

# CAGGP

Canadian Association of Gift Planners

*learning*

*connecting*

*educating*

*influencing*



Annual Report 2014

CAGP is a national association that inspires and educates the people involved in strategic charitable gift planning. We are the only Canadian professional association that brings together charitable fundraisers and professional advisors. Through our commitment to a stringent Code of Ethics, continual learning and networking, and a willingness to share, we help each other grow and develop as professionals in our respective fields. Our **VISION** is a better world through strategic charitable giving. Our **MISSION** is to champion the growth and development of strategic charitable gift planning in Canada, and we do that by developing knowledge and providing education, building awareness and promoting philanthropy, creating connections and facilitating partnerships, and engaging in national dialogues and influencing public policy.

Published by:  
CAGP – Canadian Association of Gift Planners  
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Ottawa, ON K1Y 2Z5  
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# Leadership Message



**Malcolm Berry, Chair of the Board**

**Ruth MacKenzie, Executive Director**



It is our pleasure to introduce our 2014 Annual Report, to share with you a very exciting year at CAGP. In fact, we're particularly pleased to be presenting this first CAGP Annual Report as a new take on our customary annual Book of Business. In addition to the fresh visuals, we hope this summary of our accomplishments of the last year builds your pride and passion for CAGP.

In reflecting on 2014, we can think back to a year of dedicated action, accomplishment and, most importantly, impact in our work to champion the growth and development of strategic charitable gift planning in Canada. This was the second year of our three-year Strategic Plan and we continued to deliver on its pillars, tangibly and with purpose on all fronts.

We made significant headway this year in integrating the new brand platform developed as part of our strategy to position CAGP for the future. The newly articulated value proposition provided the guidance we were seeking in our approach to current initiatives and our decision making around new opportunities. Undertaking research into the role of professional advisors in advancing philanthropy and proactive work led by our Government Relations Committee in regard to new estate donation rules is solidifying and expanding our role as a thought leader.

Ensuring our business model is dynamic and diversified is recognized as crucial to our sustainability. We have taken different approaches to existing relationships in order to build stronger partnerships. We have leveraged relationships based on shared objectives, as evidenced by an exciting partnership to develop a new website and customer relationship management system, scheduled for launch this June. Renewing our membership structure is providing varied opportunities for members to connect to CAGP and the establishment of some exciting new collaborations is increasing our membership base while also expanding our reach into the sector. Last but not least, it's inspiring to see our hard work pay off in a positive fiscal year end position.

Being a purveyor of best-in-class education that elevates professionalism and proficiency in our field is foundational for CAGP and something the charitable sector and professional advisors look to us for. In 2014, the syllabus experts on the Education Committee developed core competencies for gift planners and analyzed curriculum to ensure quality and consistency in course content for a credentialing program. Demand for our courses remains solid and we believe there is enormous growth potential, particularly as we explore new relationships and markets with a targeted or customized approach.

As our organization is evolving so too is our approach to management, board and governance, entrenching transparency and trust in the interplay between the board, the Executive Director and staff team, and our membership. The governance policy framework continues to provide guidance and clarity in our respective roles, while there has also been work to practically adapt how that policy plays out in an evolved CAGP modus operandi.

In closing, we want to recognize that all we have accomplished over the last year was only possible through the hard work and dedication of an outstanding group of people – a visionary and highly-engaged Board of Directors, national volunteers with impressive credentials and enormous enthusiasm for CAGP, RoundTable members who are loyal to the mission and true community leaders, and a committed, passionate and ultra-reliable staff team. We also have an increasing array of funders and supporters who are true and generous partners. We thank them all and express our enormous gratitude for their confidence, commitment and support.

Yours very truly,

Malcolm Berry  
Chair of the Board of Directors

Ruth MacKenzie  
Executive Director

# learning

Priceless. What I learned during sessions AND during break times could not be duplicated anywhere other than at a CAGP Conference.

