

Annual Report

2015

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Executive Summary

2015 was a year of phenomenal growth. With the generous funding from Canadian donors, Charity Intelligence continues to grow in influence.

Intelligent giving focuses on results. Here are the highlight Charity Intelligence results for F2015

- 221,000 people visited our Charity Intelligence website and downloaded more than 1.7 million charity research reports.
- Charity Intelligence posted research reports on 654 Canadian charities, covering 53% of annual giving.
- Charity Intelligence informed an estimated \$39.4 million in Canadian giving.
- With total operating costs of \$223,106, Charity Intelligence is lean, thereby maximizing stakeholder returns.
- Every dollar you donated to Charity Intelligence informed \$176 in Canadian giving.
- Charity Intelligence has been externally assessed in a preliminary SROi analysis and found to be a high impact charity.

It's amazing to look back at how Charity Intelligence has grown. It started with a desire to know more about our donations and led to applying equity analysis methods to charities, writing research reports, and sharing these reports. In 2007, Charity Intelligence did not have a website and had research on only 17 Canadian charities.

Now, with hard data and several years of research experience, Charity Intelligence believes more than ever that Canada's social problems are not due to a lack of money. The problem is not "how much" money is donated, rather "how" money is donated. Rather than giving more money, we need to give intelligently.

Charity Intelligence's research reports are a tool for donors to become informed and to give intelligently for greater impact. Our focus is on helping donors to be effective change agents. If donors had better information, they could be better givers. Canada's philanthropy will be stronger with well-informed donors.

A small cadre of donors recognized the game-changing potential of informed giving. Their unfailing generous support of Charity Intelligence helps Canadian donors know the facts. Thank you so very much.

Mission Statement

Charity Intelligence's mission is to help Canadian donors be informed, give intelligently and have impact. Canadian donors have more questions than ever about their giving and the charities they support. These questions are not being adequately answered. As such, the information gaps are widening (see Appendix 1). In the past, charitable giving was based largely on blind trust. Today, trust is earned.

To inform donors, Charity Intelligence has easy-to read, jargon-free reports on 654 of Canada's largest charities. These 654 charities receive approximately 53% of the \$16 billion in donations Canadians give each year. Charity Intelligence's research coverage was viewed by 221,690 visitors in F2015, 105% year-over-year growth in viewership, from 108,000 visitors in F2014.

Ultimately, Charity Intelligence wants Canadian donors to be informed, give intelligently and have impact. This learning curve has three steps:

Step 1: Be Informed – donors deserve to have accurate facts about a charity. Charity Intelligence writes and posts objective research reports on Canadian charities.

Step 2: Give Intelligently – donors can compare one charity with another. Charity Intelligence's star ratings help donors identify charities that are best, good, average, and "need a closer look".

Step 3: Have Impact – understand the impact of charities. This is the new frontier of Charity Intelligence's research with the goal to integrate impact into the star ratings.

“The best thing a human being can do is help another human being know more.”

– Charlie Munger

Review of F2015 Results

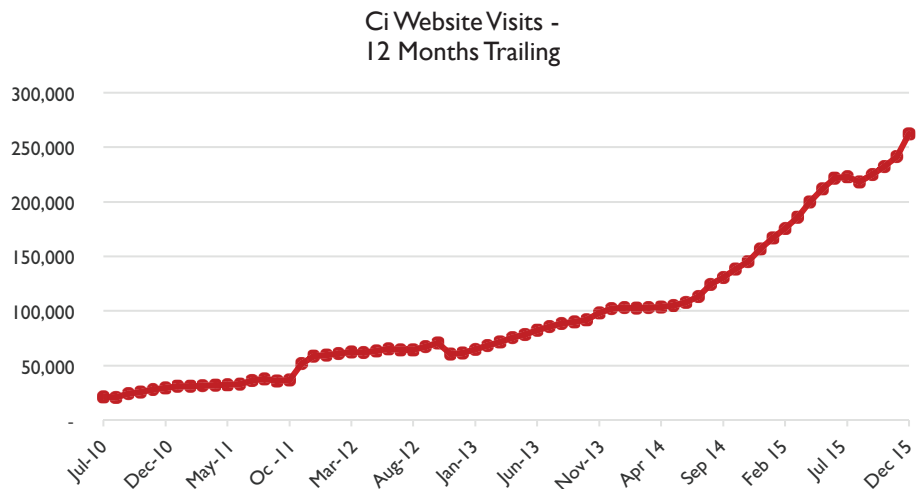
| Year ending June 30 | F2012 | F2013 | F2014 | F2015 |
|---|-----------|-----------|-----------|-----------|
| Charity reports posted on website | 341 | 446 | 650 | 654 |
| Website visits | 65,224 | 82,568 | 108,004 | 221,691 |
| Ci's total operating costs | \$325,456 | \$255,111 | \$224,334 | \$223,106 |
| Estimated Canadian charitable giving influence (\$ million) | \$6.7 | \$11.7 | \$19.6 | \$39.4 |
| Leverage Factor: For every dollar Ci spends (total operating costs), donations informed | 21 | 46 | 87 | 176 |

