

Advice to Advisors

Inspiring your clients' legacy



MAY 2018

**Trusted Professional Advisor
+ Skilled Philanthropic Facilitator
= Preserved Family Wealth**



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Laily Pirbhai
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Calgary Foundation

Embarking upon her eleventh year at Calgary Foundation, Laily likens her role to a “philanthropic advisor” in the community.

Laily spent many years in the private sector supporting entrepreneurs and their families become successful. Today, Laily has the privilege of helping many of the same clients establish a legacy in the community.

Understanding a donor’s charitable motivations and objectives through a deliberate partnership with professional advisors continually helps Laily uncover a multitude of customized giving strategies to help donors meet their financial and charitable goals.

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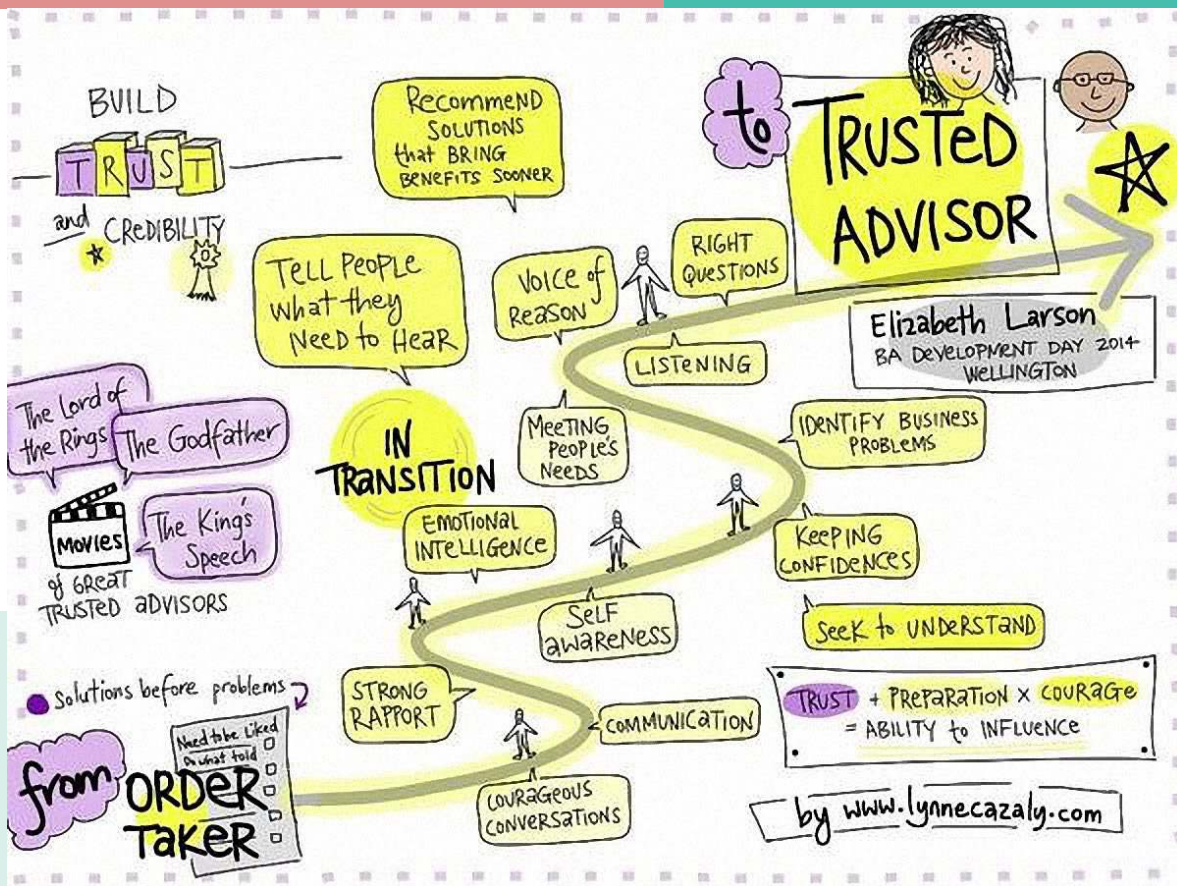


A place at the table: How to have the philanthropic conversation with your clients

LAILY PIRBHAI

■ Author, motivational speaker, and visionary thinker, Simon Sinek believes “People don’t buy what you do; they buy why you do it” and “there are only two ways to influence human behavior: you can manipulate it or you can inspire it.” In a recent [interview](#), Mr. Sinek talks about his bold goal to help build a world in which the vast majority of people go home feeling fulfilled by their work. He asserts that connecting on an emotional level with customers and prospects is what breeds loyalty.

For professional advisors, inspiring loyalty takes a high-touch, sophisticated, strategic approach. Wealth advisors and financial planners help enhance earnings; tax advisors help protect assets. When these skills can be coupled with guiding and informing your client’s charitable giving, the results and rewards can be most inspiring.