Yolanda Benoit, BC SPCA

# Positioning CAGP for the future

## Positioning CAGP for the future to reinforce our position as the recognized authority on gift planning

We need to ensure CAGP is better connected and has a stronger voice across sectors where our deep expertise can be fully leveraged for impact. We recognize that the key role we play in expanding the fundraising options available to charitable organizations can be widely understood and that strategic charitable gift planning can be better recognized as providing new and innovative ways for donors to achieve their philanthropic dreams. As our sector, society and world are evolving, we want our members and those who look to CAGP for leadership to know that they can rely on us to identify important issues and new trends, engaging in deliberative dialogue and to be an active and compelling voice on issues that impact philanthropy.

### This year...

...we finalized and made significant progress in integrating a new brand platform to clearly express who we are, what we do and what our unique value proposition is. A new corporate logo provides a fresh, clean image that we believe is reflective and indicative of what philanthropy achieves.

...we engaged more intentionally in national dialogues, topical round table discussions and collaborative conversations, including membership in Imagine Canada's Sector Champions, partnering on the Doing Well by Doing Good conference for professional advisors and participating in sector-wide public policy strategizing. We leveraged connections and initiated new relationships, increasing our profile and expanding our reach.

...we continued to leverage the expertise and credibility of our Government Relations Committee. CAGP contributed thoughtfully to federal pre-budget consultations, was represented within Canada Revenue Agency circles and strategized in regard to new estate donation rules that will dramatically impact charitable giving through estate gifts. Through this Committee, our members continue to benefit from a strong voice actively advocating for a beneficial tax and legislative environment to enable philanthropic giving.

...we were inspired by an interesting research project out of the U.S. regarding philanthropic discussions between professional advisors and their clients, and formed a partnership with BMO Private Banking, the GIV3 Foundation and Philanthropic Foundations of Canada. Through this partnership we undertook a research project, The Philanthropic Conversation: Understanding the Professional Advisor Approach and the High Net Worth Individual Perspective, to examine the current state of this important relationship in Canada. The findings will serve as a useful basis to present a business case for philanthropy to professional advisors who we see as being in a position to dramatically impact charitable giving.

...we developed our connection to one of our key partners, Hilborn / PG Growth by entering into a three year research collaboration looking into the state of planned giving world-wide. The findings to date will be released at the 2015 CAGP national conference, outlining issues for further exploration and setting the stage for the subsequent phases of the research.

...we delivered community grants across the country in support of LEAVE A LEGACY activities and initiatives led by local RoundTables and LEAVE A LEGACY committees. This national public awareness program remains a cornerstone for CAGP and we are eager to revitalize it, based on a visioning day with RoundTables and LAL Chairs last spring. We remain enormously grateful of our ongoing relationship with Great-West Life, London Life and Canada Life, now evolved to distinctly focus on the local granting program, while seeking a new national partner to enable the execution of a renewed vision.



CAGP is the most important annual conference in Canadian philanthropy for the knowledge, networking and total experience.

Malcolm Burrows, Scotia Trust





# Ensuring a scalable business model

## Ensuring a scalable business model to support CAGP's programs and initiatives into the future.

To be effective, CAGP must have the necessary resources to do our work. As we consider new, more contemporary ways to deliver our programs, we recognize that a solid financial basis also creates room for measured risk that enables innovation. With a continued focus on membership as our most predominant revenue stream, we also took steps towards cultivating a more diversified array of funders and partners.

### This year...

...we worked hard on shaping a renewed membership model introducing, in response to members' feedback, more options to engage. Its launch at the onset of our new fiscal year included a modest fee increase, while also offering charitable discounts and organizational categories that provide solid value and opportunities for expanded team involvement. Currently standing at 1058 members, it's important to mention that January 2014 saw 39 new colleagues become members of CAGP; the most new members in a single month in more than five years.

...we were transparent about the challenges of our website and customer relationship management system, as well as our limited capacity to rectify those issues on our own. We opened a dialogue with certain RoundTables and organizational partners with a purpose of a collective resolution. We were unified in recognizing that an effective technology platform is crucial to CAGP's public profile, to supporting member communication and engagement, and our ability to be dynamic in how we connect with our target audiences of charitable fundraisers, professional advisors and senior decision makers. We are enormously grateful that these 11 partners shared in our challenge and our vision, contributing the resources necessary to develop a new website and crm, to be launched this June. We invite you to note their distinct acknowledgement in the Sponsors, Funders, Partners section of this report.