Fiscal 2015 was a year of phenomenal growth. With the launch of charity star ratings in September 2014, website visits increased 105% in F2015. Star ratings are immensely popular with Canadian donors.

The star rating launch came after three years of work in the research lab at Charity Intelligence, tweaking and getting it right. Charity Intelligence is committed to charity ratings not based solely on financial metrics. A charity cannot be measured only by its fundraising costs and administrative overhead; there must be a holistic evaluation. Charity Intelligence's ratings weight four factors: donor accountability, financial transparency, funding need, and cost efficiency (fundraising costs and administrative overhead).

2015 website traffic highlights:

- The ALS Ice Bucket Challenge: people turned to Charity Intelligence as a source of information on ALS Canada (a 3-star charity) and ALS BC (a 4-star charity).
- The Nepal Earthquake in April 2015: Charity Intelligence provided information on 20 Canadian charities with programs in Nepal and involved in the earthquake disaster relief, recommending donors support Doctors Without Borders, World Vision and UNHCR.
- Charity Intelligence media interviews refuted the email going around called Charity and Greed that distributed wrong information on Canadian charities.



Canadians want information about their giving and Charity Intelligence Canada is the go-to trusted source for charity information. The website outranks Imagine Canada and also the MoneySense charity ratings.

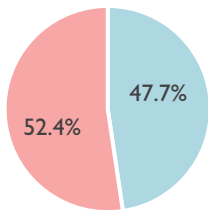
Looking at the success of charity ratings with American donors, Charity Intelligence's website visits could hit 2% population penetration, resulting in 740,000 website visitors. Charity Intelligence has grown substantially, with the potential for 3-fold growth ahead.

Serving all Canadians

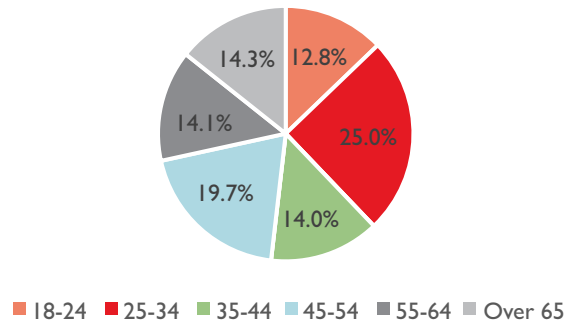
Albeit late, in January 2015 we modified technical specs to see who is using Charity Intelligence's website. The preliminary finding for the 6 months ending June 2015 show that Charity Intelligence is serving all of you – women and men, young and old alike. Charity Intelligence's website users match Canada's demographics.

Charity Intelligence's website is particularly popular with donors aged 25-34. This Millennial generation accounts for 25% of Charity Intelligence's website visits, yet only 16% of Canada's population. Charity Intelligence sees this as a great opportunity to educate the Millennial generation in giving intelligently.

Male and Female -
2015 website visitors



Age Demographics -
2015 website visitors



Truly a National Charity

One impressive aspect of Charity Intelligence's website visitors was the national coverage. Charity Intelligence is a truly national charity – 57% of website visitors came from more than 663 cities and towns from all over Canada, towns like Hay River, NWT, Stephenville, NFL, Thompson, MB, Inuvik, NWT, Quesnel, BC and Dauphin, SK. People in both big cities and small towns care about their giving, seek answers, and come to Charity Intelligence's website.