Cazaly, Lynne. Trusted Advisor. www.lynnecazaly.com

Every day, the philanthropic services team at Calgary Foundation helps professional advisors connect their clients to opportunities to realize their philanthropic dreams alongside sound financial decision-making. When charitable gift planning enters the discussion, we know the options and giving vehicles to consider – Private Family Foundation or a Donor Advised Fund, or both? Calgary Foundation staff are in touch with the vital priority issues facing the community. We also have information about local organizations that are doing innovative work and can better inform your client's interests using a values-based decision-making process. All in all, Calgary Foundation helps families give together by making the process easier.

This edition of Advice to Advisors is filled with tools and best practices shared by many who are working towards a more fulsome client/advisor relationship. A recent article out of the U.K. reviews the Top 3 reasons for discussing philanthropy with your clients: higher client satisfaction; increased retention rates; and next gen engagement. How do you start this conversation? Read on, and then invite a member of the philanthropic services team at Calgary Foundation to explain how we can work together to the benefit of your clients and the community-at-large. I welcome your call. ■



Lisa MacDonald
Editor

As the editor of *The Hilborn Group's Gift Planning in Canada*, and *AFP's eWire Canada*, Lisa helps frontline fundraisers stay connected with current trends and best practices across the country. She is pleased to lend her editorial and writing experience to *Advice to Advisors*, working with Calgary Foundation team to bring this valuable resource to Calgary's professional advisor community.

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Understanding THE role of family values IN philanthropy

The most effective philanthropy begins with an examination of values, passions, and an articulation of goals. It is through this process that an individual and their family is able to create an enduring legacy that can meaningfully change the lives of both those who give, and those who receive.

■ It is well-documented that Canadians of the traditionalist and baby boomer generations have come to view family philanthropy activities and discussions as an important tool in teaching younger generations about responsibility and accountability regarding wealth. Author Virginia Esposito narrows the focus in her article, "Family Values, Family Philanthropy." She makes the argument that how families inspire and shape values – particularly the value of giving – and how those values are passed from one generation to another may be critical elements in ensuring a healthy charitable future for us all.

Calgary Foundation is committed to providing tools and resources to support families as they explore a family-focused giving experience (see the family philanthropy workbook excerpted in this publication). While these discussions are generally initiated internally by the family, we have come to understand that financial advisors also have the potential to have deep and meaningful discussions with their clients on the topic of charitable giving.

A 2014 research report published by BMO Harris Private Banking, CAGP, GIV3 and Philanthropic Foundations Canada reinforces this idea, finding that for high net worth individuals (HNWI) planned giving discussions are as much a reflection of values as it is about tax reduction. But this approach is not just for the ultra-wealthy. Consider Imagine Canada's "Personal Philanthropy Project" to incent and inspire personal financial giving. For the research portion of the project, their criteria for affluence was defined as individuals with a minimum annual household income of \$200,000 and investable assets of at least \$500,000, excluding their primary residence. As an additional qualifier, they screened each participant for a minimum annual charitable donation of \$500. Discussions around family philanthropy are not just for those eligible for the giving pledge.

Most Canadians of relative affluence would be interested in discussing their giving values (making a difference, giving back, personal passions) in addition to discussing more technical issues, such as tax reduction and tactical tax planning. What may be true, is that HNWIs will enter into the discussion with a better, initial level of understanding about charitable giving.

Values and motivations

There is a close link between family values and the motivations for giving. According to Community Foundation Market Research, there are four primary drivers to philanthropic planning: creating a legacy, passing on a tradition of giving to future generations, unifying family through a shared cause and giving back to the community.¹

¹ Community Foundation Market Research, Family Philanthropy, 4.

UNDERSTANDING THE ROLE OF FAMILY VALUES IN PHILANTHROPY

1. Creating a legacy

Philanthropic planning is a process that is evolving and there is a “balance of upholding legacy of ancestors with the ideas and experiences of new generations.”² The legacy established by a family’s mission statement and the actions that are performed in line with that focus can help to create a successful multigenerational family. In the book “The Legacy Family” by Lee Hausner and Douglas K. Freeman, the authors define four characteristics of a legacy family: capacity, connection, compassion, and competency. By fostering these four traits, a family can better define how they wish to move forward and be remembered.

2. Passing on a tradition of giving to children and grandchildren

While interrelated with legacy creation, passing on traditions to younger generations can be a significant motivating factor to give. By finding common ground through philanthropic efforts, families become stronger. The Rockefellers (a HNW example) have a tradition of creating new foundations with every generation.³ However, traditions can be on a much smaller scale and can be as simple as monthly family trips to a local homeless shelter. There has never been a better time for teaching young people about philanthropy. In our increasingly connected and global society, intentionally teaching the value of acting for the common good is positive, not only for families but for the community-at-large. Research confirms that while philanthropy is an altruistic impulse, it is also a learned behavior. A recent study,⁴ finds that “young people are more likely to give and volunteer if they have been exposed to both conversations about philanthropy and role-modeling of philanthropic behaviors.”