...the board considered our organizational structure and how it could better enable our ability to leverage government, corporate and foundation funding opportunities as well as increase our ability to develop a donor base. The establishment of a separate charitable foundation is being considered, while we gather information on funders whose objectives might align with CAGP's core purpose and determine the resources necessary to fund and manage an additional organizational infrastructure.

...we looked to other national organizations with a mandate to strengthen philanthropy complementary to CAGP and considered how we might establish more deliberate relationships. In November 2014, we announced a collaboration with United Way of Canada, welcoming all 109 members of their movement to CAGP. Similar discussions with Community Foundations of Canada have advanced in British Columbia with 51 foundations in that province joining CAGP in February 2015, as the national conversation continues. While these two partnerships certainly build our membership numbers and revenue, our vision also includes the expanded reach for CAGP's message, a strengthened voice in public policy dialogue as well as the potential for increased local RoundTable engagement.

...we began mapping out key strategic alliances and determining an outreach plan to grow our network of supporters, funders and partners. Stemming from our new brand platform we are developing a compelling case statement to support that outreach. In addition to expanding our relationships, we believe there is potential to engage differently with our many solid partners and evolve these relationships to be more pervasive to CAGP.



edu

I am so honoured to play a role in helping people create a legacy. How truly remarkable it is to help someone dream of what they'd like to create for the future, then to witness it becoming a reality. This was all made possible by the knowledge and technical learning received through membership with CAGP. And I continue to keep pace with new changes through CAGP.

Sandra Dow, Chair, CAGP Greater Toronto Area RoundTable

ing

# Developing a comprehensive education plan

## Developing a comprehensive education plan that elevates professionalism and competency in philanthropic planning

CAGP's reputation has been established to a large degree as a result of the outstanding professional development we offer and it is a priority for us to retain that reputation. This year we took steps to do so by ensuring our education curricula is congruent to the current needs of gift planning professionals, is offered by means that are dynamic and accessible, and is in sync with an ever-expanding marketplace. We also recognize that being a leader means more than being responsive, so we continue to explore opportunities and strategies to better support and advance the field in a real and meaningful way.

### This year...

...we experienced a heightened interest in our education program. Registrations for the Strategic Gift Planning Bootcamp for Major Gift Professionals and Original Canadian Gift Planning course reached capacity in record time and a second OCGP course was offered in response to demand, also selling out. There is increased interest in the Gift Planning All in a Day, particularly with organizations seeing this as an opportunity for training on planned giving that is customized to their unique context. While four All in a Days were delivered in 2014, planning for several scheduled in 2015 was also underway. With Webinar Wednesdays gaining an increased presence, we provided outstanding education on strategic charitable gift planning to 579 delegates this year.

...we all enjoyed another wildly successful CAGP annual national conference in 2014, with 385 overall registrations and outstanding feedback through the evaluation process. While perhaps now a distant memory, we attest to having built bridges, sea to sky, through exceptional networking, visionary plenaries and relevant, leading-edge workshops.

...we continued to explore the possibility and feasibility of a formalized certification program for planned giving professionals. Our key learning this year was the need for a clear separation between a body that is a purveyor of education and a certifying body. Moreover, we recognize that as a provider of professional development it is essential that the needs of all target audiences are fully met. Key actions include the development of core competencies and curriculum development, which the Board feels positive about the progress being made towards certification. Still outstanding is a comprehensive market assessment to provide evidence of the ultimate viability and success of a certification initiative.

...we recognized that a formalized core competency framework was necessary to provide a lens and guide for curriculum analysis and development in order to ensure our education program nurtured professional excellence for gift planners. We engaged an HR professional with distinct expertise and through an appreciative process developed a comprehensive overview of behaviours and attributes which were grouped into enabling and technical competencies, as the two major pillars of the gift planning profession.

...our distinguished Education Committee held a retreat to undertake a full review of CAGP education streams for consistency of information, depth of content appropriate to the course setting and to also ensure course curricula wholly supports the core competencies of gift planners. This exercise was an important step in refreshing our education offerings and ensuring adaptable content is easily customizable to a variety of target audiences and delivery forums.

