FINANCIAL FEASIBILITY STUDY REPORT

BRUCE COUNTY MUSEUM & CULTURAL CENTRE

NOVEMBER 2017
<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>EXECUTIVE SUMMARY &amp; PROJECT OVERVIEW</td>
<td>3</td>
</tr>
<tr>
<td>CONSULTATION FINDINGS</td>
<td>16</td>
</tr>
<tr>
<td>FINANCIAL ANALYSIS</td>
<td>26</td>
</tr>
<tr>
<td>RECOMMENDED STRATEGY</td>
<td>33</td>
</tr>
<tr>
<td>CAMPAIGN TIMELINE</td>
<td>53</td>
</tr>
<tr>
<td>BEST PRACTICES &amp; MAJOR GIFT THEORY</td>
<td>57</td>
</tr>
</tbody>
</table>
EXECUTIVE SUMMARY & PROJECT SUMMARY
To conduct a financial feasibility study for the new Archives and Community Space, KCI consulted with 15 donors, community leaders, volunteers, and staff members via personal interviews. Four key interviews are still pending at the time of writing due to scheduling conflicts. We anticipate completing these interviews by mid November. A position paper was shared with interviewees prior to conducting interviews to provide background information on the proposed capital projects.

Participants were asked for their thoughts on the following topics:
- Profile and reach of Bruce County Museum & Cultural Centre (BCM&CC);
- Project and campaign plans;
- Ability to attract major financial support;
- Suggestions for campaign leadership and campaign volunteers and personal inclination to support the campaign.

In addition, KCI analysed BCM&CC’s financial data from 2012 - 2016 and assessed the campaign pipeline and top prospects.

Total capital costs are estimated to be between $9.6M and $11.6M. This is an increase since the inception of this study.

In order to meet this financial objective KCI recommends a targeted, two-pronged strategy:
- $2M private sector (corporations, business, foundations and community) campaign;
- $7 - 9M to be secured from all levels of government.

This report provides an overview of next steps, campaign strategy and a timeline to achieve these financial goals.
PROJECT OVERVIEW: FUNDING A NEW ARCHIVES AND STORAGE FACILITY

Background

KCI (Ketchum Canada Inc.) was engaged by BCM&CC in July 2017 to conduct a Financial Feasibility Study pertaining to capital development plans within its Strategic Plan Pillar: Optimizing the Use of Space. The objective was to gauge external receptivity and internal readiness to launch a multi-million dollar capital campaign to fund expansion and re-purposing of current space.

BCM&CC’s last major building project occurred in 2005, and since that time the Museum’s collections and programming has grown beyond its capacity. The layout has become inefficient and the building lacks sufficient storage, making it challenging to access and care for a growing collection of artifacts and archival materials, and provide ample programming space for public use. BCM&CC estimates that:

• The archives will reach capacity by 2020;
• Collections storage will reach capacity by 2022.

A study to assess possible build solutions was completed in February 2017 by Museum Planning Partners. Their recommendations included:

• A new archives to be built on Museum property; repurposing the existing footprint for more collection storage, general office space and public programming; and
• An off-site storage facility to care for the nearly 20,000 objects in the collection.
SCOPE OF PROJECT

The Bruce County Museum & Cultural Centre Feasibility Study recommended that the new Archives Building be constructed adjacent to and connected with BCM&CC. Two sites were proposed, on the north and on the south side of the existing building. For the purposes of this study, we looked at the south site.

This new facility is anticipated to meet the needs of the county for 15+ years as well as integrate new public spaces for heritage awareness, training for students, seniors and participation from community organizations. The existing Archives and general office space would be renovated and re-purposed for small collection storage, programming and education, administration space, and support facilities.

