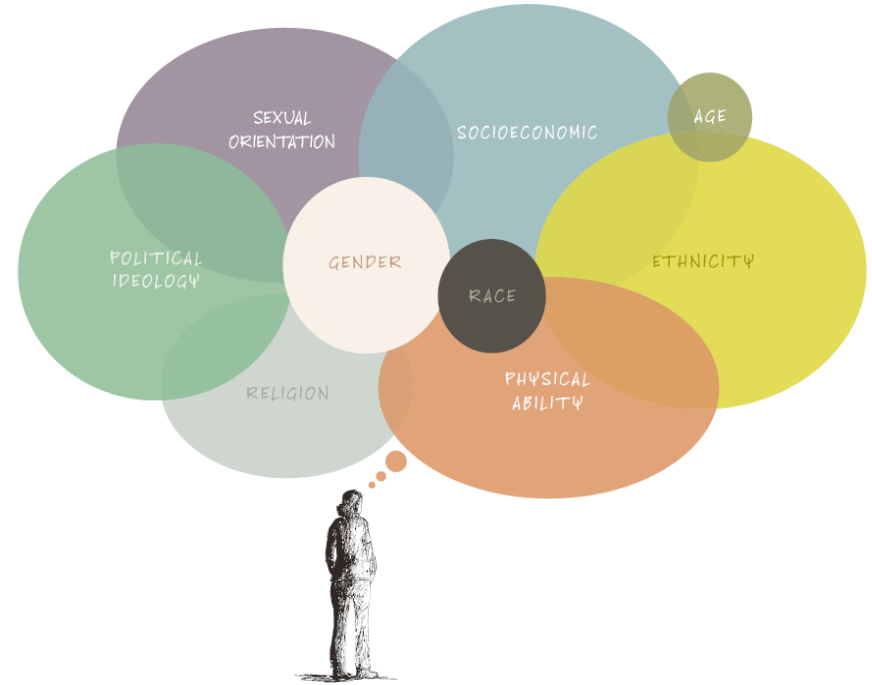


# *Diversity – What it is and Why it Matters:*

HOW DIVERSITY IS CHANGING  
CANADA'S CHARITABLE SECTOR

April 14, 2011



Offord Group



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# OVERVIEW

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1. Diversity Today
2. Stats
3. Benefits of Diversity
4. Creating a Diverse Organization
5. The Power of Numbers
6. Creating a Culture of Diversity

“

Diversity:  
the art of thinking  
independently  
together.

”

MALCOLM FORBES

# I

# DIVERSITY TODAY

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The Association of Fundraising Professionals' definition of diversity:

*“Diversity is the seeking and achieving of a broad representation of experiences, perspectives, opinions and cultures. Inclusiveness is an essential source of vitality and strength for the effective pursuit of an organization's mission.”*

# *Twelve Possible Dimensions of Diversity*

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- Race
- Ethnicity
- Gender
- Age
- Class and socioeconomic differences
- Sexual orientation and identity
- Image – body and perceptions
- Religion
- Physical ability
- Mental ability
- Opinion, point of view, political ideology
- Skill set, special talents, and learning styles

\*NOTE: This is by no means a definitive list, but rather descriptors offered by our colleagues around the country.

## 2

# DIVERSITY STATS: Canada by 2031

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- Projection: **1 in 4** people in Canada will have been born elsewhere
- Expectation: nearly **1 in 3** newcomers will follow a non-Christian religion
  - Judaism, Buddhism and Sikhism will double in numbers
  - Christianity will decrease from **75% to 65%**
  - No religion: increase from **17% to 21%**



# Diversity: Toronto

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- The Greater Toronto Area (GTA) is one of the most diverse regions in the world – half of Toronto's population (1,237,720) was born outside of Canada, up from 48% in 1996.
- 45% of Torontonians are visible minorities
- By 2031: visible *minorities* will represent the visible *majority* in Toronto (63%)
- Over 140 languages and dialects are spoken here, and just over 30 per cent of Toronto residents speak a language other than English or French at home.
- The top five visible minority groups in Toronto were:
  - South Asian at 298,372 or 12.0 per cent of our population;
  - Chinese at 283,075 or 11.4 per cent;
  - Black at 208,555 or 8.4 per cent;
  - Filipino at 102,555 or 4.1 per cent; and
  - Latin American at 64,860 or 2.6 per cent.