# Fostering effective management, board & governance

## Fostering effective management, board & governance to be equipped for transition and growth

It's worth re-stating: to be effective, CAGP must have the necessary resources to do our work. As important as financial resources are, it is equally important to have human resource support and leadership with experience, qualifications and time to effectively support a growing association with diverse stakeholders and needs.

### This year...

...we fulfilled our commitment to more regular communication from the board to our members. We began issuing quarterly board communiqués, with key operations updates and reporting on progress against our strategic plan. Understanding that multiple communication channels are necessary in a pan-Canadian organization with complexity and diversity, Board members also engaged in regular teleconferences with RoundTable and Leave A Legacy leadership and information was shared through the bi-weekly CAGP eNews. Staff endeavoured to provide an optimal approach to customer service in dealing with members and responding to inquires and requests for information.



...our board became an even stronger governing body, engaging in thoughtful, forward-driving dialogue. They focused on strategy while also contributing directly to programs and initiatives, providing leadership perspective but also increasing our capacity and enabling us to accomplish all that we did. We acknowledged the enormous value the Carver governance model brought to the organization at a particular time in its history. Yet, we also believe that our organization's evolution requires an advanced mode of board leadership and engagement that is as committed to its fiduciary role as it is to strategic and generative oversight. Our policy framework continues to provide important guidance, while the board adapts that framework to a new leadership approach.



...our dedicated team is implementing the strategic plan with an approach that is practical and measured as well as tactical and multifaceted, addressing the various intersections and interdependencies across the pillars of that plan. We are confident in our capacity to be adaptive and support an evolving organization.

Membership in CAGP is knowing that on any issue of tax, administration or law – that I'm just one phone call, email and yes, tweet, away from not just an expert but THE expert on the issue. It's about access to a network of professionals.

Paul Nazareth, CanadaHelps

# Sponsors, Funders, Partners

CAGP's sponsors, funders and partners make our work possible through financial support but they also stand in alignment with a shared belief of a **better world through strategic charitable giving**. We thank them for that support and acknowledge that we couldn't do it without them.

RBC Wealth Management  
The Donor Motivation Program  
PG Growth  
Great-West Life, London Life & Canada Life  
Mackenzie Investments  
BMO Private Banking  
Carters Professional Corporation  
Fasken Martineau  
Miller Thomson  
Scotia Private Client Group  
TD Waterhouse  
SickKids Foundation  
Lawton Partners  
PG Calc  
Legacy Leaders  
Davis LLP  
Bull Housser  
The Canadian Institute of Certified Executive Advisors  
Capacity Marketing for Charities  
DonorPerfect Canada  
Environics Analytics  
Harvey McKinnon Associates  
ProDon-Logily  
S.T. Legacy Group  
MindPath  
GIV3  
Philanthropic Foundations of Canada  
United Way Centraide Canada  
Vancouver Foundation

## National Website Partners:

SickKids Foundation  
Canadian Cancer Society – Ontario Division  
Mennonite Foundation of Canada  
Princess Margaret Cancer Foundation  
Queen Elizabeth II Health Sciences Centre Foundation  
The Donor Motivation Program  
CAGP Greater Toronto Area RoundTable  
CAGP Alberta South RoundTable  
CAGP Greater Vancouver RoundTable  
CAGP Montreal RoundTable  
CAGP Manitoba RoundTable

***Strategic charitable giving***  
A focused and financially strategic approach to philanthropy that results in maximum benefit for both the charity and individual donor.

***Strategic charitable gift planning***  
A donor-centred process of planning current and future charitable gifts in a way that meets the donor's philanthropic goals and balances personal, family and tax considerations.

# Our People

The purpose-driven people who advance our ambitious agenda have made our 2014 progress and accomplishments possible. CAGP is fortunate to work with a board of directors that exemplifies the best in nonprofit governance, national volunteers that are integral to our operations, RoundTable leaders who ensure our relevance on the ground and a committed staff team dedicated to our long-term vision for philanthropy.

