



# Setting a charitable giving strategy

A guide for your charitable giving journey



Wealth  
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- Converting your wealth into an income stream
- Transferring wealth to your heirs
- Creating an enduring legacy

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## GLOSSARY

Charitable giving is a unique, highly personal and rewarding experience. It can be a powerful way for you to create a legacy and align your charitable intentions with meaningful impact.

# Introduction



Charitable giving is a unique, highly personal and rewarding experience. In a world full of challenges and causes, there is no right or wrong decision to make with your giving — it's about finding the right fit for you. For some, this journey begins early and focuses on a single cause throughout their life. And for others, the causes they choose to support might change every few years. What matters most is that you are choosing to include charitable giving as part of your overall wealth and legacy planning.

This guide will help you in creating a proactive strategy that you can be excited about implementing, sharing with others and can refine over time. Perhaps you'll benefit from every section in this guide. Perhaps you're only looking for insight and support in a single area. Regardless, hopefully you'll find some benefit from

engaging with the ideas and reflective questions sprinkled throughout.

To support the development of your charitable giving strategy, you're encouraged to populate the [Giving Plan](#) with the decisions you make along the way.

This guide has been developed for your personal use or to help facilitate discussions with your RBC advisor and other qualified advisors when considering how you may want to create and implement a charitable giving plan as part of your wealth plan. When considering charitable gifts or any potential giving strategy, you should always consult with a qualified tax, legal or financial planning professional for advice on how it may impact your specific situation and to determine if it may be appropriate for your circumstances.

## BEGIN YOUR JOURNEY

### Section 1

#### **IDENTIFYING YOUR VALUES AND CAUSES**

Begin to create your charitable giving strategy by identifying your core values and the cause(s) you'd like to target.

### Section 2

#### **FOCUSING YOUR SCOPE**

Bring specificity to your strategy by honing in on a specific area(s) within your cause(s), and articulate the parameters of your giving.

### Section 3

#### **FINANCIALS**

Identify the parameters of your charitable giving budget.

### Section 4

#### **SOURCING PROSPECTIVE GRANTEES**

Source registered charities that are working to create effective change within your focus area(s).

### Section 5

#### **ENGAGING OTHERS IN YOUR CHARITABLE GIVING**

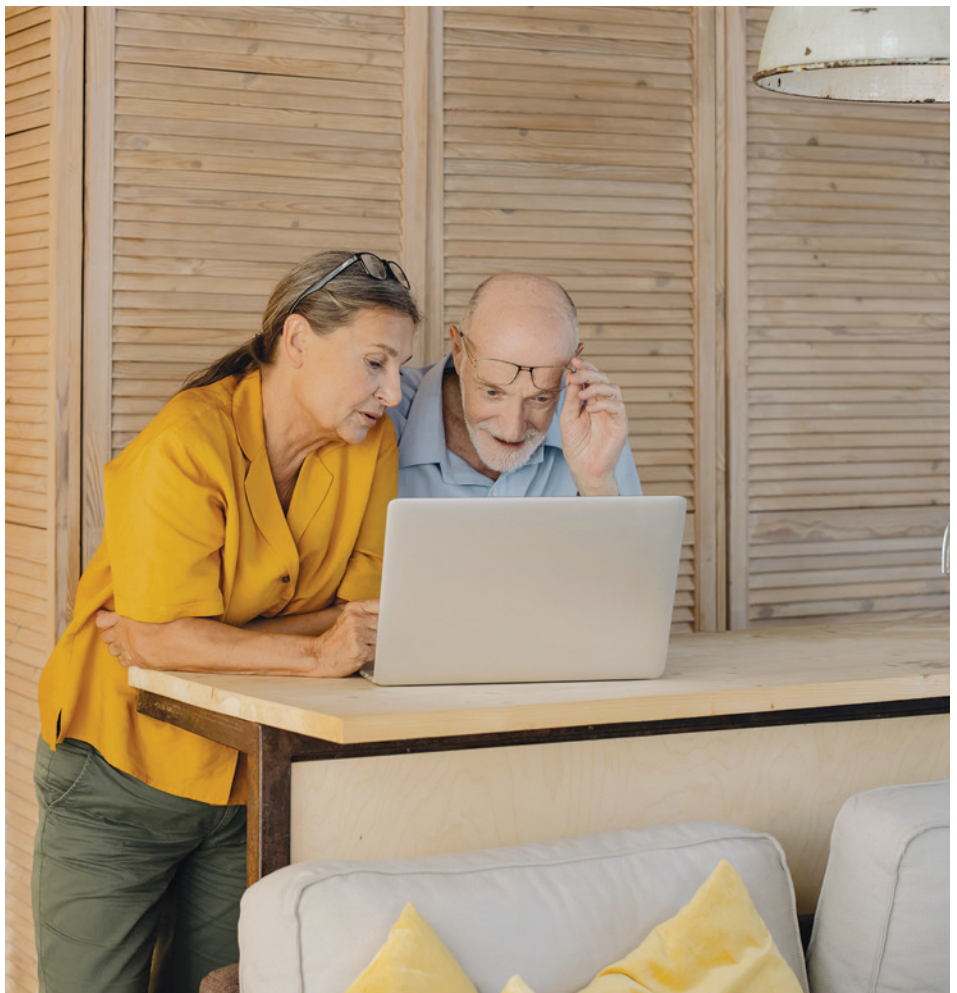
Charitable giving can be a personal or collective experience. Invite others to join you in this journey in a structured way (if that aligns with your vision).

### Section 6

#### **REFLECTING ON YOUR IMPACT**

Once you've completed a granting cycle, reflect on the impact you've created to ensure it aligns with your strategy. This is also a great time to review your strategy and refine it before making your next round of grants.

# Making the most of this guide



1. Be flexible and take an approach that works best for you and anyone you are including in your charitable giving. When it comes to who should participate in this process, that decision will be personal and unique to you. Take some time to consider both family and non-family members who you may want to be part of your “engagement group.” See [Section 5](#) for more information.
2. There are six sections to this guide. The sections are a suggested pathway to follow, but you may find that a different order may work best for you. This guide can be completed as a full package all at once, or some may prefer to try one section at a time and then come back to evaluate, discuss and refine it before moving on to a different section.

3. As you embark, learn, engage and implement your own charitable giving strategy, these learnings may lead to wanting to update, edit or amend your strategy annually or every few years — that is a natural part of the evaluation process. The sections within this guide are designed to evolve as you need them to and when you want them to.
4. Think about your past and current charitable giving. If there are documents or lists you have compiled and that will help inform the charitable giving strategy you are creating, keep them handy to incorporate into this document.

**Note:** A [Glossary of terms](#) has been included at the end of this guide, which may be helpful for referring to as you work through various sections.

You may choose to support charities through a foundation (public or private) and/or through personal funds. For the purposes of this guide, the term “**donation**” is used to reference funds that are disbursed to a foundation and the term “**grants**” is used to reference funds that are disbursed to a charity.



“RBC Wealth Management’s charitable giving guide is a wonderful resource for those embarking on, or making changes to, their charitable giving strategy. It is an easy-to-navigate guide with a helpful Giving Plan tool to develop your strategy into an action plan. Our family has benefited greatly from utilizing the guide as we move through our charitable giving journey.”

— RBC Wealth Management Clients



# IDENTIFYING YOUR VALUES AND CAUSES

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Begin to create your charitable giving strategy by identifying your core values and the cause(s) you'd like to target.



Charitable giving is an incredibly personal act. For many, the choices made are motivated by one's life experiences and/or what one's heart is telling them — what *feels* right. And yet, for many, it can be daunting to try and wade through the countless causes that surround us each day; or, it can feel intimidating to say “no” when being approached by a friend, colleague or charitable representative to give towards a particular cause, even if it doesn't speak to you as much as other causes do.

This section is designed to help you identify and articulate those values and causes you consider to be the most important ones to guide your charitable giving decisions. This will lay the groundwork from which you can build, and ultimately implement, your charitable giving strategy.

## SETTING THE STAGE

Charitable giving is very personal, so your strategic direction may come from values that are taught, shared or learned, either individually or among your family. Thinking about past experiences, the charitable giving of others and the values that

resonate most with you may be helpful when determining what kinds of causes, organizations, or projects you may want to support.

Before you begin, you're encouraged to take some time to reflect on your past experiences with charitable giving, using some, or many, of the following questions. If you haven't already saved this resource on your personal computer or device (or printed a hard-copy if you prefer), you're encouraged to do so; in [Part A](#), make note of any decisions or ideas that come from this reflection.

Some reflective questions that might help you begin:

- What's a memory of helping others, whether that was in the community, making a donation or volunteering, that has resonated with you?
- Is there someone else's charitable giving that inspires you? Who and why?
- How would you like your charitable giving to advance your vision(s) for yourself, your family and your community?

Begin to create your charitable giving strategy by identifying your core values and the cause(s) you'd like to target.

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- What courses of action, formative experiences, organizations or causes have made an impact in your life?
- What kind of philanthropist do you want to be?
- What's your goal with this guide?
- Is there anything you've found frustrating, stressful or disempowering from your past charitable giving that can inform your future giving?
- Are there any organizations or projects you've supported in the past that you've found to be fulfilling, or that you've told friends or colleagues about? If so, what was it that you found so empowering?
- When you look back on your past charitable giving, are there any notable themes or trends?
- If you've had limited experience with charitable giving to date, why have you chosen to embark on creating a strategy now? What experiences have inspired you to approach this?

## IDENTIFYING YOUR VALUES

Any effective charitable giving strategy is rooted in a clear understanding of the values that will guide future decision-making, both from the perspective of how you approach your giving and the kinds of charities you seek out.



Are there certain values you uphold as an individual? If you're in a group setting, it may be helpful to share or think of a story about your group that illustrates the value(s) selected. Or, consider thinking about the values you learned from your parents or grandparents or other loved ones you've looked up to, or what values you want to pass on to the next generation.