2 Brill, “How to Make Philanthropy a Family Affair.”

3 Lee Hausner and Douglas K. Freeman, *The Legacy Family: The Definitive Guide to Creating a Successful Multigenerational Family* (New York: Palgrave Macmillan 2009): 105.

4 Ottoni-Wilhelm et al. (2014) “Role-modeling and Conversation about Giving in the Socialization of Adolescent Charitable Giving and Volunteering.”

3. Unifying family through a shared cause

Family philanthropy is a unique opportunity to bring families closer together to discuss what is most important to individual members. It is a way for younger family members to learn to appreciate the power of money. To develop a cause and goal that seeks input from various ages and backgrounds within a family, allows members to collaborate to solve problems and develop plans to bring the family together while helping the community at large.

4. Giving back to the community

Perhaps the most important motivator in family philanthropy is the possible good that it can do for the community. Often, family wealth has been amassed within a certain community and those successful enough feel a sense of gratefulness, (falling in line with family values) that can eventually turn into a charitable donation. Calgary Foundation is in a position to assist individuals by matching their passions with an appropriate community program or charity. Where desired, we can also make it a priority to involve successive generations in this process to help these same individuals establish a family culture of philanthropic beliefs.

There are many reasons a family may choose to work together in philanthropy, but research is showing that most discussions will be begin with, and are rooted by, a desire to create a legacy that is values-based.

As expressed by Dan Hamilton, advisory committee member of the Harris and Eliza Kempner Fund and a great great grandson of the Fund’s namesakes⁵:

“When I think about my values, I know I’m not reinventing the wheel. I can look to my grandfather, for example, and find a shared love of family and education. I have a history that is a part of me.” ■

5 Esposito, Virginia. “Family Values, Family Philanthropy.” National Center for Family Philanthropy, in *Living the Legacy*, 2004.

HAVING A PLAN FOR IMPACT:

Multi-generational families AND THEIR

best practice approach to philanthropy

■ When it comes to wealth preservation and legacy planning, the needs of multi-generational families is changing. Accordingly, the planning process also needs to evolve, says **Susan O'Brien, Vice-President & Senior Wealth Advisor, BMO Nesbitt Burns**. She would also argue that it's a fallacy that the wealthy are well-served when it comes to financial planning. In her experience, there is a *significant* opportunity for professional advisors to first help families to create an integrated financial plan that defines a single vision - and then bring that vision to life.¹

Sara Neely, Director of Philanthropic Services, Victoria Community Foundation agrees. In a recent [article](#) she emphasizes that financial advisors, lawyers, accountants and other wealth-management professionals are well-positioned to release the good that can come from focused and informed conversations. She states that advisors can help their clients understand how much they need for themselves and their family and, through careful planning, provide for heirs *and* their chosen charities.

These discussions are all part of a movement toward strategic financial planning that is rooted in a family values discussion. It recognizes the opportunities that exist as a result of demographic shifts and the resulting need for advisors to take a more holistic approach with their clients. It is a move that not only better services client needs, but can also increase the credibility of the advisor and his or her reputation among the clients' own circles.

Advisors who are successfully navigating a family philanthropy approach are tending to make use of a team or network of skilled professionals. Think of the individual objectives that an investment manager, estate lawyer, and tax accountant brings to the

table and then consider the *strength* of combining those goals in a focused plan that *also* incorporates philanthropic aims and intergenerational wealth issues. An integrated financial planning exercise will yield the type of plan that truly helps a family to achieve what matters to them in terms of family, community *and* strategic impact.



The family viewpoint

In a 2010 paper, titled "[The 25 Best Practices of Multi-Generational Families](#)," GenSpring identified the focus of their discussion to be *family or shared philanthropy*, as their study revealed it to be an overarching best practice among families that provides "an excellent means to discuss stewardship, values and the responsibility that goes hand in hand with inherited wealth." It was observed that family elders found that including children and grandchildren in charitable decisions helped them to understand

¹ <https://calgaryfoundation.org/wp-content/uploads/Insights-O'Brien-Say-Goodbye-to-Financial-Planning-Lite.pdf>

HAVING A PLAN FOR IMPACT: MULTI-GENERATIONAL FAMILIES AND THEIR 'BEST PRACTICE' APPROACH TO PHILANTHROPY

financial concepts such as investment management, due diligence, and analytical evaluation. Additionally, it was felt that philanthropic discussions helped family members learn to work together, make joint decisions, solve problems, and gain confidence through their interaction with others.