Ancillary Results in Canada's Charitable Sector

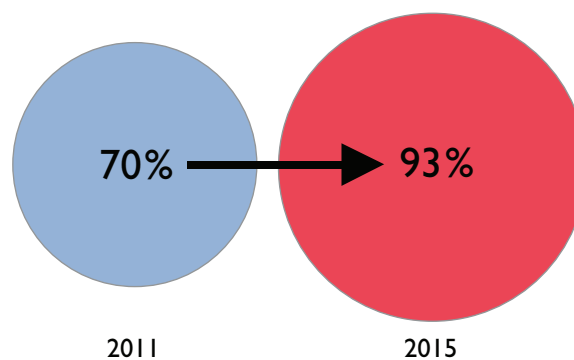
While Charity Intelligence's core focus is on doing research to help donors be informed and give intelligently, an important by-product is improvements in Canadian charities. Our vision is for Canada's vital charitable sector to be more transparent, more accountable and focused on results. With Charity Intelligence's charity reports on-line, Canadian charities are making measurable gains in transparency and accountability.

I. Financial transparency

The number one question donors have is about how a charity spends money (see Appendix: Canada's Information Gaps). The audited financial statements are the gold standard in financial transparency. According to the Donor Bill of Rights, endorsed by the Association of Fundraising Professionals and Imagine Canada (the association for charities), charities must make audited financial statements available when asked. Too many Canadian charities don't!

In 2011, Charity Intelligence reviewed the Major 100 charities in Canada – the 100 largest charities with annual donations exceeding \$17 million. Only 70% provided their audited financial statements when Charity Intelligence asked for them. For the other 30%, Charity Intelligence made an official request for information with the CRA Charities Directorate. In showing these charities a draft of the profile to be publicly posted, 12 complied immediately. Today, 93 of the largest 100 charities post or provide audited financial statements, thanks to Charity Intelligence's on-line reports, outreach to charities about best practices in being financially transparent, and star ratings.

Financial Transparency in Canada's Major 100 Charities



The next step is to improve financial transparency of “Big-Cap” and “Mid-Cap” charities. These charities receive over \$1 million in annual donations. Currently only 55% post the audited financial statements on websites. Charity Intelligence will continue to reach out to these charities to communicate donors' expectations and best practices.

A Spotlight on Dark Pools: A Project for 2016-2017

In January, while looking through Charity Intelligence's data base, I noticed that 137 charities do not provide audited financial statements. Each charity has this information. Each charity includes the financial statements in its annual filing. To access this information, Charity Intelligence has to make an official request for information with the CRA Charities Directorate. An official request for information requires that the CRA Charities Directorate pull the file, scan the documents, and email this to Charity Intelligence. This is a thorough waste of government time and tax payers' money.

Let's call these charities that do not provide financial statements the "Dark Pools". These charities are not small, struggling frontline charities, to whom audited financial statements would be an onerous burden. These Dark Pools are among Canada's largest charities. Each receives more than \$1 million in annual donations, with average annual donations of over \$5 million. In the last year, Charity Intelligence analysed these charities – the combined donations exceeded \$750 million.

This is a problem – a big problem – and a problem Charity Intelligence can tackle. It will be enormously time consuming, but Charity Intelligence will telephone and email each charity to request this information. Charity Intelligence will encourage each charity to adopt best practices in financial disclosure. And after a reasonable time, Charity Intelligence will muster every media contact to name the Dark Pool charities.

In 2011, the Toronto Star's editorial "Charity sector needs transparency" was a tremendous ally in raising public awareness of the lack of financial transparency in Canada's charitable sector.

Financial transparency is the foundation of any market transaction. It is also a matter of principle. "To whom much is given, much is expected." Those charities that receive enormous generosity and are allowed to operate tax free, must be financially transparent.

These Dark Pools are just wrong, and with your support, Charity Intelligence can fix it.

“Charities have an ethical obligation to open their books to the public. Too much money is at stake for donors to operate on good faith alone. All charities should be required to post their full audited financial statements on line. It's the best way to inspire public confidence in giving.”