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Source: City of Toronto and StatsCan

# *Diversity: Vancouver*

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- Vancouver is one of Canada's largest cities with a high percentage of visible minority and immigrant populations.
- In 2006, 51.0% of the city's total population was of visible minority background—an increase from 49.0% in 2001 and 44.8% in 1996.
- In 2006, 45.6% of the total population were immigrants (defined as people who were not born in Canada). Vancouver has 14% of BC's population, but roughly a quarter BC's total immigrants.
- The most numerous groups of recent immigrants are from China (26.1%), Hong Kong (11.2%), Philippines (8.7%), UK (5.3%) and India (4.9%).

Source: City of Vancouver Community Services Social Planning



# Diversity: Ottawa

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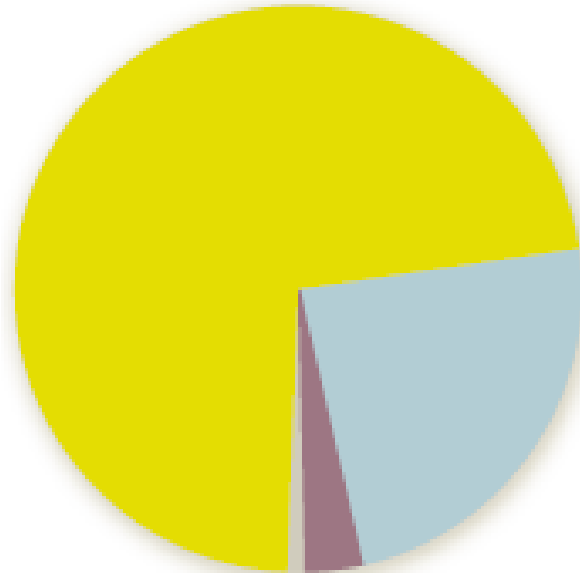
- One out of every six people in the Ottawa-Gatineau region is a visible minority.
- The largest visible minority populations:
  - black (45,065; 4%)
  - followed by Chinese (32,445; 2.9%);
  - And Arab (28,195; 2.5 %).
- One in five of the City's population speaks a language other than French and English.
- Approximately 25 per cent of Ottawa's residents were born outside of Canada.

Source: Statistics Canada

# Language Statistics

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Top 10 languages spoken as a home language in Canada:



\*SOURCE: Statistics Canada, 2006 Census.

01 English 67.1%	04 Punjabi 0.8%
02 French 21.5%	05 Spanish 0.7%
03 Chinese 2.6%	06 Italian 0.6%
	07 Arabic 0.5%
	08 German 0.4%
	09 Tagalog 0.4%
	10 Vietnamese 0.4%

# Diversity and the Fundraising Profession

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6.9%

The share of top development officers at big American charities who are minorities

ONE

Number of chief executives from an ethnic minority community among the UK's top 50 charities

ONE

Number of chief executives with a disability among the UK's top 50 charities

61.6%

of charities and 80% of foundations that have executive teams *without* any visible minorities in TORONTO.

**CONCLUSION:** we are not doing enough... yet!

# 3

## WHY DO WE NEED TO BE DIVERSE?

- Respecting differences
- Creates a heightened understanding and appreciation of people
- Learning from others
- Produces successful collaborations
- Innovation!