Calgary Foundation has also found this to be the mindset of local donors engaged in family philanthropy. When asked about their experience, Kerrie and Don offered this perspective on their philanthropic journey: "We are able to model, for our family, the ways in which thoughtful legacy creation can make a difference."

Many families, including Kerrie and Don, provide support for philanthropy as a means to give back to their communities and also consider it a *best practice* to have a 'personal' impact on those involved. They describe their philanthropic process this way: "We are fortunate to work with the susanobriengroup Wealth Advisory, BMO Nesbitt Burns. We believe Susan and her team are leaders in creating wealth management plans that go beyond simply managing financial risk and returns. By asking thoughtful, honest questions about our personal and family goals for the future, we are creating a long-term retirement plan, including a charitable legacy, that reflects our personal values. We want to help create strong communities and Susan and her team share our values related to charitable giving."

Being strategic

Families more focused on a societal or global impact may be considered as one aspect of 'strategic' philanthropy. This is where partnership with a

philanthropic advisor such as Calgary Foundation can really benefit and assist all parties. As Kerrie and Don point out, "Calgary Foundation provides access to and information about numerous charities that not only benefit Calgary, but Alberta, Canada and the world. We have been able to use this database to research and choose charities that meet our giving objectives. There is also an inherent flexibility, in that we can change who and how much we donate at any time. Calgary Foundation also provides a rate of return that ensures our initial seed money will provide benefits for many years."

A win-win-win

Establishing new best practice criteria for legacy planning is demonstrating a winning formula for all involved. Families are secure in the knowledge that they are able to realize their financial priorities *and* their philanthropic dreams. Professional advisors are experiencing deeper client relationships and also reporting year-over-year business growth. Charitable programs at home and abroad are able to flourish for the betterment of future generations. It seems like there should be some sort of magic to making it all happen. But, no. **John Amonson, Unbiased Financial Services** says that an exploration of values is an important part of the client relationship process and that "clearly articulated values and goals, including philanthropic goals lead to good planning decisions." Professional advisors who are able to understand the role of values in the creation of a legacy plan and then are also able to initiate a philanthropic conversation as part of the financial planning process, will ultimately be the ones to help multi-generational families achieve their goals. ■

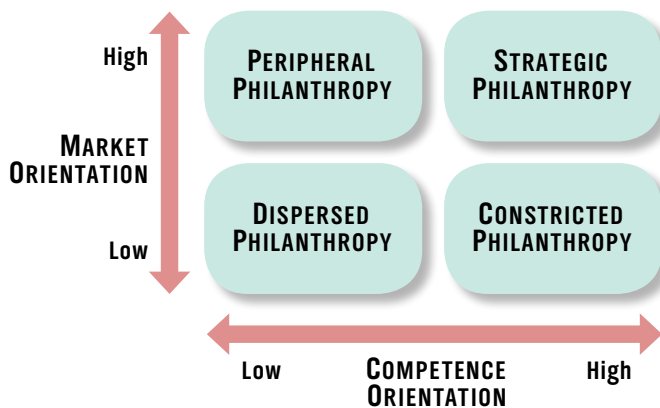
"I've come to believe that giving feels good, but I think giving strategically feels terrific."

– Alan Alda

Professional advisors

AND strategic philanthropy

■ In 2009, a BMO Retirement Institute Philanthropy Survey, revealed that while members of the baby boomer generation are “givers”: 44 per cent donate on impulse, without a plan or budget; Although charitable giving ranked high as a way of teaching family values, only 15 per cent with children involve them in the decision process; and, just one per cent donate to charity as part of a plan or budget with the help of a financial advisor. The conclusion drawn from these findings was that *with a more strategic approach, boomers could spearhead the transition from a nation of charitable givers to a nation of philanthropists.*¹



As the sizable boomer cohort continues to age, Canadian givers are still navigating how to balance their legacy-based philanthropic desires i.e. long-term, goal oriented, strategic giving with their overall financial plans and retirement goals. Those who are making the most impact through gift planning are doing so with the assistance of their financial advisors. With professional assistance, individuals and their families are able to create a giving plan that is based on a thorough, disciplined and strategic examination of goals, objectives, interests and options. There is still substantial opportunity for professional advisors to respond to the well-documented needs of their clients in this regard.

In the following excerpt from Brad Offman’s article *“Being a Philanthropic Advisor: You Have the Power to Change the World”* we review the why, how and when of strategic charitable gift planning.

WHY incorporate philanthropy in your practice?

Your clients are looking to you for direction.

More and more Canadians are seeking ways to give back to their community through strategic, meaningful philanthropy. The average Canadian donor is much more aware of planned giving now than in the past. The baby boomer generation is looking to move beyond “chequebook philanthropy” and they still have the potential to usher in a golden age of philanthropy.

You will provide more comprehensive service.