– The Toronto Star

2. A 9% Improvement in Donor Accountability in 2015

Hand-in-hand with financial transparency is donor accountability. The lack of good data is a charity sector-wide problem. Far too frequently, charity annual reports and donor newsletters are fundraising fluff that are not communicating operating information. A reasonable person, spending an hour on a charity's website, needs access to performance information: what is the problem a charity is trying to solve, its mission, its goals, the clients it serves, the programs and services it provides and, ultimately, the impact it creates.

To deal with the lack of operating data, in 2014 Charity Intelligence publicly launched grades on charities reporting. The grade signals to donors the quality of information that the charity publicly releases: A+ is outstanding, B is average, D or less shows room for significant improvement.

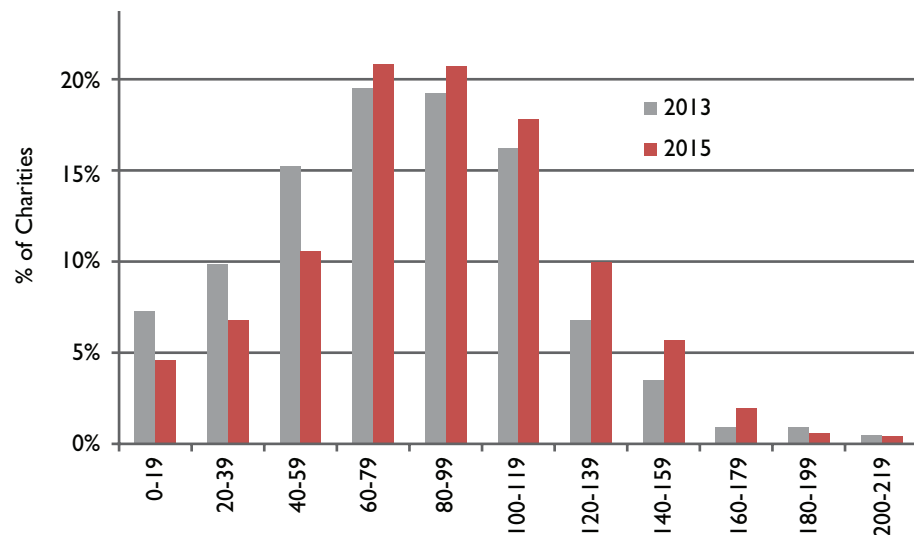
Charity Intelligence's grades on donor reports are a world first. No other charity rating agency grades donor reporting on a wide scale. Charity Intelligence's donor accountability grades give Canadian donors holistic information.

In 2015, donor reporting grades improved 9%.

| Donor Reporting Grade | Charity average score |
|-----------------------|-----------------------|
| 2013 | 80 * |
| 2014 | 86 |
| 2015 | 95 |

Social Results Reporting Score (SRRS) was renamed the Donor Reporting Grade. Scores are marked out of a maximum 260 points. Results for 2013 are not directly comparable as i) the scoring guide was modified in 2014 incorporating charity feedback and ii) different charities were graded.

Donor Reporting Grades: 9% Improvement in 2015



Grading reports is new for donors. It's also new for charities. This will take ongoing outreach. Charity Intelligence talks with many charities on improving donor accountability. It gives charities resource links to best practices in charity reporting, such as the Queen's University's "Best Practices in Charity Annual Report". In addition, each charity receives in confidence its grade breakdown on the 26 questions Charity Intelligence uses for its objective scoring. (A sample Grading Card is attached in the Appendix.)

Compared with the rapid increase in improving financial transparency, improving donor reporting grades will likely be a long haul of incremental change. The goal is to keep reaching out to charities, providing tools to boost donor accountability, and nudging improvements by prominently publishing each charity's grade. We believe the average score can reach 150 over the next 10 years. This would be a great result for Canadian donors, who will benefit from having better information about charities and this will enable donors to give intelligently.

3. Next Charity Research Frontier: Measuring Social Impact

Charity Intelligence's reports help donors to be informed. The star ratings help donors give intelligently. Charity Intelligence's new research initiative is working on how best to help donors have impact.

