

AFP Canada New Horizons Task Force

Context Paper

December 2014

AFP is a diverse organization; that is one of its greatest strengths. Our membership spans the full spectrum of organizations, from the smallest grassroots organizations to the largest international NGOs. They operate locally, nationally and globally.

This great diversity of experience—and our ability to work together in collaboration and mutual respect—is what has helped AFP mature and achieve influence around the world in education, public policy, network development, research and capacity building. As the world becomes more interconnected, with boundaries becoming increasingly porous, this diversity will continue to be a critical strength.

These values lie at the heart of the work of the Canada New Horizons Task Force. To ensure the association's relevance and vibrancy, it is critical that we periodically review how we collaborate and work together. The fundraising profession and philanthropy are constantly evolving. AFP must ensure it is operating in the most effective manner possible. This need drives the creation of this task force to explore if and how we can build on our past successes to create the optimal environment for the future of fundraisers in Canada in an increasingly global and interconnected world.

1. BRIEF HISTORY OF AFP

1.1 Creation

The Association of Fundraising Professionals (AFP) is the professional association of individuals and organizations that generate philanthropic support for a wide variety of charitable institutions. Founded in 1960, AFP advances philanthropy through its more than 30,000 members in 238 chapters throughout the world.

1.2 Role

So that it can promote stewardship, donor trust and effective and ethical fundraising, AFP:

- Promotes consistent and high standards of professional practice to ensure donor trust and guard against abuses that can occur in the fundraising process.
- Requires members to comply with a *Code of Ethical Principles and Standards* that is designed to provide concrete guidelines for fundraising professionals in philanthropic organizations. The code is underscored with an enforcement process managed by the AFP Ethics Committee.
- Was instrumental in creating and maintaining *A Donor Bill of Rights*, a document that outlines what donors have the right to expect from charitable organizations to which they contribute.
- Is an original founder of and current participating organization in a worldwide certification program through Certified Fund Raising Executive (CFRE) International. The CFRE credential is held by more than 4,000 fundraising professionals verifies experience and knowledge of fundraising and philanthropy. AFP also provides the Advanced Certified Fundraising Executive (ACFRE) credential for senior professionals.
- Provides educational programs about fundraising, including the annual International Fundraising Conference, the largest gathering of fundraising professionals in the world; the Hemispheric Congress on Fundraising-Latin America; Fundamentals of Fundraising; CFRE Review Course; and AFP web conferences, as well as numerous conferences and events at the chapter level.

- Provides information about philanthropy through its Fundraising Resource Center, which houses a comprehensive collection of books, periodicals, speeches and audio/visual materials on fundraising and the nonprofit sector.
- Supports legislation and regulations to encourage philanthropic giving and ethical fundraising.
- Raises public awareness and interest in philanthropy through programs such as National Philanthropy Day®, Youth in Philanthropy, and the AFP Awards for Philanthropy.
- Encourages research on fundraising and philanthropy including the bi-annual What Canadian Donors Want Survey and the yearly *Compensation and Benefits Study* of fundraising salaries.
- Partners with educational institutions to further the profession and philanthropy: Collaborators include the Institute of Fundraising (UK), North Park University, Tecnológico de Monterrey and *Stanford Social Innovation Review*.

2. AFP INTERNATIONAL STRUCTURE

The AFP Board of Directors is comprised of 35 members. The Board is made up of District members, at-large members and officers. A Chapter Presidents Council is comprised of one person per chapter (either the chapter president or president-elect) and has a representative on the Board of Directors. Volunteer Divisions include Membership Services, Professional Advancement, External Relations and the two AFP Foundations. Within each division there are many committees, councils, and task forces that allow volunteer opportunities. Every member of AFP is a member of both the international association as well as a local chapter. Many members also serve on their chapter board of directors or chapter committees or task forces.

There is currently 38 staff at AFP with offices in Toronto; Arlington, Va. and Mexico City, DF.

3. CURRENT CANADIAN STRUCTURE AND BODIES

In 1999, the AFP Foundation for Philanthropy – Canada was formed.

In 2000, the current Canadian Council structure was formed and has subsequently been reviewed twice: in 2004 and 2009. The Council is made up of 10 AFP members from across Canada, as well as five ex-officio members. Since 2001, the Council has convened an annual leadership retreat.

The Canadian Government Relations Committee was established in 2001. It is a standing committee within the AFP structure under the External Relations Division.

The AFP Canadian infrastructure is served by staff at the Canada office in Toronto, Ontario, as well as the AFP International Headquarters in Arlington, Virginia.