By discussing charitable giving with your clients, you are providing a wider spectrum of wealth management solutions.

You can determine your clients’ passions.

Some advisors (including accountants) feel that charitable giving is a private subject, best left out of a financial discussion. This is a myth. By talking to your clients about charitable giving, you obtain a better understanding of their values, principles and dreams. Since when is getting to know your clients on a deeper level a bad thing?

Charitable giving strategies have tremendous tax benefits.

The income tax system is designed to recognize Canadians’ charitable donations. The tax laws governing charitable giving are based on a tax credit system and the federal government has enriched the tax benefits of giving over the past two decades. In addition to making major donations at death, there are a variety of ways that charitable giving can be structured during one’s lifetime – the options are much more diverse than simply donating a sum of money to a charity of choice.

1 BMO Wealth Institute. “The evolution of giving: From charity to philanthropy,” (2009). https://www.bmo.com/pdf/mf/prospectus/en/The_evolution_of_giving_Report_E_final.pdf

PROFESSIONAL ADVISORS AND STRATEGIC PHILANTHROPY

You have the power to make a difference.

I don't want to wax philosophical on this point but as a trusted advisor, you have the power to direct and influence your clients' thinking about important financial matters. Charitable giving is one of them. Self-directed giving can be a more efficient method of contributing to the general welfare of the country than paying tax dollars, the latter being spent by the government however it sees fit.

HOW do I bring up philanthropy with my clients?

It's not hard to bring up charitable giving with your clients, especially when it is done in the context of an overall financial plan. Since charitable giving can be an integral part of tax and estate planning, it does not have to be an uncomfortable or touchy subject. Here are some suggestions:

"Tell me about your charitable giving."

If your client makes charitable donations of some kind (and over 90% of adult Canadians fall into that category), simply ask him or her to tell you a bit more about the motivations behind their giving. With this simple conversation starter, you will likely learn a lot about your client's passions, values and history. Knowing your client on a more personal level allows you to provide better financial solutions. This leads to greater trust and retention.

Talk to your clients about social capital.

The Canadian tax system ensures that a portion of each taxpayer's wealth is going to be used for the general welfare of our country. Thankfully, our system allows Canadians, in part, to decide whether their social capital is directed to The Canada Revenue Agency or to charity. For many people, especially those who are extremely sensitive about paying taxes, this is a powerful argument.

Look for obvious cues.

Your client may bring up some obvious suggestions or questions that can easily bridge the gap into a discussion about charitable giving. Some examples include:

- I'm a board member at the local women's shelter.
- I have season tickets to the symphony orchestra. I just love classical music.
- Are there any other ways that I can save money on my taxes?

While these statements might not seem particularly obvious, they all speak either to a client's potential support of a charitable organization or the desire to pay less tax. By taking the conversation further, you might be able to uncover new planning opportunities for your client.

Rely on your software.

Most modern financial planning software contains a module on charitable giving or philanthropy. Use this module to introduce your clients to new concepts and strategies. Demonstrate to them through the software that any good financial plan requires a discussion on charitable giving.

WHEN do I bring up philanthropy with my clients?

The 2014 [research report](#) published by BMO Harris Private Banking, CAGP, GIV3 and Philanthropic Foundations Canada revealed that HNW clients are ready to have philanthropic conversations at an early stage in the relationship. In contrast professional advisors have more of a tendency to delay the conversation until the relationship is well-established.