Charity Intelligence's star rating has one significant deficiency. The star rating measures how well a charity reports its results – it does not measure the results. Measuring a charity's results is called "impact". This will be the next frontier for Charity Intelligence's research.

Today a charity's social results on investment (SROI) are calculated through in-depth analysis. SROI analysis are time-intensive and costly. Furthermore, the SROIs are incomparable. Currently, SROIs cannot be used by donors as a tool for giving for impact.

Charity Intelligence's vision is to create a consistent SROI measure so donors have an impact giving tool. Charity Intelligence is pursuing an alternative method with the in-house nickname, SROI-lite. Our research is trialling a standard data template of economic values. From bottom-up, in-depth analysis of a few charities, this learning will create a top-down sector approach.

In 2015, SROI analysts contacted 200 social service charities; 100 submitted data, of which 50 had "good data" that could be used to measure impact. The preliminary results of this SROI-lite impact research initiative were released in October 2015. The Canadian Charity Impact Fund identified 10 high impact charities providing service to Canadians in need. Of the initial charities assessed, the SROI fell between 1:1 – 5:1 (average to good). The 10 CCIF charities selected have SROIs between 9:1 – 20:1.

“Most things in life, the dynamic range between average and the best is, at most, two to one... the best taxi cab driver can get you to your destination maybe 30% faster than the average, the best CD player is maybe 20% better than the average. In software, the difference between the average and the best is 50 to one. Maybe 100 to one. Very few things in life are like this.”

– Steve Jobs

Many of the high impact charities will be familiar to Charity Intelligence’s donors: Boundless School, Calgary Food Bank, East York Learning Experience, Fort York Food Bank, Fresh Start Recovery Centre, Inn from the Cold Society, Second Harvest, Youth Fusion, and Youth Without Shelter.

The wide diversity in impact results shows one of life’s rare sweet spots of high dynamic ranges where the difference between the average charity (1-3) and high impact charities (8-+30). This presents intelligent donors with significant opportunities to get high giving returns. Given this diversity, there is less need for exact SROI values down to 2 decimal points as is presented by other SROI analysts. Instead, putting charities into 4 groups of “high performing”, “good performing”, “average performing” and “low performing” is still a useful tool for donors.

2015 Results: 50 SROI-lites done in one year by the SMI team. This is an exceptional result in the world of charity research and analysis.

Ideally, Charity Intelligence’s star ratings on over 650 charities will include an impact measure. Charity Intelligence is committed to getting this as right as possible, but right now there are too many initial glitches that need to be fixed. Furthermore, measuring social service charities may be relatively easy compared with conglomerate charities, like United Way or the Canadian Cancer Society. As yet, there is no clear date for when this research project will be publicized.

Measuring SROIs is a high-risk research effort: this isn’t just replicating work done by others. Charity Intelligence is extremely grateful for the long-term funding commitment from the Colvin Family Foundation and an anonymous donor.

2015 Funding Priority Going Forward

Charity Intelligence’s “business model” is still overly-dependent upon donations to maintain research coverage on Canadian charities. One goal over the next three years is to be more socially entrepreneurial – to earn money. These earnings would maintain Charity Intelligence’s research. Earnings will come through annual subscriptions that people pay to access deeper levels of Charity Intelligence’s research. This will be an essential market test to see if Canadians value Charity Intelligence’s research enough to pay for it.

For Charity Intelligence to have the greatest impact, it needs to be around for the long haul. Charity Intelligence needs to be financially sustainable on a broad base of charitable giving, annual renewing subscriptions and fees for service. The goals for the next three years are:

1. to continue to produce outstanding and independent research on Canadian charity, collaborating to integrate an impact/SROI aspect to ratings on the majority of charities,
2. to better monetize Charity Intelligence’s public service, diversifying Charity Intelligence’s revenue base, and
3. to use digital media to inform and influence more Canadian donors to drive website visits to 570,000 by 2019.

“Vision without execution is hallucination.”

– Tony Fell

“The excellent research being done at Charity Intelligence on behalf of those interested in Canadian philanthropy ... which in turn encourages charities to provide better reporting on their activities and results.”