## Board of Directors

### Executive



**Malcolm Berry**, Chair  
SickKids Foundation  
Toronto ON



**Darren Pries-Klassen**, Vice-Chair  
Mennonite Foundation of Canada  
St. Catharines ON



**Peggy Killeen**, Secretary  
Royal Victoria Hospital Foundation  
Montreal QC



**Ross Young**, Treasurer  
Secure Capital Management Ltd.  
Calgary AB

### Members



**Norma Cameron**  
Children's Health Foundation of Canada,  
Victoria BC



**Chris Chipman**  
TD Wealth-Private Trust,  
Winnipeg MB



**Carla Funk**  
Doctoral Candidate at Royal Roads University,  
Victoria BC



**Doug Puffer**  
Simon Fraser University,  
Vancouver BC



**Amanda Stacey**  
Miller Thomson,  
Toronto ON

# National Volunteers

Crystal Aboud  
Linda Ashton  
Malcolm Berry  
Bonnie Boyd-Read  
Malcolm Burrows  
Norma Cameron  
Doris Cameron  
Terry Carter  
Helen Chapman  
Chris Chipman  
Toni Croft  
Marie-Anne Desjardins  
Leah Eustace  
Calvin Fong  
Ryan Fraser  
Carla Funk  
Rowena Griffiths  
Elena Hoffstein  
Richard Irish

Jennier Jascheko  
Peggy Killeen  
Robert Kleinman  
Brenda Lee-Kennedy  
Stewart Lewis  
Greg Lichti  
Kristy MacLennan  
Janice Loomer Margolis  
Susan Malcolm  
Susan Manwaring  
Margaret Mason  
Sue McIntosh  
Grent Monck  
Elizabeth Moxham  
Paul Nazareth  
Jill Nelson  
Charles O'Neil  
Brad Offman  
DeWayne Osborn

Michelle Osborne  
Nancy Parker  
Linda Pearson  
Laily Pirbhai  
Maurice Prevost  
Darren Pries-Klassen  
Beth Proven  
Doug Puffer  
Christopher Richardson  
Jo-Anne Ryan  
Lori Scott  
Brian Shea  
Amanda Stacey  
Glenn Stewardson  
Dee Dee Sung  
Silvia Ugolini  
Ann Vessey  
Janice Williams  
Ross Young

# National Staff

Kat King-Vis, Communications & Stakeholder Relations Manager  
Erin Kuhns, Professional Development Coordinator  
Ruth MacKenzie, Executive Director  
Jean-Marie Niangoran, Finance Manager  
Nancy Shore, Membership Coordinator

CAGP members are leaders in Canada's charitable community and provide donors / clients with new and innovative ways of achieving their philanthropic dreams. We play key roles in expanding the fundraising options available to charitable organizations. Through our commitment to a stringent Code of Ethics, continual learning and networking, and a willingness to share, we help each other grow and develop as professionals in our respective fields.



# RoundTable Executives 2015

## Vancouver Island

Amber Adams  
Natasha Benn  
Gwen Chapman  
John Donnelly (LAL Chair)  
Cheryl Hebb  
Jennifer Jasechko (Chair)

Sarah Millard  
Sarah Neely  
Shamim Pirani  
Barbara Toller  
Joanna Verano

## Alberta North

Mien Jou  
Derek Michael  
Donna Roth  
Michele Shea (Chair)

## Greater Vancouver

Jocelyn Anderson  
Linda Ashton  
Michelle Bernard (Chair)  
Paola Coronado Hass  
Calvin Fong  
Rob Gagliano  
Cary Gaymond  
Diane Haarstadt

Jerry Halma  
Raman Johal  
Susan McAlevy  
Pat McGuire  
Julia Roudakova (LAL Chair)  
Dee Dee Sung  
Jane Westheuser

## Alberta South

David Beavis  
Carey Bornn CFRE  
Tara Friesen  
Kathryne Gibson  
Robert Locke (Chair)  
Rizwan Nathoo  
Michelle Regel  
Laurie Wallis

## Saskatchewan North

Vicki Corbin (Chair)  
Jos Herman  
Trina Mortson

## Saskatchewan South

Christina Attard (Chair)  
Jeanette Kelly (LAL Chair)  
Sharon Kremniuk  
Trina Owens  
Kevin Peyson  
Leanne Posehn  
Byron Toth