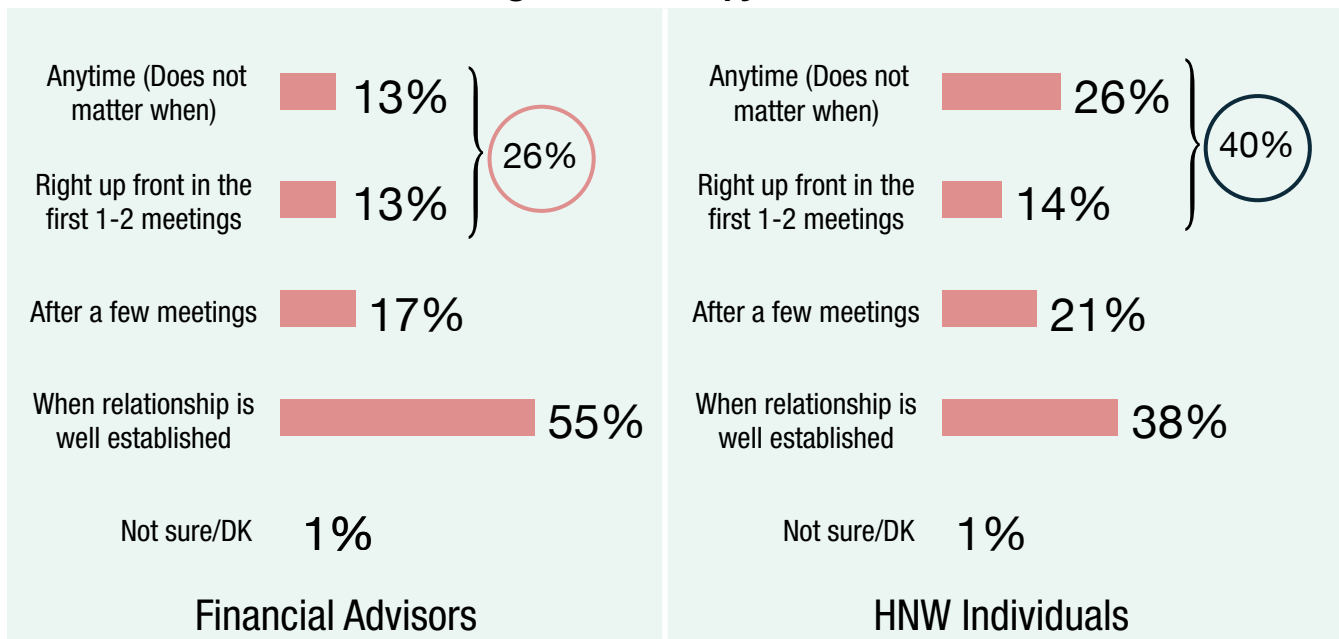
Having said that, there are some times when it might be more appropriate to bring up the subject of charitable giving.

1. Year-end tax planning

Typically, most Canadians think about tax planning during the last quarter of the calendar year. This focus by Canadians on year-end planning stems largely from a realization of the fact that they might face the burden of a large bill if they do not take steps to reduce their taxes. Charitable giving is one of the most powerful (and simple) tax saving methods available to Canadians.

PROFESSIONAL ADVISORS AND STRATEGIC PHILANTHROPY

Timing of Philanthropy Discussions



BASE: FINANCIAL ADVISORS who answered "Very appropriate" or "Quite appropriate"
BASE: HNW INDIVIDUALS who answered "Very appropriate" or "Quite appropriate"

2. Sale of a business

There are few events greater than the sale of a business that speak to the need for effective tax planning. The substantial capital gains that often result from the sale or transition of a private business may provide the necessary motivation for a large charitable gift. This combination of genuine philanthropy and effective tax planning benefits both your client and the community.

3. Sale of real estate

Like the sale of a business, the disposition of real estate can often result in a substantial tax bill. Effective charitable gift planning can relieve your client of some the tax burden resulting from the sale.

4. Inheritance

When a client inherits a large sum of money, the first and most obvious question is what to do with it. Do I invest it? Do I spend it and if so, how much? Do I give it away? To whom? An inheritance is an opportune time to talk to your clients about their overall financial plan. Since their inheritance will likely generate new taxable income, part of the planning strategy should be how to reduce that taxable income. Charitable giving can help achieve that goal.

"The human desire to leave a legacy is a tradition that pervades virtually every culture, nationality and religious affiliation. In our wonderfully diverse country, increasing numbers of Canadians, from all backgrounds and income demographics, are thinking and dreaming about the legacy that they can leave to this world. Their advisors can, and should, help shape these dreams." ■ —BRAD OFFMAN

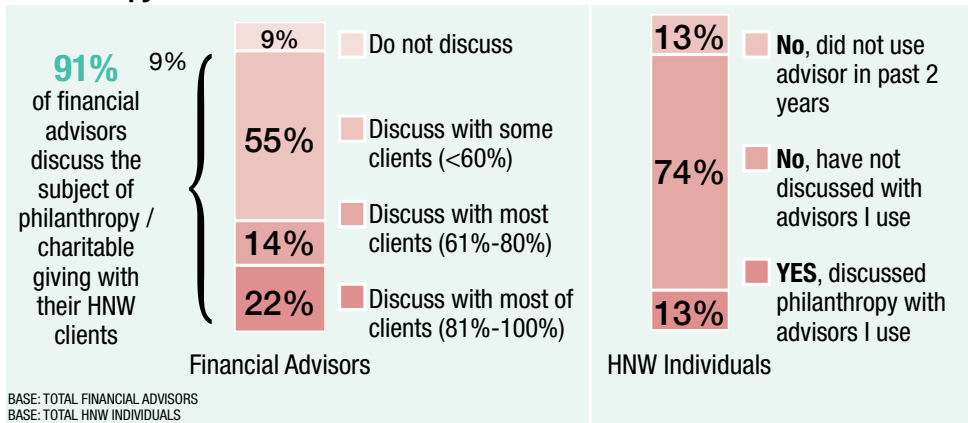
An Advisor's Tool:

Taking THE deep dive INTO meaningful conversations ABOUT philanthropy

■ In recent years it has become apparent that although there is a tremendous opportunity for Canadian professional advisors to lead discussions related to philanthropy as part of the financial planning process, there is a disconnect in the actual communication occurring between advisor and client. The 2014 report on The Philanthropic Conversation pinpoints the issues:

The implication of these findings is that the conversation is not *meaningful* enough to be *memorable* (or to be considered a conversation). Exploring the unique possibilities for giving within a family and learning how to utilize that potential effectively, requires focus and experience. Calgary Foundation recognizes that a deliberate approach to engaging clients and next-generation family members is more likely to ensure the continuity of a family's philanthropic goals.