Read through the following list of values. While many might resonate, try to identify approximately three to five that will become core to your charitable giving strategy. If others are involved in honing this strategy, it will be important to ensure everyone's values are reflected in the final list. Once you decide on your core values, add them into **Part A** of your Giving Plan. **Note:** *This list isn't exhaustive. If there is another value that is important to you that isn't listed, feel free to include it.*

## SECTION NAVIGATION

1

# What values are meaningful to you?

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Acceptance	Access	Accountability	Achievement		
Acknowledgement	Adventure	Advocacy	Agility		
Altruism	Arts	Authority	Balance	Belonging	Change
Collaboration	Comfort	Commitment	Communication		
Community	Competition	Conservation	Cooperation		
Courage	Democracy	Dependability	Diligence	Diversity	
Economic	Education	Effectiveness	Efficiency	Empathy	
Entrepreneurship	Equality	Equity	Excellence	Expertise	
Fairness	Faith	Family-focused	Flexibility	Focus	
Freedom	Generosity	Growth	Happiness	Harmony	
Healing	Independence	Innovation	Integrity	Intellect	
Interdependence	Intuition	Involvement	Justice		
Knowledge	Leadership	Love	Loyalty	Mastery	
Opportunity	Patriotism	Peace	Personal growth		
Preservation	Pride	Privacy	Respect	Responsibility	
Security	Self-expression	Self-reliance	Service		
Simplicity	Stability	Stewardship	Sustainability	Teamwork	
Tolerance	Tradition	Transformation	Vision	Wisdom	



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Think of your values as guide posts for your giving — they are the principles or standards that you'd like to see shine through your philanthropy. Values-based giving makes philanthropy more meaningful and personal; it also helps sustain interest in issues throughout the decades it may take to achieve real impact.

*The Stanford PACS Guide to Effective Philanthropy.*  
Stanford PACS Center on Philanthropy and Civic Society, 2020. Pg. 17. <https://pacscenter.stanford.edu/research/effective-philanthropy-learning-initiative/donor-guide/>

Now that you've selected your values, let's bring them to life by adding some adjectives. You can do this in one of two ways:

1. **Pair an adjective with each value:**  
Practical (adjective) + flexibility (value) or
2. **List a few adjectives alongside your values:** Truthful, practical, bold + diversity, integrity, sustainability.

Look through the following list of adjectives to see which ones best reflect the approach you want to take to your values. As with the previous list, once you've selected the best adjective(s) for you, be sure to add them to **Part A** of your Giving Plan. **Note:** *This list isn't exhaustive. If there is an adjective that's important to you that isn't listed, feel free to include it.*

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# What adjectives best suit your approach?

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Accurate	Adaptable	Adventurous	Aggressive		
Artistic	Athletic	Bold	Brave	Calm	Carefree
Clever	Compassionate	Complicated	Confident		
Creative	Deep	Dignified	Diligent	Faithful	
Generous	Hardworking	Helpful	Honest	Hopeful	
Humble	Innovative	Joyous	Kind	Large	Long
Loyal	Nimble	Orderly	Patient	Polite	Practical
Proud	Quick	Reflective	Respectful	Risky	Short
Significant	Simple	Small	Sociable	Strict	
Tangible	Thoughtful	Thrifty	Tough	Trustworthy	
Truthful	Understanding	Wild	Wise		



## IDENTIFYING YOUR CAUSES

With your core values identified, it's time to turn to the wide array of causes in society — from the most local to the most complex, global ones — and identify yours. You may be asking: “*Why do I need to hone in on one or a few key areas? Can't I give to many different ones?*” Or, you may be thinking: “*There are too many causes that pull at my heart. How am I to narrow down to a small few?*”

Ultimately, this is *your* charitable giving strategy — whatever decision you choose to make is the one that's the most fitting for you. Given limited time and resources, however, concentrating on one or a few causes will enable you to be more strategic in understanding

the complexities of each area and realizing your intended impact.

Read through the following list of causes. While many might resonate, or some may feel too interconnected to parse, try to identify no more than three or four that will become core to your charitable giving strategy. [Section 2](#) will dive into further specifics.

If others are involved in establishing this strategy, it will be important to ensure everyone's causes are reflected in the final list. Once you decide on your cause(s), add them to [Part A](#) of your Giving Plan. **Note:** *This list isn't exhaustive. If there is a cause that is important to you that isn't listed, feel free to include it.*

What is your risk tolerance? “Knowing your motivations and values is important. It's also important to know how these align with your tolerance for risk. Some philanthropists are willing to support promising start-ups, while others prefer to donate to organizations with longstanding track records. Some philanthropists are willing to shoot for the moon to achieve ambitious policy goals, while others feel more comfortable supporting the delivery of services that offer predictable benefits.”

*The Stanford PACS Guide to Effective Philanthropy.* Stanford PACS Center on Philanthropy and Civic Society. 2020. Pg. 19. <https://pacscenter.stanford.edu/research/effective-philanthropy-learning-initiative/donor-guide/>

# What causes speak most to you?

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- | Advocacy and civil rights | Animal welfare |
- | Arts and culture | Children, youth and families |
- | Community initiatives | Criminal justice reform |
- | Disaster preparedness and relief/emergency aid | Disease |
- | Diversity and inclusion – Black, Indigenous and People of Colour (BIPOC) |
- | Diversity and inclusion – Indigenous/First Nations |
- | Diversity and inclusion – Persons with disabilities |
- | Education | Employment and training |
- | Environment and climate change |
- | Food security and nutrition | Gender rights |
- | Healthcare research | Healthcare services and facilities |
- | Innovation/STEM | International development |
- | Law and society | LGBTQ+ rights and programming |
- | Literacy | Mental health | Poverty reduction |
- | Refugees | Religious/faith-based |
- | Social well-being/social services | Sports and recreation |



## FOCUSING YOUR SCOPE

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Bring specificity to your strategy by honing in on a specific area(s) within your cause(s), and articulate the parameters of your giving.



A vital component to any strategic plan is specificity. If you completed [Section 1](#), you've identified your core values and the cause(s) that you'd like to build your strategy around. Even if you haven't read through Section 1, perhaps you already know the kinds of causes you want to impact, like disease, literacy or equality. These are intended to be broad, but now it's time to get specific.

This section will help you map out the particulars of your charitable giving, from the kind of change you want to create within a given area to the kinds of work you feel comfortable supporting. Once you've completed this section, you will have a drafted mission statement which may become a valuable tool to bring clarity and direction to the rest of your charitable giving strategy.

## ARTICULATING YOUR IMPACT

Refer to your Giving Plan. If you haven't yet filled in Part A with the one area or several areas you'd like to build your strategic plan around, this is the time to do so. You can reference the [causes list](#) for some suggestions.

Consider for a moment just how vast each of the causes you've identified may be. Choose one cause and go through each of the following steps. Then, return and complete again for each additional cause you've chosen.

It's generally recommended to keep Part A of your Giving Plan close at hand so you can fill it in as you go.

As you begin, remember, there is no right answer to these questions — just the right answers *for you*.

### Area of focus

Consider your first cause. There may be several different societal challenges within it that could be identified with a quick brainstorming session. Using "disease" as an example, several different diseases can be identified (e.g. cancer, malaria, HIV/AIDS, Alzheimer's disease, etc.). You might have even chosen this cause with a specific disease in mind that you wanted to focus on.

Note the specific area of focus you want to positively impact in **Part A of your Giving Plan**.

Bring specificity to your strategy by honing in on a specific area(s) within your cause(s), and articulate the parameters of your giving.

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### Time horizon

Over what kind of time horizon do you want to see your change manifest? This is an important consideration when identifying what kind of impact you want to create within the area of focus.

Using the “disease” example, a short-term horizon would be ensuring patients diagnosed with a specific disease have access to care today. A long-term horizon could be research for a cure and/or a vaccine.

Your answer here might be consistent across all of your causes — almost a core tenet of your charitable giving overall. And for others, the horizon might be as unique as the area of focus.

Note the time horizon in **Part A of your Giving Plan**.

### Intended impact

Next is thinking about all the ways one can impact that disease. This can include research for treatment, a cure and/or a vaccine, patient care or support groups for those caring for a loved one with the disease. Supporting one of these areas will create a very different kind of impact in the world and for those affected by this issue.

Note the specific aspect or method of impact you want to focus on in **Part A of your Giving Plan**.

### Geography

The next step is to articulate the geographic focus for your work. For each area of focus, where do you

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want this focus to manifest? In your own immediate community? Across your province/territory? Throughout Canada? Or perhaps another country or continent?

Each area can have a different answer to this question. Perhaps in one, you want to support those in your own neighbourhood. And in another area, you are open to supporting charities whose work manifests in parts of rural Africa or Asia.

Note the specific geography you want to focus on in **Part A of your Giving Plan**.

## Demographic

Another important component to defining the scope of your work is to articulate the intended demographic to benefit from your work within each area of focus. Are you passionate about supporting people of a certain age range? Indigenous Canadians? New Canadians? Individuals from a particular ethnicity or background? A certain population of society (the formerly incarcerated, for example), or system?

Much like the geographic consideration, the answer to this question might very well be different for each area of focus.

Note the specific demographic you want to focus on in **Part A of your Giving Plan**.



## Programmatic focus

Now that you're clear on your area(s) of focus, it's important to take a few minutes to consider what kind of work you are willing, and not willing, to fund. There are many ways your support can come to life, like paying for a scholarship for someone to access a service, or investing in research. Starting to reflect on the kinds of activities you are, or are not, willing to support will make it easier to find the charities that best align with your charitable giving strategy.