## Manitoba

Kathryne Cardwell  
Krislyn Gutierrez  
Jackie Markstrom  
Rena Molinari (Chair)  
Stephen Webb (LAL Chair)  
Deborah Winston

## Ottawa

Barry Bloom  
Paul Brousseau  
Marrisa Croteau  
Andrew Inderwick

Katie Loftus (LAL Chair)  
Joanna Luciano  
Sue McIntosh (Chair)  
Jana Lee Rand

## Greater Toronto Area

Don Allen  
Aruna Aysola  
Marisa Barlas  
Verna Chen  
Angela D'Aversa  
Sandra Dow (Chair)  
Liza Fernandes (LAL Chair-Toronto)

Ann Gorwill  
Alanna Jones, CFRE  
Meredith Meads  
Winsor Pepall  
Peter Ramsay (LAL Chair-Temiskaming)  
Andrea Robertson  
Jessica Rode

## Niagara/Golden Horseshoe

Sandra Baker  
Tamara Coleman-Lawrie (Chair/LAL Chair)  
Ashley Davidson  
Gena Dureault  
Lisa Gonnering  
Nicki Inch

Erin Matthews  
Ejaz Nadeem  
Julie Powell  
Deanna Pope  
Devon Rowan  
Keith Rutherford

## London

Jennepher Cahill  
Don Cameron (Chair)  
Melissa Derbyshire  
Trish Gergish (LAL Co-Chair)  
Colleen Harris (LAL Co-Chair)

Lisa Mazurek  
Susan Mitchell  
Jill Osborne  
Kristina Stankevich

## Chatham-Kent

David Drouillard (Chair)  
Ron Laroche  
Hugh Logan  
Jody Maroney  
Jon Quaglia (LAL Chair)

## Waterloo-Wellington

Craig Stevenson (Chair)  
Lisa Short  
Darren Sweeney (LAL Chair)

## Windsor & Essex County

Tim Jones (LAL Chair)  
Jody Maskery  
Nancy Parker (Chair)  
Martin Sobocan  
Kim Willis

## Newfoundland

Catherine Barret (Chair)  
Roderick Fequet (LAL Co-Chair)  
Malcolm Sheppard (LAL Co-Chair)

## Prince Edward Island

Helen Chapman (Chair)  
Marlene Dorey  
Wraychel Horne

## Nova Scotia

Crystal Aboud  
Bonnie Boyd-Read (Chair)  
Doris Cameron (LAL Chair)  
Toni Croft  
Kelly Power

Jane Rafuse  
Lori Scott  
Glenn Stewardson  
Ann Vessey

# Summary Financial Statements

For the Year Ended January 31, 2015

The financials have been compiled from CAGP's audited statements.

Auditing services have been provided by McCay Duff LLP.

A detailed auditor's report is available at [cagp-acdp.org](http://cagp-acdp.org).

	2014/15	2013/14
<b>Revenue</b>		
Conference fees	\$ 353,011	\$ 331,432
Membership fees	285,261	274,784
Education courses	183,365	130,866
Grants	95,000	97,726
Sponsorships	57,009	11,500
Job postings	19,000	22,275
Interest and other	12,438	6,185
	<u>1,005,084</u>	<u>874,768</u>
<b>Expenses</b>		
Salaries and wages	292,239	293,009
Conference expenses	259,720	248,583
Grants	74,496	82,204
Partner fees	65,968	48,644
Management fees	51,041	6,486
Administration	35,318	33,347
Meals	28,595	17,997
Education and honorariums	28,466	19,505
Website and computer	23,489	14,905
Rent	23,200	26,842
Financial professionals research project	22,500	-
Professional fees	21,222	70,978
Travel	19,408	28,097
Accommodation	14,420	21,671
Telephone and fax	11,824	14,102
Translation	6,847	4,217
Printing	3,530	7,107
Amortization	3,230	3,109
Meeting facilities	1,232	5,481
	<u>986,745</u>	<u>946,284</u>
Net Revenue (Expenses) for the Year	<u>\$ 18,339</u>	<u>\$ (71,516)</u>



**Canadian Association of Gift Planners**  
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