Philanthropy discussions with financial advisors



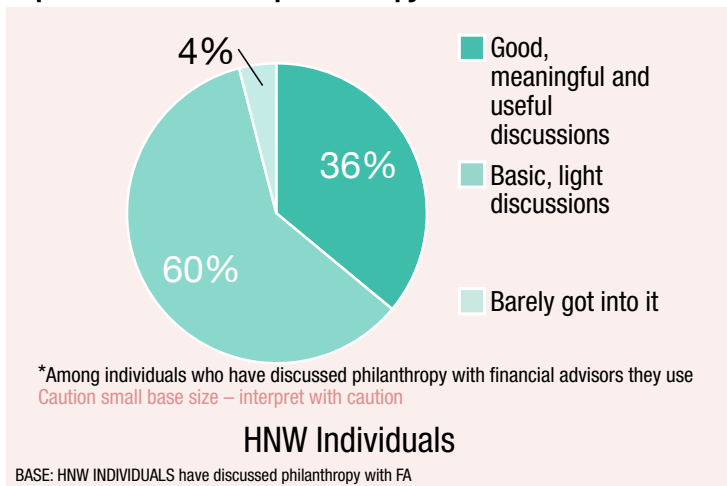
The following sample worksheets from Calgary Foundation's Workbook for Family Philanthropy will help inspire and assist you in helping clients in the charitable gift planning process.

Family Philanthropy: A Conversation Starter is available for download from Calgary Foundation's website. This abbreviated guide is intended as a tool for families who want to begin exploring their philanthropic intentions before

Most professional advisors (91%) reported that they discuss philanthropy with their HNW clients, however very few (13%) clients say they are having these discussions.

meeting with their professional advisors. It will assist with answering the questions that are common to family giving experiences and is created for families that are interested in taking a strategic approach to philanthropy,

Depth of discussion of philanthropy with financial advisors*



Obtain your copy of the full 28-page *Workbook for Family Philanthropy* by contacting Laily Pirbhai, lpirbhai@calgaryfoundation.org.

These suggestions for professional advisors and donors are intended to promote family philanthropy in a realistic and tangible way. By applying a values-based approach to giving, families can strengthen relationships amongst themselves and with their communities. ■

Among the small group of clients that did discuss philanthropy with their advisor, less than half experienced a good, meaningful discussion.

AN ADVISOR'S TOOL: TAKING THE DEEP DIVE INTO MEANINGFUL CONVERSATIONS ABOUT PHILANTHROPY

WORKSHEET 6 • Shared Values

Since the best philanthropy is guided by values and passions, identifying shared values among family members is an important step in your process. The following questions can help you to identify your core shared values and the relationship of those values to your charitable giving. The simplest way to use them is first as a personal reflection exercise, completed by individual family members. Next, you can come together to discuss and explore areas of commonality. Much of the benefit of this exercise comes from the shared conversation.

INDIVIDUAL REFLECTION QUESTIONS:

1. **Think about two or three formative experiences in your life.
How did they shape your core values?**

2. **Identify two or three people (they could be family members, other people you know or historic figures) who have been strong influences on you.
What values did they transmit to you?**

3. **What is important to you and what values guide the choices you make in life?
What would you consider your most important values? (If needed, see attached inventory of values.)**

4. **What values did your parents pass on to you? What do you think are the values common to your family?**

5. **How do the values you have identified speak to the kind of giver you want to be?**

AN ADVISOR'S TOOL: TAKING THE DEEP DIVE INTO MEANINGFUL CONVERSATIONS ABOUT PHILANTHROPY

WORKSHEET 6 • Family Discussion Guide

Together with other family members, share and discuss your questions on the preceding page, especially questions 3 and 4. You may want to put all family members' answers up on a piece of easel paper for clear viewing and identify values or clusters of values that seem to be shared by many in the family. Elaborate on them by sharing family stories illustrating the values.

DISCUSS THE FOLLOWING QUESTIONS:

1. What are your core family values? What does the family stand for? Narrow down your list to 4–6 core values.

2. How do these values speak to the kind of philanthropy you want to do? The philanthropy that you want to be known for?

3. Do they have implications for the kinds of organizations and causes that you want to support?

4. Do they have implications for how you want to work together as a family?

Use the answers to these questions to define your family philanthropy vision, mission, goals and approaches to working together. Continually test and refine these values as you observe the philanthropic choices that the family makes.