There should be some non-negotiables on that list, like every grantee being a registered Canadian charity with the Canada Revenue Agency (CRA) or a qualified donee. The following list outlines some kinds of funding to consider. **Note:** *This list isn't exhaustive. If you have additional ideas that aren't listed, feel free to include them.*

2



- Advocacy work
- Start-up organizations with limited data
- Capital campaigns
- Scholarships
- Research
- Endowments
- Fundraising events/galas\*
- Grant-making intermediaries
- Government services and social services
- Infrastructure

\* If you decide you are comfortable with supporting these types of events, make sure you take this into consideration when setting up the financial tools for your giving. Not all solutions will allow for this kind of support.

Note the specific kinds of support you are willing to consider in **Part A of your Giving Plan**.

## DRAFTING YOUR MISSION STATEMENT

If you refer to Part A of your Giving Plan, you should have the following sections populated:

- Core values
- Cause(s)
- Area(s) of focus
- Time horizon(s)
- Intended impact(s)
- Geography(ies)
- Demographic(s)
- Programmatic focus(es)

Now it's time to put these all together into a summary — a few sentences that will describe your charitable giving strategy that you could share with a friend, loved one and/or colleague.

This will be of particular importance if you are considering having a public element to your charitable giving, like a website or a social media presence.

This statement can take many forms. Consider it like a basic math equation:



## Examples:

**As an individual:**  
My charitable giving will be guided by the values of bold innovation and authentic partnership. I want to support organizations that provide food and community support services to new Canadians living in Vancouver.

**As a family:**  
As our family begins our charitable giving journey, our decisions will be guided by compassion, cooperation, thoughtfulness and flexibility. Our work will be collaborative and responsive. Our charitable giving focuses on supporting reconciliation efforts across Canada between Indigenous and non-Indigenous Canadians. This includes:

1.

Investments in training for healthcare providers to ensure Indigenous Canadians are treated with high-quality care in respectful environments.

2.

Investments in local art galleries and museums to ensure Indigenous arts can be properly preserved and celebrated.

3.

Supporting key colleges and universities across Canada in maintaining and expanding programs that teach and preserve Indigenous languages.

Note your statement in **Part A of your Giving Plan**.

### No-go areas

Thus far, this guide has focused on helping you proactively identify the inputs for your charitable giving strategy. However, sometimes knowing what you don't want to do can be as helpful as knowing what you do want to do. As you consider whether or not you want to create room in your budget for solicitations from friends/colleagues/charities or for other "out of scope" situations that might come up during the year, you might find it helpful to take a moment to consider whether there

are any causes (see [Section 1](#) for more information) or approaches to charitable work (see [Section 2](#) for more information) that you do not feel comfortable supporting.

Refer back to your **Giving Plan and fill out Part A** with your decisions.

Before you finish this section, look back at your Mission Statement and ask yourself: "By spending my time and money in these areas, will I find joy and fulfillment?" If the answer is no, it will be important to identify why that is and refine appropriate components. If the answer is yes, then, congratulations! You have completed a significant component of your charitable giving strategy.



## FINANCIALS



Identify the parameters of your charitable giving budget.



At the core of any charitable giving strategy is a sound understanding of how much money you want to grant out and how those funds will be divided among your area(s) of focus in order to reflect your overall charitable giving strategy.

This section will help you explore the various inputs that will help you build a comprehensive charitable giving budget and how to anticipate, and respond to, solicitations from acquaintances and/or charities.

This section is **not** intended to inform you of the different financial tools available to manage your funds, to explore what kinds of tools may be best for you, or to help you identify how much money you could be allocating to your charitable giving in any given year. An ideal and appropriate way to start mapping out your financial plan for charitable giving is to step back and look at your overall financial situation with a qualified professional. This may take place by having a comprehensive financial plan prepared for you and your family. Speak to your RBC advisor if you require more information about having a comprehensive financial plan prepared for you.

## BUILDING YOUR CHARITABLE GIVING FINANCIAL PLAN

Before you can get to work on granting out funds, it's important to first consider your larger charitable giving goals. Here are a few important questions to reflect upon:

- Do you want to focus on granting out your funds in life, out of your estate, or both?
- Do you want to establish your charitable giving “pot” through a one-time injection of funds (e.g. perhaps in a year you’ve had a large liquidity event), or will you be both donating into this fund and granting out of it on a regular basis?

### Did you know?

**While this guide is focused on charitable giving, there are many other ways you can create a positive impact and lasting legacy through wealth planning. To explore different types of responsible investment, including ESG\* integration, socially responsible investing and impact investing, speak with your RBC advisor.**

\*ESG is an acronym for Economic, Social, Governance. The full definition can be found in the [Glossary](#).

Identify the parameters of your charitable giving budget.

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- Based on the funds you set aside, do you intend to grant those out during a set period of time? Or would you prefer that those can be managed in perpetuity and handed to the next generation to continue to manage and grant from?
- Do you have a specific amount in mind that you are certain you want to grant in a specific year or to a specific charity?

These decisions can have important implications for what financial tool(s) may be suitable to help you realize your charitable giving goals. You're encouraged to fill out [Part B of your Giving Plan](#) and consult with your RBC advisor, along with your qualified tax and/or legal advisor to help bring your vision to life.

Through these consultations, you should gain a strong understanding of what your desired annual granting amount will be. This data point is pivotal to completing the other parts of this section.

Legacy gifts allow you to continue to support a cause that's important to you and may provide you with substantial tax and estate planning benefits.

Speak with your RBC advisor, along with your qualified legal advisor, about how to develop your estate plan to include legacy charitable gifts.



## BUILDING YOUR ANNUAL GRANTING BUDGET

In [Section 2](#), you laid the groundwork for your charitable giving strategy by building your Mission Statement. Now it is time to start building a budget that can bring this statement to life.

Identify the amount of money you want to grant during this granting cycle. Note this figure in [Part C of your Giving Plan](#).

Then, put some structure around that amount. Consider your charitable giving like a portfolio, adding up to 100%. How do you want to divide that portfolio? There may be a few ways to split up the total amount as you begin to seek out prospective grantees. Consider this as just a general guideline for you. Much like every other part of your charitable giving strategy, nothing is set in stone.

## Granting cycle

Once you've identified how much you want to grant, next is determining the length of time you want to take in order to research, identify, issue, and review this round of grants. This is known as your "grant cycle." For some, this is an annual cycle, built on the calendar year. For others, it might be 18 months or two years. The biggest determining factor is how much time you want to dedicate to these efforts.

Once you've identified your granting cycle, you may also want to consider whether you'll make all of your grants at once or whether you'll have a rolling granting cycle, perhaps issuing all grants within a certain area of focus at one time.

Refer back to your **Giving Plan and fill out Part C** with your decisions on your granting cycle.



## Area(s) of focus

Consider how many areas of focus you've identified. How do you want to divide your portfolio among those? You may want to equally divide your resources between each area or you might put a large amount into one area and a small amount into each remaining area.

Refer back to your **Giving Plan and fill out Part C** with your decision.

## Grantees

Do you want to make a small number of larger gifts? Or a larger number of smaller gifts? This will influence how many grantees you have overall. When dividing up your portfolio here, consider how much time you have to effectively research prospective grantees and conduct your due diligence (see [Section 4](#) for more information).

Refer back to your **Giving Plan and fill out Part C** with your decision.

3

## Grant sizes

Do you want all of your prospective recipients to receive equal-sized grants? Or are you planning for some to receive smaller grants, and others larger? It may be helpful to establish some parameters around what you would consider a “small” grant versus a “medium” or “large” grant and how many of those you’re looking to make during your granting cycle. As you find charities you want to support, you can decide what kind of grant they merit relative to your other prospective grantees.

Refer back to your **Giving Plan and fill out Part C** with your decision.

## OTHER BUDGET CONSIDERATIONS

As you reflect on your past giving, you might have made some, or several, grants to charities because a friend or colleague asked. Or perhaps because you were approached by a charity to consider a gift. For some, saying “no” can feel very uncomfortable. In other cases, you might have donated to an emergency appeal here in Canada or around the world after a tragic natural disaster or cultural/political event.

### Making room for those “out of scope” asks

As you consider your overall charitable giving strategy, you might decide that you want to set aside some funds to support friends when they bring asks forward. Or, you may want to set aside funds in anticipation of potential emergency



disasters, political or cultural events. It is absolutely fine to have a portion of your funds being spent in areas beyond the area(s) of focus that you’ve zeroed in on.

As you consider your overall granting amount, by setting aside a specific percentage to fund these “out of scope” areas, you may find it easier to consider those situations as they come up and, once the amount is spent, saying “no” to any additional asks for this year.

Refer back to your **Giving Plan and fill out Part C** with how you’d like to approach “out of scope” asks.

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### Anticipating appeals from friends and/or charities

Consider this scenario. You are out to lunch with a friend. You've caught up on each other's families and how things are going at work. Your friend shifts the conversation to their ongoing work with a charity close to their heart — one they've mentioned before. You can feel the ask coming ... and then it does. "Will you consider supporting our upcoming golf tournament? We're hoping to raise enough money to expand access of services to 100 new beds." What do you say? You respect your friend and the work of the organization they've mentioned, but it just isn't a cause you feel as passionately about. And, it doesn't align with your charitable giving strategy. It can be a tough and uncomfortable situation.

One of the benefits of having a defined charitable giving strategy is that it can make it easier to say "no" to those asks that don't resonate with you or don't fit within the areas

of focus you've identified. By saying "no" to these asks, you are actually saying "yes" to your own charitable giving strategy. With the work you've already done in this section, you have a defined granting amount for the year and have allocated those resources within each issue area (even if they aren't yet granted out) to help realize the impact you want to see in the world. This is important and a sound reason to respectfully say "no" to your friend in this type of scenario.

In his book *Giving Done Right*, Phil Buchanan shares some helpful potential responses, such as: "Thanks so much for telling me about this work,' you might say. 'But I have different giving priorities, so I think it's a no for me.' Or if you're open to considering the pitch, say, 'I like to take my time to carefully consider my charitable giving decisions, so could you leave me some information to review?'"<sup>1</sup>

1. Buchanan, Phil. *Giving Done Right: Effective Philanthropy and Making Every Dollar Count*. Hachette Book Group, Inc. 2019. Pg. 40.