3.1 AFP Foundation for Philanthropy – Canada

The AFP Foundation for Philanthropy-Canada is a Canadian registered charity that was formed in 1999 so that members in Canada could donate to the profession and receive a tax receipt. A separate Board of Directors is elected for two-year terms by the members of the Foundation which include the Canadian Chapter Leadership and the Foundation Board members.

The Foundation provides a National Scholarship Program, conducts the “What Canadian Donors Want” research along with an annual Call for Research Papers, webinars for the fundraising profession, mentoring programs, Diversity to Inclusion programs and the Public Awareness Tool Kit.

3.2 AFP Canadian Council

The AFP Canadian Council is a formal body of the AFP Membership Services Division that reports to the AFP International Board of Directors. A separate Mandate/Structure document is developed. Council members are elected for a two-year term by the Canadian Chapter leadership.

The Council insures that the AFP Strategic Plan is relevant for Canadian members and implements an AFP in Canada Strategic Plan. The Council is also responsible for communicating the value of AFP membership to both chapter leaders and members. This is done through the Canadian Chapter Leadership Forum, the Canadian eWire, the AFP Canada website and the annual Canadian Leadership Retreat.

3.3 Canadian Government Relations Committee

The Canadian Government Relations Committee is a formal committee of the AFP External Relations Division that reports to the AFP International Board of Directors. The committee advocates for the development of philanthropy and fundraising through the proactive engagement and education of all levels of government and effective communication with Canadian AFP members. It meets twice a year face-to-face and holds several conference calls throughout the year. Members sign up through the normal volunteer recruitment process on an annual basis.

4. AFP's ROLE AND WORK IN CANADA HAS CHANGED

4.1 Milestones and evolution

AFP's role and work in Canada has changed—and grown—significantly over the last two decades. Through the work of its chapters, the AFP Foundation for Philanthropy-Canada, the Government Relations Committee and countless volunteers, AFP has become a major leader in fundraising and philanthropy in Canada.

As the task force starts to review and explore options and recommendations for the future of AFP in Canada, below are some points it can refer to about AFP's work in Canada currently and the role of Canadian members and staff in driving AFP's growth and its influence across the country.

Defining the Role of Fundraising and the Charitable Sector:

- Canadian chapters and the AFP Foundation for Philanthropy - Canada, in collaboration with AFP International, have led the way in expanding the role of fundraising and philanthropy in Canada, and defining what fundraisers need to know at every level of experience. The foundation currently raises \$130,000 through its annual fund program, has a major gifts committee and recently received a \$300,000 three-year grant from the government of Ontario to conduct diversity and inclusion workshops in the province.
- Chapters provide numerous education sessions, while gifts from Canadian chapters helped develop the Fundamentals of Fundraising. The AFP Foundation for Philanthropy –Canada offers free webinars every year covering a variety of topics.

- The AFP Foundation for Philanthropy - Canada provides critical research on fundraising, including the bi-annual *What Canadian Donors Want Survey*, in collaboration with Ipsos Reid, which is now being referenced by Canadian and U.S. presenters and organizations. The foundation also supported a study on social enterprise, now being lauded as the leading study of its kind in Canada.
- The AFP Foundation for Philanthropy-Canada has provided translation of numerous fundraising documents and programs into French, including AFP's Ready Reference Guides, the Fundamentals of Fundraising, CFRE Review Course and the AFP Fundraising Dictionary.

Raising Public Awareness—Building Better Communities:

- Canadian fundraisers, through AFP and the AFP Foundation for Philanthropy-Canada, are taking high-profile roles in educating Canadians about the importance of philanthropy and how to get involved. Countless Canadian AFP volunteers worked with AFP policy staff to convince the federal government to recognize Nov. 15 permanently as National Philanthropy Day. Canada is the first country to recognize National Philanthropy Day this way.
- The AFP Foundation for Philanthropy-Canada's groundbreaking *From Diversity to Inclusion* three-year program (funded by a three-year, \$300,000 grant from the Ontario government) involving the Toronto and Ottawa Chapters has conducted 12 workshops on engaging different diverse groups in philanthropy. The *Inclusivegiving.ca* website has been launched, which features 12 research papers on each workshop.
- Special projects and partnerships, such as AFP's twice-annual supplements with *The Globe and Mail*, put the interests of Canadian fundraisers and charities directly in the public spotlight, highlighting the work of AFP Canadian members.

Engendering High Level Debate About Philanthropy

- AFP is committed to building strong relationships with high-level policy makers and other key individuals to increase the profile of fundraising and strengthen philanthropy throughout Canada. In partnership with AFP International, Canadian members have continuously developed connections and working relationships with government officials, sector partners and others. For example, Andrea McManus, the current chair of AFP's Canadian Government Relations Committee, serves as a member of the Canada Revenue Agency's Technical Issues Working Group.
- AFP collaborates with organizations such as Imagine Canada, Volunteer Canada, the Canadian Bar Association and the Health Charities Coalition of Canada on important public policy and public affairs issues, including stretch tax credits.
- Through the work of the Canadian Government Relations Committee, Canadian members are having a huge impact on public policy affecting fundraising. AFP led the charge for the elimination of the capital gains tax on gifts of appreciated securities and consulted with the Canada Revenue Agency during the development of its Fundraising Cost Guidance document, ensuring that context was given to fundraising and administrative costs.