AN ADVISOR'S TOOL: TAKING THE DEEP DIVE INTO MEANINGFUL CONVERSATIONS ABOUT PHILANTHROPY

WORKSHEET 6 • Values Inventory

FROM THE LIST BELOW, SELECT WHAT YOU SEE AS YOUR 6 MOST IMPORTANT VALUES.

- | | | |
|------------------|-----------------|-----------------|
| Acceptance | Fairness | Preservation |
| Access | Faith | Pride |
| Achievement | Family | Privacy |
| Acknowledgement | Flexibility | Respect |
| Adventure | Freedom | Responsibility |
| Agility | Generosity | Security |
| Arts | Happiness | Self-expression |
| Beauty | Harmony | Self-reliance |
| Change | Healing | Service |
| Collaboration | Honesty | Simplicity |
| Comfort | Humility | Stability |
| Commitment | Independence | Stewardship |
| Communication | Innovation | Tolerance |
| Community | Integrity | Transformation |
| Compassion | Interdependence | Truth |
| Conservation | Involvement | Wisdom |
| Courage | Joy | Others |
| Creativity | Justice | _____ |
| Democracy | Knowledge | _____ |
| Dignity | Leadership | _____ |
| Diversity | Love | |
| Education | Loyalty | |
| Empathy | Mastery | |
| Entrepreneurship | Merit | |
| Equality | Opportunity | |
| Excellence | Peace | |
| Expertise | Personal Growth | |

Identifying shared values can make you more aware of what you have in common and what keeps your family close. Acknowledging them can give you an understanding of what you want to accomplish together and why.

AN ADVISOR'S TOOL: TAKING THE DEEP DIVE INTO MEANINGFUL CONVERSATIONS ABOUT PHILANTHROPY

WORKSHEET 8 • Focus and Interest Areas

Many families choose to focus some or all of their giving on selected issue areas, populations or locations in an effort to make more of a difference and gain greater control over the giving process. Others elect to keep their giving options open-ended so they can respond to arising needs and diverse interests within their family. For many families, combining the two approaches encourages the greatest involvement of all family members. Determine which approach will work for you.

1. Interests and Passions:

Are there any issues, causes, places or populations that you care about deeply? Consider the following questions to uncover your philanthropic passions:

- What outrages or angers you about the status quo?
- What inspires you about what is possible for the future?
- Has any event, individual or organization moved or touched you in a significant way?
- Have you had an intense personal or family experience with an issue or cause?
- Do you have a desire to honour a family member or close friend?
- Are you currently involved in an issue or organization in which you can imagine becoming more deeply engaged?

2. Issue Areas:

How interested are you in funding each of the following issues or populations?

- | | | |
|--|---|--|
| <input type="checkbox"/> Addiction | <input type="checkbox"/> Employment & training | <input type="checkbox"/> Literacy |
| <input type="checkbox"/> Adult learning | <input type="checkbox"/> Environment | <input type="checkbox"/> Mental health |
| <input type="checkbox"/> Aging populations | <input type="checkbox"/> Faith | <input type="checkbox"/> Peace |
| <input type="checkbox"/> Animal welfare | <input type="checkbox"/> Food security | <input type="checkbox"/> Persons with disabilities |
| <input type="checkbox"/> Arts | <input type="checkbox"/> LGBTQ rights | <input type="checkbox"/> Post-secondary learning |
| <input type="checkbox"/> Children & families | <input type="checkbox"/> Health-specific disease | <input type="checkbox"/> Poverty |
| <input type="checkbox"/> Citizen engagement | <input type="checkbox"/> Health care | <input type="checkbox"/> Safety |
| <input type="checkbox"/> Community development | <input type="checkbox"/> Heritage | <input type="checkbox"/> Science & technology |
| <input type="checkbox"/> Conservation | <input type="checkbox"/> Housing | <input type="checkbox"/> Recreation |
| <input type="checkbox"/> Disaster relief | <input type="checkbox"/> Human rights | <input type="checkbox"/> Violence prevention |
| <input type="checkbox"/> Domestic violence | <input type="checkbox"/> Immigrant newcomers' inclusion | <input type="checkbox"/> Women's rights |
| <input type="checkbox"/> Early childhood development | <input type="checkbox"/> Indigenous rights | <input type="checkbox"/> Youth |
| <input type="checkbox"/> Education | <input type="checkbox"/> International development | <input type="checkbox"/> Other |



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FOUNDATION**
FOR COMMUNITY, FOREVER

Since 1955, Calgary Foundation has nurtured a vibrant community that values diversity and supports all people. We build a community where citizens are engaged and where a strong and sustainable charitable sector serves the current and emerging needs of Calgary and area.

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