# [4]

## SOURCING PROSPECTIVE GRANTEES

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Source registered charities that are working to create effective change within your focus area(s).



No charitable giving strategy is complete without grantees. This is the moment you turn from planning to action. For some, this is an extremely exciting step. For others, this can feel daunting or overwhelming, given there are over 86,000 registered charities in Canada.

This section will help acquaint you with the Canadian charitable landscape and introduce you to some of the tools you can use to identify prospective charities and conduct proper due diligence before making your granting decisions. It's important to remember that there is no single way to determine what charity/ies may be ideal or the most suitable for you to work with or which ones are doing their work most effectively. Determining the right grantees for you will be as subjective and personalized as your strategy.

## NAVIGATING THE CANADIAN CHARITABLE SECTOR

The Canadian charitable sector is vast. Navigating the thousands of charities to find the right one(s) for you can be difficult. You may choose to begin with a simple online search with a few keywords:

*[your area of focus] + [your geographic focus] + [your demographic focus]*  
(e.g. *children's hospital + Winnipeg + cancer care*).

However, it is also important to keep in mind that organizations with the largest marketing budgets will be better equipped and positioned to use Search Engine Optimization (SEO) to their advantage for their websites. Perhaps, these charities might be exactly the appropriate candidates for your grants. However, if you are wanting to look beyond ones that will commonly appear in general search engine results, there are some effective tools you can use to support your search efforts.

### Resources to help guide your research

As you begin your research, there are some great resources designed to help Canadians navigate the Canadian charitable sector and find charities that match their charitable giving strategies.

- **CRA Charities and Giving:** A site managed by the Canada Revenue Agency (CRA) that has several helpful tools, including:

Source registered charities that are working to create effective change within your focus area(s).

# 4



## What can an administration rate really tell you?

Often, clients indicate they'd like to give back to charities they believe are doing the best work to support the causes they care about, but they're concerned the charity may have high administration costs.

Some fear that's an indication the charity is mispending its money or is being indulgent in its spending.

Similar to a for-profit company, charities need funds for day-to-day operations to ensure they are doing the best they can for their cause. They need funds to pay operational expenses like rent, utilities and insurance; creating and hosting their website; and paying their accountant to ensure financial statements are done in the appropriate manner, that they have filed their taxes, and remain in compliance with CRA expectations, etc.

If you've done research on a charity and you trust them enough to provide them a grant in support of their efforts, consider applying that same level of trust in them to determine how best to allocate your grant to maximize the impact they can have on the cause you both care deeply about.

1. The ability to search the entire CRA database to see whether a specific charity is in good standing with the CRA;
  2. Information on qualified donees;
  3. A database full of information on specific charitable giving questions and activities; and
  4. Information applicable to registering for charitable status and charitable administration.
- **Canada Helps:** They manage a robust database of Canadian charities (pulled from the CRA) that you can search by cause, geographic location and other filters. They also produce an annual giving report with insights and trends on Canadian charitable giving.

# Did you know

As you consider the kind of impact you seek to create through your charitable giving, doing some deeper research on the charitable sector and registered charities within your focus area(s) may be an informative and important part of your sourcing process.

# 66%

of donations made in Canada go to just **1%** of the charities that exist.

In 2021, just

# 3.3%

of online donations made in Canada supported Indigenous Peoples.

# 78%

of charities make less than **\$500K** in revenue per year, and **58%** are fully run by volunteers.

According to one research report focused on **Black communities within Canadian philanthropy**, among public and private foundations reviewed, Black-serving and Black-led organizations received only **0.13%** and **0.03%** of total grants, respectively, during the two fiscal years examined.

#### SOURCES

*The Giving Report*. CanadaHelps. 2018. [www.canadahelps.org/media/The-Giving-Report-2018.pdf](http://www.canadahelps.org/media/The-Giving-Report-2018.pdf)

*The Giving Report*. CanadaHelps. 2022. [www.canadahelps.org/en/the-giving-report/](http://www.canadahelps.org/en/the-giving-report/)

*Unfunded: Black Communities Overlooked by Canadian Philanthropy*. The Network for the Advancement of Black Communities and Carleton University's Philanthropy and Nonprofit Leadership program. Research period: 2017 to 2018. Published: 2020. [www.forblackcommunities.org/#report](http://www.forblackcommunities.org/#report)

## KEY INDICATORS OF EFFECTIVE ORGANIZATIONS

As you begin to source prospective grantees, you may be wondering, “How will I determine which charities best align with my strategy?” What can make charitable giving feel overwhelming for some is that there aren’t the same kinds of consistent key performance indicators across charities as you would find in the corporate world with, for example, a company’s stock price. How one determines if a charity is effective depends so much on what it is setting out to do. You wouldn’t evaluate a community foodbank with the same criteria as a charity conducting research to find a cure for cancer. What matters most is whether the information the charity provides feels right *for you and your charitable giving strategy*.

That being said, there are some indicators that can help you determine an organization’s effectiveness in achieving its mission. *The Stanford PACS Guide to Effective Philanthropy* outlines the following:

“Social impact is not only a product of sound strategies. It requires leadership, management and staff capacity to successfully implement those strategies and manage the organization. What to look for:

- **Leadership:** Consider the senior leadership’s background and professional qualifications. [A simple internet search might be indicative, either positively or negatively.]



- **Board:** Understand the function of the board and who sits on it. Do they have relevant ... expertise? Do they actively oversee the organization’s activities? Do they avoid conflict of interest?
- **Staff:** Do the staff have successful track records of managing programs, conducting fundraising and overseeing finance and operations? Does the organization provide staff with training opportunities? Does the non-profit retain its staff?”<sup>2</sup>

As you embark on your research, there are some additional areas that you’ll likely want to review to ensure you are comfortable with the charity’s work, team and programming. **Note:** *The following list is not exhaustive. These may include:*

- **Legal status:** Are they in good standing with the CRA?
- **Reputation and history:** Has the charity received any notably positive or negative coverage in the past? Has that issue been resolved in a way that would make you comfortable supporting the charity today?

2. *The Stanford PACS Guide to Effective Philanthropy*. Stanford PACS Center on Philanthropy and Civic Society. 2020. Pg. 143. <https://pacscenter.stanford.edu/research/effective-philanthropy-learning-initiative/donor-guide/>

- **Strategic vision:** Does the organization have a strategic vision they are comfortable sharing? Does this align with the kind of impact you want to create through your charitable giving strategy?
- **Financials:** Are you comfortable with the financial standing of the organization? This may include the diversity of their funding sources, their revenue versus expenses or any loans they might currently be reporting. Should you wish to review them, audited financial statements should be available on their website, or upon request for any organization with a budget over \$1M.



### Activity versus outcome

When considering the overall impact of a charity, make sure you are on the lookout for how they talk about the impact they are creating.

Take, for example, a charity with a mission to provide quality primary education to children in a part of Africa. They tell you that they are working to increase the number of children — especially girls — who graduate from Grade 8.

You might see some great photos and statistics on their website about how many schools they built and outfitted last year. These are **activities**.

They could have built many beautiful schools across Africa, but without the right programming and tracking in place, they won't tell you whether or not more girls are signing up for, remaining in, or graduating from primary school. These are **outcomes**.

- **Measurement and evaluation:** How does the organization measure their impact? How do they go about collecting this data? Are you satisfied with the kind of impact they report being able to create?<sup>3</sup>

3. *The Philanthropy Toolkit: An Introduction to Giving Effectively*. The Stanford University Effective Philanthropy Learning initiative. 2020. Pg. 161. <https://pacscenter.stanford.edu/the-philanthropy-toolkit/>

### CONDUCTING DUE DILIGENCE OF PROSPECTIVE GRANTEES

Now that you have a good idea of some indicators of an effective organization, how do you go about sourcing this information and embarking on your own due-diligence process? Remember, a key aspect is that this organization's work resonates with you and aligns with your personal charitable giving strategy. You will need to decide on an individual level what kind of administrative rate you are comfortable with, for example, or what indicators you are looking for in the organizational leadership. These answers will be different for everyone.



*The Stanford PACS Guide to Effective Philanthropy* outlines some suggestions about where to go for this information:

- “Search for materials available online — from the organization itself or from third parties.
- Talk to people you know who have contributed to or worked with the organization.
- Ask the organization for materials that are not available online.
- If you are prepared to make a significant gift, if the information is positive, meet with the [charity’s] leaders.”<sup>4</sup>

For some, it will be important to actually speak with a representative from the charity before choosing to grant out funds. In order to be effective with your and the charity’s limited time

and resources, do your best to obtain answers to your questions through other avenues and be aware of what your potential grant size might be relative to their overall budget. If, for example, you are considering a \$50,000 grant to an organization with an overall budget of less than \$1M, it would likely be appropriate to expect to speak with the executive director or a member of the senior leadership team. If, however, you are considering a \$5,000 grant to a charity with a multi-million dollar budget, the expectation should likely be to speak with a member of the charity’s fundraising team.

You might also find it effective to follow the charity’s social media channel(s) or make a “test grant” (make a small grant that will open the doors for you to engage further with the charity and its staff in order to help determine if they may be a fitting candidate for a larger grant in the future).

4. *The Stanford PACS Guide to Effective Philanthropy*. Stanford PACS Center on Philanthropy and Civic Society. 2020. Pg. 135. <https://pacscenter.stanford.edu/research/effective-philanthropy-learning-initiative/donor-guide/>

## Here are a few tips to help encourage your success:

- If your strategy includes more than one area of focus, consider tackling one at a time. This will allow you to have the time and space to immerse yourself in the topic, the players in that field, and more clearly compare the charities you research.
- Consider creating a personal ranking system — say, out of 5 — so you can step back and see which charities are resonating or aligning most with your strategy. If you do this, make sure you're detailing the criteria for each score, so the ranking is done as objectively as possible.
- Look back at your desired granting amount for this granting cycle (if you don't yet have a budget created, refer back to [Section 3](#)). If you decided that 40% of your funds will be allocated to a specific area of focus, then aim for 40% of your time to also be spent in that area.
- There will always be more candidates to research than you have time to evaluate. As you embark on this research, decide ahead of time how much time you want to spend on this step and/or how many candidates you want to evaluate before deciding on your first round of grants. As additional candidates come up, you can always add them to a list to be considered in your next granting cycle.
- If you're looking for additional support to help structure your philanthropy, there are qualified philanthropic consultants who you can engage.



