- Recent & relevant news (highlights, not entire articles)
- Additional hobbies, interests, clubs
- Additional strategic notes for solicitation (link associates and friends)
- Relevant giving (don't list it all: think *large* gifts and *relevant* gifts)
- Wealth indicators (executive compensation, real estate, shareholdings, others)
- Additional linkages/relationships to your organization (e.g., vendors)
- Past activity with your organization
- Affinity rating (range, date, by whom, and reason for rating)
- Capacity rating (range, date, by whom, and reason for rating)
- Assigned giving program
- Assigned solicitor, if assigned (records should be linked)
- Assigned volunteer, if assigned (records should be linked)
- Additional strategic notes & photos

## Activity Information

- Prospect Identified By (Researcher? Staff? Volunteer? Date, Comments)
- Research Requested (By whom? Due date? Type? Comments)
- Research Completed (By whom? Type? Comments)



# As review: where are we going with this?

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

# Thank You!

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# THE FABRIC OF FUNDRAISING

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**100%**  
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