# *Risks Associated with Uniformity*

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- Exclusivity
- Loss of/lack of relevance
- Decreased market share
- Donor attrition

# Benefits of Diversifying Your Charity

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- Broadened networks and outreach initiatives
- New resources – volunteers and donors
- Novel perspectives and approaches to fundraising
- Increased responsiveness and involvement from the newly expanded charitable community



# 4

## CREATING A DIVERSE ORGANIZATION

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- a) Leadership: staff and volunteers
- b) Donors and prospects
- c) Communications and marketing channels
- d) Donor cultivation and stewardship

## a) *Leadership*

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- Having volunteers and staff that are representative of our communities makes good business sense!
  - Helps our constituents feel they have a place in our organization – that they belong!
    - Enables us to secure financial resources from a greater network of individuals and communities
- Staff: especially senior, front-line personnel
- Volunteers: Board and Committee members



# Strategies for Diverse Leadership

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1. Set a goal
  - For example: target number of new, diverse recruits for the Board within the next year
2. Develop a sensible plan
  - Don't just recruit for the sake of diversification– recruit *diverse* people with *diverse* competencies and skill sets that support your *diverse* needs and objectives!
3. Measure progress
  - Routinely evaluate the progress of your plan and assess whether or not the goal is achievable – do these need to be amended?
4. Report!
  - What have you learned? What are the next steps?

## *b) Donors & Prospects*

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- Conduct an analysis of your database
- Inventory – do prospects and donors represent the various communities your charity serves or seeks to serve?
- Identify gaps and develop outreach strategies:
  - Certain staff and volunteers are natural ambassadors for your cause within these diverse communities
  - Explore varied communication and marketing channels and methods

## c) *Communications & Communications Channels*

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- Effectively sharing your charity's mission and need is paramount to reaching people and building up support
- Identify and learn about the diversity of your constituency
- Segment donors and prospects
  - consider sex, age, race and/or culture, political opinions, religion and more
- Evaluate their unique needs, interests and traditions
- Identify what fundraising methods suit them best
- Use targeted messages wherever possible

## *d) Cultivation & Stewardship*

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- No two donors are the same
- Opportunities for engagement will appeal to some and not to others
- Similarly, what is considered a valuable ‘thank you’ differs from one donor to the next
- Brainstorm assorted methods to cultivate prospects and steward donors in keeping with their diversity
- What do they personally value? What would be the most meaningful to them?
- Golden rule: **KNOW THY DONOR!**

# 5 THE POWER OF NUMBERS

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- Beliefs and traditions around numbers are unique and diverse in different communities.

## THEREFORE...

...understanding the importance of particular numbers within different communities can be paramount to fundraising

# Some Meanings...

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## LUCKY NUMBERS

- 2** a good number in Chinese culture – “good things come in pairs.”
- 6** represents happiness in Mandarin, and a homophone for “blessings” in Cantonese.
- 7** generally noted as the luckiest number in the West, and symbolizes “togetherness” in Chinese.

## UNLUCKY NUMBERS

- 4** unlucky in Japanese, Korean and Chinese cultures because it is nearly homophonous with the word “death”
- 17** considered an unlucky number in Italy – an anagram of the Roman numeral XVII is VIXI, which in Latin means “my life is over.”

# 6

## CREATING A “CULTURE OF DIVERSITY”

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- Much like establishing a “culture of philanthropy”
  - Need to create a vision for the future around diversity.
  - Diversity has to become a part of all planning.
  - The Board needs to lead by example.
  - Time, structures and resources must be put in place to support a growth in diversity.
- Everyone involved needs to be committed to the impact of diversity and your charity’s quest for authentic and equal representation
- A concept that all ascribe to – **an idea and consistent message that permeates throughout!**

# *How will we know if we are successful?*

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- A shared set of values and principles and a clearly articulated vision for the future is in place.
- Diversity conversations have been “operationalized”.
- The Board is leading by example – diversity is seen as a means to greater engagement in philanthropy by increasing groups of people.
- There is a good “buzz” or cachet and a positive image in the community.
- Staff and volunteers are engaged in the organization’s vision and understand how diversity will enable it to succeed.
- Time is allocated generously to building, maintaining and strengthening diversity.
- Structures exist to promote diversity. Programs are in place to help create involvement and a sense of community.
- There is “heart” AND authenticity in the organization.



“

Diversity is  
not about how we  
differ. Diversity is about  
embracing one  
another's  
uniqueness.

”

OLA JOSEPH

# THE OFFORD GROUP

VISION | EXPERIENCE | RESULTS

Thank you.

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