As you embark on this due-diligence work, keep **Part D of your Giving Plan** close at hand so you can note any important or relevant information you uncover and/or any questions you need answered.

## GRANTING CONSIDERATIONS

Through your research and due-diligence work, you've likely found some charities that align with your charitable giving strategy and that would be fitting candidates for grants. Now it's time to organize for your grant.

**As you consider the size and scope of your grant, there are some final details to examine:**

### Unrestricted or restricted grants

- **Unrestricted grant:** Do you want to support the organization's efforts overall, allowing the leadership to decide where your gift can have the most impact? This may be the appropriate decision if you are comfortable putting your trust in the charity to use your dollars in the most effective way possible in order to achieve its ultimate outcomes.



- **Restricted grant:** Would you prefer to direct your funds to a very specific part of the work — a particular program or location, for example? Restricted gifts can greatly support the charity’s work and outcomes as long as:
  1. The project/program is one that has been identified by the charity;
  2. The charity has the ability to maintain the delivery of the program/service and/ or the upkeep of the physical infrastructure over the long-term.

#### One-time or multi-year grants

- **One-time grant:** You’re making a one-time financial commitment to the charity through the allocation of this grant. Once the funds are transferred, there is no longer-term commitment that you’ve made to the charity. They can plan around only the funds they’ve received and will not plan for any future grants from you (although their fundraising team will likely work hard to be considered for future grants).

- **Multi-year grants:** You are making a financial commitment to the charity that spans at least two years. This can be an effective way to support the charities you care most about. Depending on the size of your budget and that of the charity, this kind of grant can help provide the charity with the financial security they need to make some longer-term strategic decisions.

#### Reporting, recognition and engagement expectations

- As you prepare for your grants, it’s important to reflect on what kind of reporting, recognition and engagement you’re expecting from the charity. In order to align expectations, it may be helpful to have this conversation in advance of issuing your grant to make sure the charity has the resources and willingness to meet your expectations.

**Here are some questions to consider:**

- Do you require personalized reporting about the program/service you're supporting from the charity? If so, what kind of information are you seeking (qualitative or quantitative)? And with what frequency?
- Would you, perhaps, prefer a meeting with a member of the team to discuss the organization's work or a specific program instead of/in addition to a written report?
- Are there certain program delivery goals and/or outcomes you're expecting the organization to meet with your grant?
- Are there any recognition expectations that you have in association with this gift?



**SETTING UP SYSTEMS TO TRACK YOUR GRANTS**

Once you've identified the charities you want to support and have decided on the scope of your grants, it's time to make those grants. Depending on the number of areas of focus you've chosen and the number of grants you've decided to disburse, this can become quite complicated. Perhaps some are one-year grants and others are multi-year. Perhaps some will be given out in the spring and others in the fall. Perhaps some have set deliverables while others are unrestricted. How can you possibly remember all of these details? And if you require tax receipts for your taxes, are those being received and how should they be logged or stored?

With these details in mind, it is important to be proactive in setting up a tracking system to organize all of this information in a way that works best for you. For some, using a notebook or creating a spreadsheet or other form of tracking file may be beneficial. Due to the nature of this information, it's recommended to keep the document



or file safe and secure, by adding password protection to your electronic copy or storing any hard-copies securely in your home. [Part D of your Giving Plan](#) contains a sample tracking sheet that you might wish to use as a guide and/or personalize.

#### **Some key elements you may want to include as part of tracking are:**

- The name of the organization, and information of your main contact;
- The amount of the grant, as well as the date of the grant and length of commitment (was this a one-time/one-year gift? Multi-year?);
- If this is a multi-year commitment, the expected dates of future payments;
- Any deliverables that the organization agreed to meet as a condition of the grant, including dates for reports and/or meetings;

- Any outcomes or metrics that the organization agreed to meet as a condition of the grant; and
- Whether a tax receipt is required, and confirmation of receipt where necessary.

If you have chosen to engage in RBC's Charitable Gift Program, some of these listed elements will be tracked for you by Charitable Gift Funds Canada Foundation and shared with you in both quarterly and annual statements.

By keeping this information organized and handy, it will be easy to reference throughout the year. It will help you see if you are on budget and meeting the other parameters for your portfolio, if you established those in [Section 3](#). And when you do have an upcoming meeting or require information or reporting from the charity, it will serve as a helpful refresher.

# [5]

## ENGAGING OTHERS IN YOUR CHARITABLE GIVING

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Invite others to join you in this journey in a structured way (if that aligns with your vision).



For some, charitable giving is an extremely personal and independent expression of one's values and passions. For others, it is a way for a couple, family or group to realize their values and interests together. Aligning a few, or several, different charitable giving desires can also add complexity and therefore require dialogue and collaboration.

This section will help you navigate certain considerations that will help inform a shared charitable giving strategy with those you choose to include — or your “engagement group,” whether there are two people at the table, or generations of family members. As with every other part of your charitable giving strategy, there are no right or wrong decisions here — only the appropriate decisions for you and those who you share your charitable giving strategy with.

## CREATING CLEAR STRUCTURES OF ENGAGEMENT

When you seek to include several voices and perspectives in one charitable giving strategy, it's important to create the systems and structures that will set your group up

for success. Consider, for example, whether you think each person at the table should have an equal say in every element that goes into developing and implementing your strategy. Or, perhaps, should a subsection of the group make certain decisions and others are invited to comment or reflect on those decisions. This will be particularly important if you're embarking on a multi-generational family strategy. Each generation may have its own perspectives that come from lived experiences and, likely, politics or dynamics that will need to be considered. There may also be varying levels of interest in helping to shape or implement this strategy among family members.

There are several approaches to decision-making. You might already employ many of these in your day-to-day life without realizing it. As you embark on your giving, you may find that various approaches to decision-making will be required for different kinds of decisions in order to balance efficiency and collective buy-in. It will be important that those who are participating in any given decision-making process understand what kind of decision-making approach will be used so no one feels ignored.

Invite others to join you in this journey in a structured way (if that aligns with your vision).

5



In **Part E**, note any best practices when making certain decisions, including the kind of decision-making needed at different moments in time.

### Unilateral decision-making

There may be parts of your life where you make a decision on behalf of your family or friend group. Perhaps you decide what everyone will be eating for dinner or how much allowance money you'll give a child for a chore they do.

The same can be true for the decisions around your charitable giving. For the sake of efficiency, perhaps you're given the responsibility to make specific decisions on behalf of the group. This may include a decision such as what expert you want to engage for different tasks or part of your charitable giving process.

### Decisions through consensus

There are likely other decisions in your life where you want everyone involved to agree — a decision that is made through consensus. This process can be quite time consuming; it is usually reserved for big decisions, like the upcoming family holiday or deciding if you'll get a pet.

This approach to decision-making can be really important in building collective buy-in for really important or potentially sensitive decisions where maintaining collective alignment will be critical. This may include decisions like what key factors you'll be using as part of your due-diligence and grant-making process.

Engaging your family in giving can strengthen relationships, instill values, and develop a meaningful legacy. It can be immensely rewarding for you as well as for the future generations who may build on your legacy of charitable giving. You may engage family members in philanthropy in many ways — ranging from asking them to advise or assist you in developing philanthropic goals to developing and implementing a giving strategy to launching family members on their own giving trajectory.

*The Stanford PACS Guide to Effective Philanthropy.* Stanford PACS Center on Philanthropy and Civic Society. 2020. Pg. 43.  
<https://pacscenter.stanford.edu/research/effective-philanthropy-learning-initiative/donor-guide/>

## Decisions through majority-rule

This approach to decision-making sits as a “happy medium” between the two other approaches and is a very common method used for decision-making within groups. Perhaps you’ve used it when a group of friends is deciding between two activities on a Saturday afternoon, for example.

This approach is likely how most of your giving decisions will be made, as long as everyone is aware upfront that they may be in the minority for certain decisions and are comfortable with that reality. This approach can be used for more of your “day-to-day” decision-making, such as:



- When a charity’s proposal is brought forward for approval with the recommendation of a certain member of the group.
- If a charity has offered public recognition to honour your gift or commitment, determining how the family or group should be recognized.

As you embark on articulating these best practices for your engagement group, there are three levels of decision-making that may, or may not, be required for your specific strategy. Each may come with a different level of participation from various members or a different decision-making approach.