- AFP helps both members and non-members attain a stronger voice in public policy matters by providing vital grassroots and communications tools such as the Public Awareness Communications Tool Kit, which was generously funded by donors to the AFP Foundation for Philanthropy-Canada.
- By working with Canadian chapters, AFP has influenced numerous aspects of provincial legislation and regulations affecting charity registration, nonprofit operations. These local issues affect charities directly and can set precedence for other provinces.

Providing Canadian Leadership AND International Leadership

- AFP Canadian members aren't just leading fundraising in Canada. Through AFP International, they're helping to set the global fundraising agenda. In addition, the Canadian experience for AFP has significant influence on all strategic and cultural issues for the association worldwide.
- AFP Canada currently has 19 professional chapters representing more than 3,700 members. When the Canadian Initiative Task Force was formed in 1995, AFP had two chapters and 214 members.
- In 2011, the first Canadian to chair the AFP International Board of Directors, Andrea McManus, CFRE from Calgary, Alberta, was elected. Canadians have served in nearly every single volunteer position in AFP.
- In the 2014 AFP Membership Survey, 88 percent of responding Canadian members said it was either "very important" or "important" that Canadian fundraisers continue to be part of an international association and work on a broader global level beyond just the Canadian profession and philanthropy.

5. THE CANADA NEW HORIZONS TASK FORCE

At the 2014 Canadian Leadership Retreat, delegates discussed a broad spectrum of benefits, advantages, costs and risks of developing an enhanced structure for fundraising professionals in Canada. They agreed that it was timely to create a task force in order to explore and define an optimal structure for the fundraising profession in Canada.

The Canada New Horizons Task Force has been formed to explore the current model of AFP in Canada, including the AFP Canadian Council, AFP Foundation for Philanthropy-Canada and the AFP Canadian Government Relations Committee. The Task Force, chaired by Denis Lalonde, MS, is composed of members with relevant professional experience and a record of distinguished service to the profession, and will make its final recommendations to the AFP Board of Directors in October 2015.

5.1 Mandate

The Canada New Horizons Task Force will explore the current model of AFP in Canada (including the AFP Canadian Council, AFP Foundation for Philanthropy - Canada and the AFP Canadian Government Relations Committee) and will make recommendations for the most effective model needed to enhance the future success of fundraising and impact on philanthropy by the fundraising profession in Canada.

With more than 3,600 members in 19 professional chapters and twenty years of AFP history in Canada, it is now time to determine an optimal structure for AFP in Canada. The structure must serve the needs of members, chapters and the global fundraising community and AFP needs to maximize the strength of our leadership network. The Task Force will discuss a broad spectrum of the benefits, advantages, costs and risks of developing an enhanced structure for fundraising professionals in Canada.

5.2 Members

The Chair of the Task Force is Denis Lalonde, MS. Other members of the Task Force include Leah Eustace, ACFRE, Derek Fraser, CFRE, Marnie Hill, CFRE, Andrea McManus, CFRE, Krishan Mehta, Nicholas Offord, Bob Carter, CFRE, Patrick Feeley, CFRE and Andrew Watt, FlntF.

5.3 Timeline

The Task Force has divided its work into four phases over the next eleven month period.

5.3.1 Research and Visioning

October – February 2, 2015

- Hold one day facilitated Retreat on February 2, 2015 in Toronto Ontario and the agenda will be:
 - Communications plan to chapter leaders, international leaders, members and other key individuals
 - Conduct personal interviews with key leaders.
 - Conduct cost analysis of Canadian membership revenue in AFP International
 - Explore legal ramifications of changing structure (CRA, etc.)
 - Gather historical documents and develop context paper
 - Research other international association structures

5.3.2 Consultation and Feedback

February – April 2015

- Identify opportunities for consultation and feedback. (Chapter conferences)
- Develop Milestone Report summarizing all feedback and analysis.

5.3.3 Report and Recommendations

May – July 2015

- Finalize report.
- Post report on AFP Canada website and open to comments
- Discuss recommendations at the 2015 Canadian Leadership Retreat in Regina, Saskatchewan on July 23-25, 2015

5.3.4 Finalize and Present to Board

September – October 2015

- Prepare final report and recommendations and present to the AFP International Board on October 24, 2015.