– The W. Garfield Weston Foundation

Thank you to all our donors whose generosity makes Charity Intelligence’s work possible.

Joyce Anderson ▪ [Anonymous Donors](#) (24) ▪ Aston Family Foundation ▪ [Kate Bahen](#) ▪ Cindy Bennett ▪ [E.W. Bickle Foundation](#) ▪ Robert Black ▪ Ryan Borkofsky ▪ Kelly Brazil ▪ Dinshaw Burjorjee ▪ Sue Burns ▪ Hazel Carlile ▪ I-Cheng Chen ▪ James Clarke ▪ [Colvin Family Foundation](#) ▪ Thomas Crawford ▪ [Kevin Dwarto](#) ▪ Peter Edwards ▪ Barbara Lynne Ellis ▪ Joe and Jeanine Essaye ▪ [George Fink](#) ▪ Bernard S. Friedman ▪ Indira Friedhandler ▪ Francois Gallant ▪ [Galvin Family Foundation](#) ▪ Eveline Goodall ▪ Kim Gould ▪ Graeme and Patricia Greenlee ▪ Carol Guinane ▪ Heathbridge Capital Management ▪ [Graeme Hepburn](#) ▪ Keith Hopper ▪ John and Dorothy Horrocks ▪ Peter Huggard ▪ Pamela Hunt ▪ Andrew Iwanenko ▪ Jaytor Investments ▪ Phillip Khaiat ▪ The Estate of Anne Langer ▪ Susan Lewis ▪ [Huston Loke](#) ▪ Kamaljit Longia ▪ John MacLatchy ▪ Dr. Ruby Mangat ▪ Bob McArthur ▪ Janet McLellan ▪ Kerry McLorg ▪ Philip Nearing ▪ Diane Nguyen ▪ Tom O’Hara and Jocelyne Cote-O’Hara ▪ Pace Family Foundation ▪ PepsiCo Canada Foundation ▪ Geoffrey Pottow ▪ Kristen Pouw ▪ Jennie and Karl Preuss ▪ Ian Gordon Pyper ▪ David and Jane Ramsey ▪ Greg Ribotto ▪ Garnet Roy ▪ Greg Sadler ▪ [ScotiaBank Canada](#) ▪ Margaret Scrivens ▪ Charles ÓShenkman ▪ Perminde Singh ▪ Bronwyn Smith ▪ Shawn Stackhouse ▪ Mireille and Murray Steinberg Family Foundation ▪ Telus Corporation ▪ Greg Thomson ▪ [Nancy Thomson](#) ▪ Barbara Triskan ▪ T Gai Ward ▪ David G. Webster ▪ Dover Wynn ▪ Terry Yanowski ▪

Dr. Anthony Yurkovitch

Appendix

The Why: Tackling the Widening Information Gaps Felt by Canadian Donors

In the Talking About Charities 2013 survey, Canadians continue to give charities low ratings for the degree to which charities report how donations are used, fundraising costs and the impact of programs. Charity Intelligence uses the data collected in this national survey to design one-page, easy to read, charity reports with info-graphics to quickly answer donors' questions.

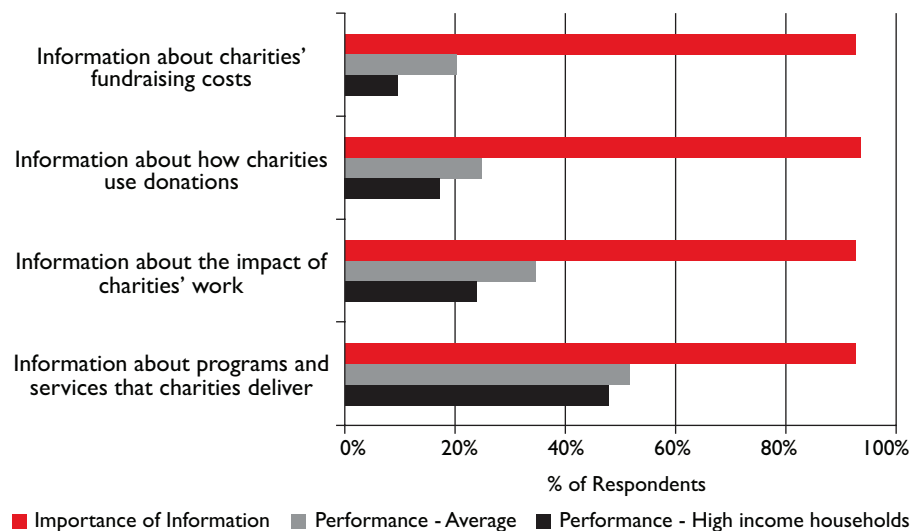
In 2013, Canadians reported the largest information gaps about charities were:

- 76% regarding fundraising costs
- 72% in how donations were used,
- 58% about the impact of a charity's work, and
- 44% about programs and services the charity delivers.

The information gap is measured as the difference between how important this information was to surveyed Canadians and the performance of charities in reporting this information.

Comparing 2013 survey results to 2008, the information gaps grew: 5% for fundraising costs, (76% vs. 71%), 3% for information about how a charity uses donations, and 3% about a charity's activities. There was no change in the information gap about impact. High income households felt these information gaps more than the Canadian population in general.

Canadian Information Gaps



This incredibly valuable data is funded by the Muttart Foundation. The Muttart Foundation has funded five surveys in 2000, 2004, 2006, 2008 and 2013 that show how Canadian attitudes are changing. Canada may be the only country with such an extensive survey of national opinions over so many charitable topics. The Muttart Foundation deserves deep gratitude for collecting and sharing this phenomenal data.

Donor Grading Card

This is a sample of Charity Intelligence's Donor Accountability Grading matrix which every charity receives, completed and in confidence. More detailed information on Results Reporting is posted on Charity Intelligence's website. The goal here is to help charities improve their "bottom line" social results reporting to donors. This scorecard is a learning tool for charities to improve donor reporting.

Social Results Reporting

CHARITY NAME _____

Reporting Date _____ Analyst initials _____

| | | Question | |
|------------------|----|--|--|
| Strategy 15% | 1 | Mission statement | |
| | 2 | Charity model | |
| | 3 | Problem discussion | |
| | 4 | Quantification of problem | |
| Activities 8% | 5 | Overview of programs | |
| | 6 | Allocation of resources by program | |
| Outputs 27% | 7 | Quantified service level | |
| | 8 | Beneficiaries by program | |
| | 9 | Outputs compared with previous years | |
| | 10 | Outputs comparable with other charities | |
| | 11 | Output timeliness - dated and recent | |
| | 12 | Output goals | |
| Outcomes 30% | 13 | Output definitions and calculations | |
| | 14 | Outcomes mentioned | |
| | 15 | Outcomes quantified | |
| | 16 | Outcomes compared with previous years | |
| | 17 | Outcomes comparable with other charities | |
| | 18 | Outcome timeliness - dated and recent | |
| | 19 | Outcome timing post completion | |
| Quality 12% | 20 | Outcome goals | |
| | 21 | Outcome definitions and calculations | |
| | 22 | Report assured | |
| Learning 8% | 23 | Report clearly presented | |
| | 24 | Balance | |
| | 25 | Learning | |
| | 26 | Change due to learning | |
| | | TOTAL | |

Concentration in Canada's Charitable Giving

A question frequently posed to Charity Intelligence is why it doesn't research and analyse all Canadian charities. The CRA Charities Directorate reports that, as of December 2014, there were 86,193 registered charities in Canada. Ci's research is an individual "bottom up" process rather than a "top down" data dump. The Ci research process mimics equity research: each charity analysis starts with the audited financial statements, entering this data into a financial model, reading through the annual report, website, and donor reports, recording outputs and outcomes, grading the charity's reporting to donors and preparing an independent write-up about the charity and its activities. This research process gives donors a higher quality report than could be downloaded from government filing information.

As such, this time consuming process limits the number of charities Charity Intelligence can research and update each year. Charity Intelligence will never cover all 86,193 charities. This is best left to government filings.