The Center for Family Philanthropy visualizes these levels in a pyramid:<sup>5</sup>

5. Angus, Patricia M., Esq. *The Family Governance Pyramid: Enhancing and Guiding Your Family Philanthropy*. National Center for Family Philanthropy. 2021. <https://www.ncfp.org/wp-content/uploads/2021/07/The-Family-Governance-Pyramid-Angus-NCFP-2021-1.pdf>

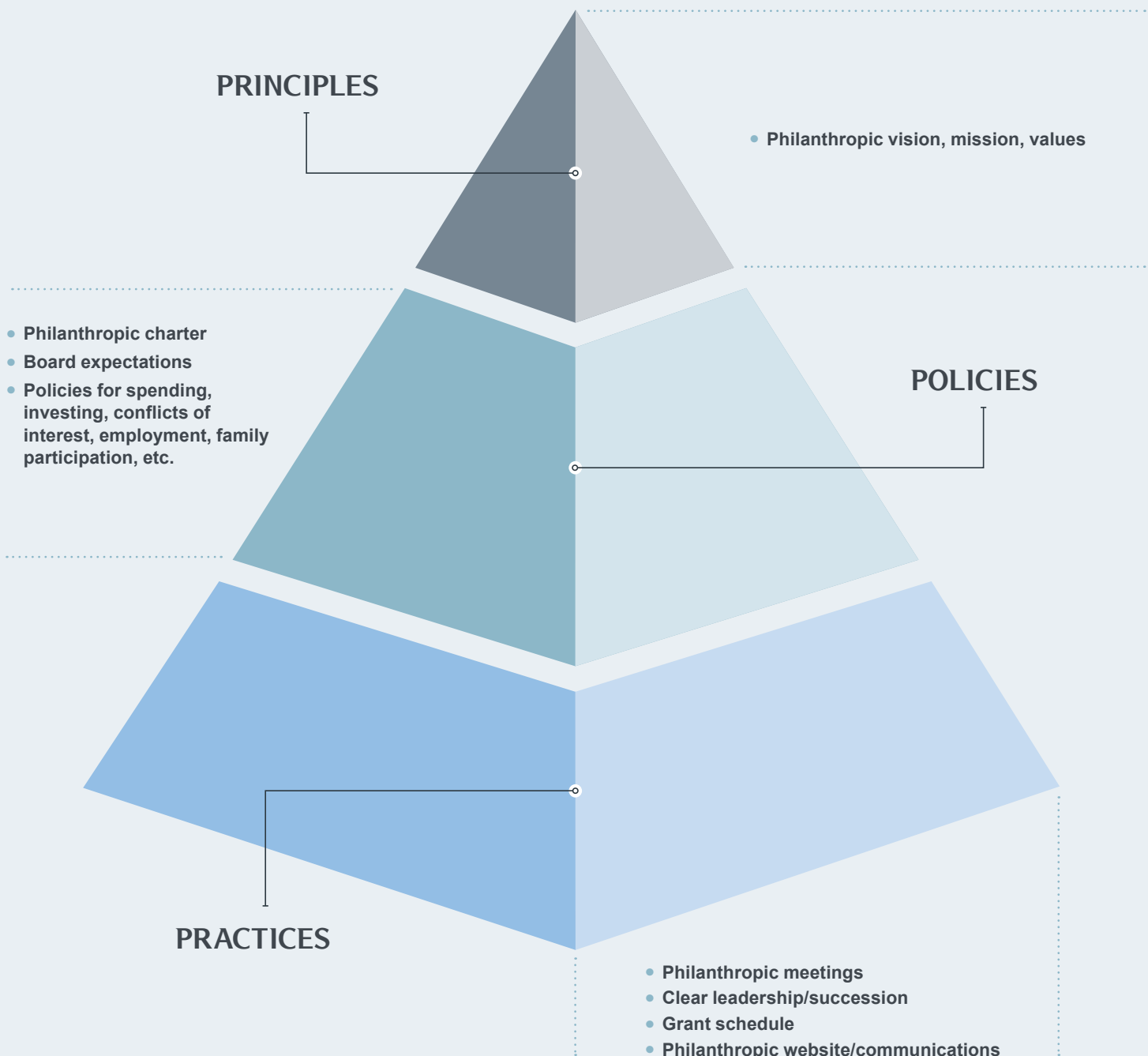
**Principles:** Articulating and honing your charitable giving strategy (Sections 1 and 2 of this guide).

**Policies:** These are the ground rules that will help everyone remain aligned in realizing your strategy. This could include aspects like board expectations, policies for spending, investing, conflict of interest, employment, family participation, etc.

**Practices:** How you go about implementing your strategy on a day-to-day basis. This may include elements like the cadence and topics for reoccurring meetings, a clear understanding of leadership and succession plans, your grant schedule, and any public-facing materials like a website.

**SOURCE**

Angus, Patricia M., Esq.  
*The Family Governance Pyramid: Enhancing and Guiding Your Family Philanthropy.*  
National Center for Family Philanthropy. 2021.  
[www.ncfp.org/wp-content/uploads/2021/07/The-Family-Governance-Pyramid-Angus-NCFP-2021-1.pdf](http://www.ncfp.org/wp-content/uploads/2021/07/The-Family-Governance-Pyramid-Angus-NCFP-2021-1.pdf)



## DEFINING THE ROLES OF YOUR ENGAGEMENT GROUP

When you picture having a conversation with the members of your engagement group about charitable giving, what does that look like, and what's the tone you want to set? (For example, is it informal at a cottage sitting by the lake or in your living room on couches in relaxed clothing? Or, is it potentially business-style where everyone is seated at a table or gathered via video or audio conference depending on geographic location, with materials or tools for brainstorming?) Who is taking part?

As you start to engage others in defining, or executing, on your charitable giving strategy, consider the following:

### Roles and responsibilities:

- What would be the role of each person or family member in attendance?
- Who would you want to be more involved in the process and/or to be lead decision-maker(s)?
- Who would you prefer to watch from the sidelines, now or in the future?
- How do you envision each person or family member being involved with the philanthropic plan and its implementation?
- Will they be asked to contribute funds or to sit on a board (of an operating charity or your private foundation) or to be part of the engagement group?
- Is there anyone else outside of your immediate family unit who you would want to or need to have as part of the decision-making process?



Here are a few suggested roles that members of your engagement group may hold:

- **“Advisor:** This person can act as a sounding board, advising you on your philanthropic goals and approaches to achieving them.
- **Agent:** This person can help you research how and where to give and help make and monitor gifts.
- **Co-decision-maker:** This person can be your partner in philanthropy, collaborating to determine goals, approaches, which organizations to give to, and how much to give them.
- **Foundation board member:** This person may combine aspects of the roles just mentioned and will have shared authority over major decisions and governance.
- **Successor:** This person will ensure that your charitable intentions continue to play a role after your death.
- **Other:** You may have your own ideas about roles and the people who play them.”<sup>6</sup>

6. *The Stanford PACS Guide to Effective Philanthropy*. Stanford PACS Center on Philanthropy and Civic Society. 2020. Pgs. 45–46. <https://pacscenter.stanford.edu/research/effective-philanthropy-learning-initiative/donor-guide/>



### Defining success:

- If you've decided that you want your charitable giving strategy to live on beyond your lifetime, what would success look like from one generation to the next?

### Decision-making:

- Do all grants need to have unanimous support among the decision-makers? Are certain family members given authority to make granting decisions without the consultation or support of others?
- Will all granting decisions be made from a single, shared charitable budget? Or will different members of the engagement group be provided with a budget from which they issue grants?
- What will the solicitation and consideration process look like? Are all members able to source proposals/bring prospects to the family for consideration?

As you make these decisions, refer back to **Part E of your Giving Plan** and add them in for future reference.

### IDENTIFYING EXPERTS TO INCLUDE IN YOUR CHARITABLE GIVING

While your charitable giving strategy can and should be designed by you (and members of your engagement group, if appropriate), it may also be prudent to welcome external perspectives and expertise. As you identify what areas of lived experience and expertise you already have, it's equally important to identify gaps in your knowledge and what kind of expert(s) or qualified professional(s) may be ideal to become a partner in realizing your charitable giving strategy. Examples include:

- **Your RBC advisor and the wider RBC team:** Your RBC advisor can be a critical part of your team, working with you to build a wealth plan that helps you achieve all of your goals, including your charitable giving goals. They can align investment strategies to your annual giving budget and tap into other qualified professionals across Wealth Management Canada, including in Family Office Services, to provide guidance or thought partnership at key moments in your charitable giving journey.

- **A qualified legal advisor:** If you've decided that a private foundation is best for you, it will be helpful to engage a legal advisor as part of your registration and set-up process, or for advice along the way on aspects like grant agreements to ensure you/your foundation are legally protected. They may also be able to assist with aspects such as your annual filings to the CRA.

If you decide to use a donor-advised fund, or continue to give directly to charity, a legal advisor may be a great resource as you set up your legacy and consider whether charitable giving will be part of your estate planning.

- **A qualified tax advisor:** A qualified tax advisor may assist in critical financial decisions like your annual grant-making budget and/or filing taxes. They may also be a good thought partner as you look at the long-term planning for your



charitable giving, including exploring whether it is most tax efficient for you to donate during your lifetime and/or as part of your estate.

- **Proximate experience:** Depending on the cause(s) you've chosen to support, it may make sense to engage others with lived experience who can teach you about the most effective ways to address that cause and what charity(ies) are tackling the cause in a way that aligns with your Mission Statement and risk tolerance.
- **Organizations for fellow philanthropists:** If you're interested in connecting with others who are as passionate about their charitable giving as you are, and you're open to learning new skills, approaches and best practices, you may want to consider seeking out groups in your community designed to bring philanthropists together.

In [Part E](#), note any partners you'd like to engage in your charitable giving — either by name or by expertise.

## EMBEDDING CHARITABLE GIVING INTO YOUR PARENTING

While a sophisticated charitable giving strategy might be something that you establish and execute alone, or as partners, many parents or adult family members seek to instill the values of generosity, empathy and compassion in their children or younger family members from the earliest of ages. Until you feel that your child(ren)/younger family members is/are ready to participate in your charitable giving strategy as a participant and/or peer, here are some ideas for introducing charitable giving in age-appropriate ways.

- **Introduce empathy through conversation:** For younger children or family members, encourage them to explore how different situations make them feel. Or, ask them how they might feel if they were faced with different obstacles and challenges that they see around them. As appropriate, encourage them to consider how they could help someone in a particular situation. These conversations may be effectively pursued through the first person, using “I feel ...” statements, instead of projecting or suggesting how others may or may not be feeling.
- **Role model behaviour:** Get caught caring. When you are with your child(ren)/younger family members, display the same kinds of decisions and behaviours you hope to instill in them. This may be as simple as dropping coins in a donation box at a cash register, or grabbing two or three extra items at the grocery store that you can drop in the food bank donation box on your way out. Perhaps you acknowledge a person



experiencing homelessness as you pass them on the sidewalk. The role-modelling could also be more advanced, such as making them aware of a volunteer activity you are doing and why you will be gone for a few hours.

### Include your child(ren)/younger family members in your charitable activities:

- For younger children, include them in simple charitable activities. Let them put the coins in the donation box or food in the donation bin and then talk about why that is important (at an appropriate time following the activity).
- For older children, consider inviting them to join you as you go on a site visit or join an event hosted by a charity that you are supporting.



- **Talk about your giving:** Find appropriate times to share the causes that you care about and why you feel it is important to support charities in those areas. Invite others to talk about the kinds of causes they care about. This can start with the simple concept of what they might consider to be unfair or what they care about: an animal without a loving home, someone who is being bullied, preserving nature, or access to health and recreation in the community.
- **Consider evening story time:** For many families with younger children, evening routines include story time, so why not introduce books that highlight the kinds of values and activities you hope your children will consider. At certain ages, story time may be as much about the conversation that a book can spark as it is about the lesson of the story itself. For older children, these conversations may be woven in as part of their evening homework or pastime activities.

#### **Set aside time to volunteer:**

- **As a family:** Depending on the age(s) of your child(ren)/younger family members, look at the family calendar and make a commitment to volunteer on a regular basis (you can choose how frequently this might be). Perhaps you rotate through different causes, allowing each family member to choose the cause or activity (this may be a great way to help younger children discover what they care about). Or perhaps with an older child/children/younger family member, you agree on one organization you want to support through reoccurring visits.
- Remember that volunteering doesn't have to mean going to a site hosted by a charity and participating in an activity that they organize (like sorting food at the food bank). It could mean participating in a charitable walk/run/activity. Or, it may be something you identify and organize on your own, as long as it is safe to



do so (such as collecting trash or handing out meals to those in your community experiencing homelessness; or perhaps it's reaching out to an elderly neighbour to offer assistance on a house project they might not be able to do alone or to see if they'd like to join your family for a meal or a walk around the block).

- **As part of your child(ren)'s/ younger family member's routine:**

Just as you foster your child's interest in sports, the arts and/or the sciences, volunteering can be a fantastic way for a child to develop profoundly important skills and talents. Whether this is organizing a fundraiser/item collection (e.g. items for a local women's shelter) or actively participating in activities offered by a charity that they believe in, this can be a valued part of any child's routine.

- **Incorporate charitable giving into an allowance (younger children):**

If you have chosen to provide your child with an allowance, introduce the "Save, Spend, Share" technique, where a portion of the allowance is put into each bucket (you can even use a physical jar or container for each, as that can help younger children understand the concepts in a tangible way). As appropriate, work with them to identify the kinds of causes they'd like to support with the money they have to share. If possible, bring them to that charity's office or location so they can hand that donation over in person.

- **Provide a charitable giving budget/allowance (older children):**

As children get older, consider providing them with a charitable giving "budget." On set timelines (which you can determine as appropriate for your family,



whether it's quarterly, annually or otherwise), let them know that they will have access to a set amount of money that they can allocate as they so choose (all to one organization or split among many). You may also want to set expectations and guidelines that they need to do research and then present to you why they've chosen that organization/those organizations, and why they believe they are doing good work.

As touched upon in this guide, budgeting is an important part of any effective charitable giving strategy, as is planning in that regard. At every phase of life, understanding the concept and importance of budgeting can be key in helping to set the stage for reaching one's financial goals.

If you're interested in finding out more about helping your younger family members — or any family members — build sound financial management skills alongside their charitable inclination, please ask your RBC advisor about the [RBC Wealth Management \(RBC WM\) Financial Literacy program](#), and check out these educational articles from the RBC WM *Perspectives* magazine:

[“Teaching your kids about financial literacy”](#)

[“Managing money: Improve your financial management skills at everylife stage”](#)

[“Six financial literacy principles”](#)



## REFLECTING ON YOUR IMPACT



Reflect on the impact you've created to ensure it aligns with your strategy.



You've made your grants and engaged with grantees throughout your most recent granting cycle. And now, as your commitments come to an end, you're receiving reports and/or engaging in conversations with the team to learn about what they've done, thanks in part to, or as a result of, your grant.

But how do you know if your grants are being as effective as they could be in advancing your charitable giving strategy?

In his book, *Giving Done Right*, Phil Buchanan outlines three key elements when considering this question.

"It's important for individual givers to be realistic about what you can assess. You don't have a team of people to help you. You can't know everything about your giving or about the performance of the organizations to which you give. But there are some key questions you can ask. I suggest a simple, annual review of these three in particular:

- **Does your giving match your stated goals and strategies?** Review all gifts and calculate the percentage of total money given that align completely, the

percentage that's partially aligned, and the percentage that fall outside your goals and priorities. Individual givers who want results should aim to have at least 80% of their money in the first category ...

- **Do the organizations you support have evidence of progress you find compelling?** Review each organization's website, or if you're a giver at a significant enough level that you're interacting directly with the staff, ask the questions directly. Don't expect precision, but the evidence, both qualitative and quantitative, should suggest progress. If it doesn't, the organization should be able to describe what it will do differently based on what it has learned. If it can't do that, it may not be a worthy recipient moving forward.
- **Who are the big givers supporting the goals and strategies you support, and what can you learn about their efforts and their assessment of progress?** Often, these givers will devote significant resources to assessment. If you're focusing your giving on the same goals they are — and if they're open about what they're learning — you

Reflect on the impact you've created to ensure it aligns with your strategy.

6

As you receive updates from grantees and you reflect on the noted questions, keep your Giving Plan close at hand. In the final section, Part F, you can add your insights and reflections.

can benefit from their evaluation work. Because their result is more giving toward what's effective, everyone wins.”<sup>7</sup>

Before you begin your next granting cycle, take a moment to reflect and consider some important, and personal, questions:

- What kinds of activities and outcomes bring you joy? Are there certain grants that you find yourself reflecting on more than others or that you mention to friends? Are there certain grants that you find yourself talking the most about in social or group situations?
- By asking yourself the question, “What was I able to do as a result of my grant that I otherwise wouldn't have been able to?” What were you able to learn? This answer will depend on both the size of the organization and the size of your grant; regardless, however, are you happy with the insights you gained?
- Take a look at your Giving Plan. Review the parameters you put in place for your granting — the geographies, demographics and time horizons from [Section 2](#) and the budget from [Section 3](#). As you look at the grants you made, do these align? Do you feel like you're supporting progress? Or is the amount of accomplishment causing you to feel disappointment? What were the greatest areas of impact?



- Is the charity willing to share any hurdles or challenges they faced during the year and how they've overcome them or plan to tackle them? Sometimes these insights are as informative as the activity and/or outcome data.
- Are there any new prospective charities that you've identified since your last round of grants? Are some of them resonating with you more than any grantees from the last year?

At the end of the day, remember this is *your* charitable giving strategy. Only you will know if the portfolio of charities you've chosen to support are the right ones for you, advancing the cause(s) in a way or ways that feel right for you. Use the data you gain through the above questions and then listen to your heart — throughout the process it will help guide your way forward.

7. Buchanan, Phil. *Giving Done Right: Effective Philanthropy and Making Every Dollar Count*. Hachette Book Group, Inc. 2019. Pgs. 150–151.

# Giving Plan

**Note:** As you identify causes and areas of focus, there is space to include up to four selections. Each has been numbered and can be carried forward accordingly as you complete the Giving Plan.

## PART A

SETTING THE STAGE: REFLECTIONS AND IDEAS								
VALUES								
ADJECTIVES								
CAUSE	1		2		3		4	
AREA OF FOCUS								
GEOGRAPHY								
DEMOGRAPHIC								
TIME HORIZON								
INTENDED IMPACT								
MISSION STATEMENT								
NO-GO AREAS								
PROGRAMMATIC FOCUS(ES)								

# Giving Plan

## PART B

REFLECTIONS ON CHARITABLE GIVING FINANCIAL PLAN

## PART C

DESIRED GRANTING AMOUNT

GRANTING CYCLE (FROM MONTH/YEAR TO MONTH/YEAR)

TARGET NUMBER OF GRANTEES

GRANTING AMOUNT FOR "OUT OF SCOPE" GRANTS

GRANT SIZES

AREA OF FOCUS

1		3	
2		4	

TARGET TIMEFRAME FOR DECISION MAKING/GRANTING (FROM MONTH/YEAR TO MONTH/YEAR)

1		3	
2		4	

% OF BUDGET ALLOCATED

1		3	
2		4	

# Giving Plan

PART D

<p>AREA OF FOCUS:</p>	<p>1</p>	
<p>CHARITY/ ORGANIZATION NAME</p>	<p>1</p>	
<p>NOTES FROM YOUR RESEARCH</p>	<p>1</p>	
<p>QUESTIONS FOR ORGANIZATION CONTACT</p>	<p>1</p>	
<p>WILL I PROVIDE A GRANT?</p>	<p>1</p>	
<p>MAIN CONTACT</p>	<p>1</p>	
<p>GRANT AMOUNT</p>	<p>1</p>	
<p>TIME FRAME OF GRANT (ONE-YEAR, MULTI-YEAR)</p>	<p>1</p>	
<p>REPORTING, RECOGNITION AND ENGAGEMENT EXPECTATIONS</p>	<p>1</p>	
<p>TAX RECEIPT RECEIVED? (YES, NO, N/A)</p>	<p>1</p>	