In Charity Intelligence's favour is the concentration of giving in Canada.

| | Range of annual donations | Number of charities | Registered Charities | % of Canadian giving |
|-----------------------------------|---------------------------|---------------------|----------------------|----------------------|
| "Major 100" charities | +\$17 million | 100 | 0.1% | 33% |
| "Big Cap" charities | \$5 m - \$17 m | 302 | 0.4% | 16% |
| "Mid cap" charities | \$1m - \$5m | 1,853 | 2.2% | 23% |
| "Small cap" charities | \$500k - \$1m | 2,474 | 2.9% | |
| "Micro cap" charities | \$100k - \$500k | 15,163 | 17.9% | |
| Other | Less than \$100k | 66,301 | 76.5% | |
| Total registered charities | | 86,193 | | |

Canada's largest 100 charities measured by donations, the Major 100, received 33% of total Canadian giving in 2014-2015. Charity Intelligence has full research coverage of the Major 100. There are 302 "Big Cap" charities – not Majors – but receiving annually between \$5 million and \$17 million in donations. This accounts for only 0.4% of the total registered charities, yet receives 16% of Canadian total giving. Charity Intelligence currently has research coverage on 190 of the "Big Cap" charities (63%), those that are majority donor supported rather than "government charities" like school boards. Charity Intelligence also excludes local religious congregations. There are 1,853 "Mid Cap" charities receiving more than \$1 million annually in donations. These Mid Caps receive 23% of Canadian giving. Charity Intelligence has research coverage on 234, or 13%.

Charity Intelligence has research coverage on 64 “small cap” charities (\$1m-\$500k in annual donations), 86 “micro cap” charities (\$100k-\$500k in annual donations), and one “other” (East York Learning, a tiny charity with \$16,000 in annual donations, that still submits itself for analysis, earns 4 stars, and is one of the highest social impact charities found to date).

It is a constant challenge to prioritize Charity Intelligence’s research in helping the most donors by following the money and researching the largest charities AND also being open to small and micro charities that ask to be analysed. Charity Intelligence’s research analysts are constantly finding high-return giving opportunities far off the beaten track. Some donors are partial to small-cap, frontline charities. This research is also generally really fun and rewarding. Charity Intelligence’s reports create a unique level playing field for small charities to raise their profile and stack up against the big cap charities.

Calculating Charity Intelligence's Leverage Factor

| Variables for Calculating Charity Intelligence's Informed and Influence Factor for SROI analysis | | | | |
|--|------------|------------|------------|------------|
| Year ending June | 2012 | 2013 | 2014 | 2015 |
| Website visitors | 65,224 | 82,568 | 108,004 | 221,691 |
| Year-over-year growth | 32,124 | 17,344 | 25,436 | 113,687 |
| Year-over-year growth (%) | 97% | 27% | 31% | 105% |
| Source: Google analytics | | | | |
| Unique website visitors | 52,686 | 66,294 | 91,538 | 185,923 |
| Unique as % of website visitors | 81% | 80% | 85% | 84% |
| Source: Google analytics | | | | |
| Adjustments: | | | | |
| Less international visits | | | | |
| Source: Google analytics | 5% | 8% | 8% | 9% |
| Percent of donors in Canadian population | | | | |
| Source: Statistics Canada | 84% | 82% | 82% | 82% |
| = Unique Canadian donors visiting Ci's website | 41,884 | 49,903 | 69,184 | 139,163 |
| Average annual donations per donor | \$470 | \$531 | \$531 | \$531 |
| Source: Stats Canada (1) | | | | |
| = Estimated giving informed and influenced (million) (Unique Canadian donor visitors x average annual donation) | \$19.7 | \$26.6 | \$36.9 | \$74.3 |
| Charities posted on Ci's website | 341 | 446 | 605 | 654 |
| x Ci's research coverage as % of total giving | 34% | 44% | 53% | 53% |
| Estimated giving informed and influencing (million) | \$6.7 | \$11.7 | \$19.6 | \$39.4 |
| Total Ci operating costs | \$325,456 | \$255,111 | \$224,334 | \$223,106 |
| CI'S INFORMED AND INFLUENCED LEVERAGE FACTOR | | | | |
| For every dollar Ci spends, donations informed and influenced | 21 | 46 | 87 | 176 |
| (Estimated giving informed and influencing / Ci's operating costs) | | | | |