# Giving Plan

PART D

<p>AREA OF FOCUS:</p>	<p>2</p>	
<p>CHARITY/ ORGANIZATION NAME</p>	<p>2</p>	
<p>NOTES FROM YOUR RESEARCH</p>	<p>2</p>	
<p>QUESTIONS FOR ORGANIZATION CONTACT</p>	<p>2</p>	
<p>WILL I PROVIDE A GRANT?</p>	<p>2</p>	
<p>MAIN CONTACT</p>	<p>2</p>	
<p>GRANT AMOUNT</p>	<p>2</p>	
<p>TIME FRAME OF GRANT (ONE-YEAR, MULTI-YEAR)</p>	<p>2</p>	
<p>REPORTING, RECOGNITION AND ENGAGEMENT EXPECTATIONS</p>	<p>2</p>	
<p>TAX RECEIPT RECEIVED? (YES, NO, N/A)</p>	<p>2</p>	

# Giving Plan

PART D

<p>AREA OF FOCUS:</p>	<p>3</p>	
<p>CHARITY/ ORGANIZATION NAME</p>	<p>3</p>	
<p>NOTES FROM YOUR RESEARCH</p>	<p>3</p>	
<p>QUESTIONS FOR ORGANIZATION CONTACT</p>	<p>3</p>	
<p>WILL I PROVIDE A GRANT?</p>	<p>3</p>	
<p>MAIN CONTACT</p>	<p>3</p>	
<p>GRANT AMOUNT</p>	<p>3</p>	
<p>TIME FRAME OF GRANT (ONE-YEAR, MULTI-YEAR)</p>	<p>3</p>	
<p>REPORTING, RECOGNITION AND ENGAGEMENT EXPECTATIONS</p>	<p>3</p>	
<p>TAX RECEIPT RECEIVED? (YES, NO, N/A)</p>	<p>3</p>	

# Giving Plan

PART D

<p>AREA OF FOCUS:</p>	<p>4</p>	
<p>CHARITY/ ORGANIZATION NAME</p>	<p>4</p>	
<p>NOTES FROM YOUR RESEARCH</p>	<p>4</p>	
<p>QUESTIONS FOR ORGANIZATION CONTACT</p>	<p>4</p>	
<p>WILL I PROVIDE A GRANT?</p>	<p>4</p>	
<p>MAIN CONTACT</p>	<p>4</p>	
<p>GRANT AMOUNT</p>	<p>4</p>	
<p>TIME FRAME OF GRANT (ONE-YEAR, MULTI-YEAR)</p>	<p>4</p>	
<p>REPORTING, RECOGNITION AND ENGAGEMENT EXPECTATIONS</p>	<p>4</p>	
<p>TAX RECEIPT RECEIVED? (YES, NO, N/A)</p>	<p>4</p>	

# Giving Plan

## PART E

BEST PRACTICES AND DECISIONS FOR WORKING TOGETHER

ROLES AND RESPONSIBILITIES FOR MEMBERS OF ENGAGEMENT GROUP

## PART F

INSIGHTS AND REFLECTIONS

# Glossary

- **CAPITAL CAMPAIGN**

A targeted, robust initiative led by a charity to raise funds over a set period of time for a specific item, or series of items. Typically this includes raising money for the construction of a new building or renovation of an existing building.

- **CHARITY OR REGISTERED CHARITY**

A registered charity refers to a charitable organization, public foundation or private foundation registered with the CRA. A registered charity is issued a registration number once approved. It is exempt from paying income tax, and can issue tax receipts for donations it receives. It must be established and resident in Canada, operate for charitable purposes, and devote its resources to charitable activities.<sup>1</sup>

- **DISBURSEMENT QUOTA**

The disbursement quota is the minimum amount a registered charity is required to spend each year on its own charitable activities, or on gifts to qualified donees (for example, other registered charities). For more information on what assets count towards the calculation of the disbursement quota, visit:

[www.canada.ca/en/revenue-agency/services/charities-giving/charities-operating-a-registered-charity/annual-spending-requirement-disbursement-quota/disbursement-quota-calculation.html](http://www.canada.ca/en/revenue-agency/services/charities-giving/charities-operating-a-registered-charity/annual-spending-requirement-disbursement-quota/disbursement-quota-calculation.html).<sup>2</sup>

- **DONATION**

Any funds you give for which you receive a tax receipt (either directly to a charity or, more frequently, to a public or private foundation).

- **DONOR-ADVISED FUND**

A donor-advised fund is a private fund administered by a third party and created for the purpose of managing charitable donations on behalf of an organization, a family, or an individual.<sup>3</sup>

- **ENDOWMENT**

Funds that are intended to be available in perpetuity with the intention of supporting the ongoing costs of a particular charitable activity or entity.

- **ESG INVESTING**

**Environmental, social, and governance (ESG)** refers to the practices of an investment that may have a material impact on the performance of that investment. The integration of ESG factors is used to enhance traditional financial analysis by identifying potential risks and opportunities beyond **technical valuations**. While there is an overlay of social consciousness, the main objective of ESG valuation remains financial performance.<sup>4</sup>

1. Government of Canada. "Charities and giving glossary." Accessed August 2021. [www.canada.ca/en/revenue-agency/services/charities-giving/charities/charities-giving-glossary.html](http://www.canada.ca/en/revenue-agency/services/charities-giving/charities/charities-giving-glossary.html)

2. Government of Canada. "Disbursement quota calculation." Accessed April 2022. [www.canada.ca/en/revenue-agency/services/charities-giving/charities/operating-a-registered-charity/annual-spending-requirement-disbursement-quota/disbursement-quota-calculation.html](http://www.canada.ca/en/revenue-agency/services/charities-giving/charities/operating-a-registered-charity/annual-spending-requirement-disbursement-quota/disbursement-quota-calculation.html)

3. Investopedia. "Donor-advised fund." Accessed April 2022. [www.investopedia.com/terms/d/donoradvisedfund.asp](http://www.investopedia.com/terms/d/donoradvisedfund.asp)

4. Investopedia. "Impact investing." Accessed April 2022. [www.investopedia.com/terms/i/impact-investing.asp](http://www.investopedia.com/terms/i/impact-investing.asp)

# Glossary

- **GRANT**

Any funds you give to a charity for which you do not receive a tax receipt.

- **GRANTING CYCLE**

The amount of time you want to spend to go through the process of identifying, researching and deciding upon grantees to receive a set amount of money, before pausing to review and reflect on the impact of these grants and embarking on the next round.

- **IMPACT INVESTING**

A basic goal of impact investing is to help reduce the negative effects of business activity on the social environment. That's why [impact investing](#) may sometimes be considered an extension of philanthropy.<sup>5</sup>

- **NON-PROFIT**

An association, club or society that is operated exclusively for social welfare, civic improvement, pleasure, recreation or any other purpose except profit. It is not a charity. No part of the organization's income can be payable to or available for the personal benefit of any proprietor, member or shareholder, unless the recipient is a club, society or association whose primary purpose and function is to promote amateur athletics in Canada.<sup>6</sup>

- **PRIVATE FOUNDATION**

A private foundation is established as a corporation or a trust that has exclusively charitable purposes. It carries on its own charitable activities and/or funds other [qualified donees](#) (e.g. registered charities). It may have 50% or more of its governing officials not at arm's length with each other. It generally receives the majority of its funding from a donor or a group of donors that are not at [arm's length](#). Its income cannot be used for the personal benefit of any of its members, shareholders or governing officials.<sup>7</sup>

- **PUBLIC FOUNDATION**

A public foundation is established as a corporation or a trust that has exclusively charitable purposes. It generally gives more than 50% of its income annually to other [qualified donees](#) (e.g. registered charities), but it may carry out some of its own charitable activities. More than 50% of its governing officials must be at arm's length with each other. It generally receives funding from a variety of [arm's length](#) donors. Its income cannot be used for the personal benefit of any of its members, shareholders or governing officials.<sup>8</sup>

5. *Ibid.*

6. Government of Canada. "Charities and giving glossary." Accessed August 2021. [www.canada.ca/en/revenue-agency/services/charities-giving/charities-giving-glossary.html](http://www.canada.ca/en/revenue-agency/services/charities-giving/charities-giving-glossary.html)

7. *Ibid.*

8. *Ibid.*

# Glossary

- **QUALIFIED DONEE**

An organization that can issue official donation receipts for gifts it receives from individuals and corporations. It can also receive gifts from registered charities.<sup>9</sup>

◇ Registered charities are examples of qualified donees, but not the only entity that is included. For more information, visit: [www.canada.ca/en/revenue-agency/services/charities-giving/other-organizations-that-issue-donation-receipts-qualified-donees.html](http://www.canada.ca/en/revenue-agency/services/charities-giving/other-organizations-that-issue-donation-receipts-qualified-donees.html).

- **RESTRICTED GIFT**

Funds tied to a specific use and not available for the general purposes of the organization (for example, a fund consisting of contributions that donors specifically direct the registered charity to use to buy a new building). Endowments are one type of restricted gift. Donors create them when they stipulate that the registered charity must maintain the principal amount and only use the income earned on it.<sup>10</sup>

- **SOCIAL ENTERPRISE**

A social enterprise or social business is defined as a business with specific social objectives that serve its primary purpose. Social enterprises seek to maximize profits while maximizing benefits to society and the environment, and the profits are principally used to fund social programs.<sup>11</sup>

- **SOCIALLY RESPONSIBLE INVESTING**

**Socially responsible investing** (SRI) goes a step further than ESG by actively eliminating or selecting investments according to specific ethical guidelines. The underlying motive could be religion, personal values or political beliefs. Unlike ESG analysis which shapes valuations, SRI uses ESG factors to apply negative or positive screens on the investment universe.<sup>12</sup>

- **UNRESTRICTED GIFT**

Funds given to a charity for which no restrictions are placed on how the charity chooses to spend them.

9. *Ibid.*

10. *Ibid.*

11. Investopedia. "Social enterprise." Accessed April 2022. [www.investopedia.com/terms/s/social-enterprise.asp](http://www.investopedia.com/terms/s/social-enterprise.asp)

12. Investopedia. "Impact investing." Accessed April 2022. [www.investopedia.com/terms/i/impact-investing.asp](http://www.investopedia.com/terms/i/impact-investing.asp)



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Wealth  
Management

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