Based on discussions with BCM&CC staff, similar Ontario institutions and construction specialists have evaluated the spatial requirements and the capital cost estimate for the new archives facility and the renovation to the Existing Building.
Interviews with BCM&CC staff identified several additions that were not included in the feasibility study:

**New archives and community space**

- Add space for Servery and storage adjacent to the Gallery for events and catered functions (additional 350 SF-net area);
- Provide floor space for Archival Storage requirements beyond 15 year timeframe; feasibility study provides for archival storage growth for up to 15 years in the 3,000 SF allocated;
- A second option floor space for growth of the archives storage capacity beyond 15 years (option 2 adds another 3,000 SF net area of archival storage);
- In assessing the planning diagrams in the feasibility study and in discussions with BCM&CC staff it was determined that additional circulation space was required. The Spatial Analysis models included in this report show the net areas required for each function and a “gross-up” factor of 40% for circulation - stairs, corridors, elevator; mechanical and electrical spaces; and structure (typical for buildings of this type and scale).

**Renovations to Existing Space**

- Add 120 SF for Development Officer (Volunteer Room Workstations reduced by same area so that total area remained unchanged).

Based on the adjustments noted the following floor areas are proposed for the purpose of developing the preliminary project cost estimate:

- New Archives Facilities
  - Option 1- 15,480 SF
  - Option 2- 19,680 SF

- Renovations to Existing Facility
  - 4750 SF
SCOPE OF PROJECT

The preliminary capital cost estimate was developed with costing formation provided by Devlan Construction Limited (general contractors for the existing building) and the counties of Perth and Hastings who constructed new archives facilities in 2015/2016.

Based on constructing a new facility and carrying out renovations starting in 2022 we have established a preliminary project capital estimate including:

• Construction costs - building, site work, site services
• Furniture, furnishings and equipment
• Professional services
  o Design fees and disbursements
  o Project management
  o Survey and geotechnical/environmental reports
  o Fundraising
• Permits and municipal fees
• Escalation (project budget for construction starting in 2022)
• Land and legal costs for purchasing property are not available at this time
REICH + PETCH: CAPITAL COSTS

Updated Preliminary Capital Cost Estimate (cost estimate breakdown included in Appendix)

OPTION 1
15,480 sq feet

$8.6M New Archive Facility

$1.0M Renovations to Existing Facility
(33 Victoria St. N)

OPTION 2
19,680 sq feet

$10.6M New Archive Facility

$1.0M Renovations to Existing Facility
(33 Victoria St. N)
## SPATIAL ANALYSIS

### Public Areas
- **With Collections**
  - Research Room & Microfilm: 1,425
  - Classroom - Virtual Museum: 515
  - Heritage Studies: 515
  - Community Voices Gallery: 1,170
- **Programming & Education**
  - Classroom - Virtual Museum: 515
  - Heritage Studies: 515
- **Support Spaces**
  - Reception: 320
  - Washrooms: 450
  - Coats: 175

### Back of House (Private) Areas
- **Collections**
  - Archival Storage: 3,000
  - Processing Area: 800
  - Special Projects: 500
- **Administration**
  - Archivist Office: 300
  - Assistant Archivist Office: 170
  - Archive Volunteers: 570
- **Support Spaces**
  - Loading Dock: 250
  - Holding & Equipment: 545
  - Servery: 200
  - Storage (Gallery): 150

### NET BUILDING AREA
11,055

### GROSS-UP FACTOR (Circulation, Mechanical & Electrical, Structure, Partitions) - 40%
4,425

### GROSS BUILDING AREA (SF)
15,480
### SPATIAL ANALYSIS

<table>
<thead>
<tr>
<th>Public Areas</th>
<th>NET AREA (SF)</th>
</tr>
</thead>
<tbody>
<tr>
<td>With Collections</td>
<td>1,425</td>
</tr>
<tr>
<td>Programming &amp; Education</td>
<td>515</td>
</tr>
<tr>
<td>Research Room &amp; Microfilm</td>
<td>515</td>
</tr>
<tr>
<td>Heritage Museum</td>
<td>1,170</td>
</tr>
<tr>
<td>Community Voices Gallery</td>
<td></td>
</tr>
<tr>
<td>Support Spaces</td>
<td>320</td>
</tr>
<tr>
<td>Reception</td>
<td>450</td>
</tr>
<tr>
<td>Washrooms</td>
<td>175</td>
</tr>
<tr>
<td>Back of House (Private) Areas</td>
<td></td>
</tr>
<tr>
<td>Collections</td>
<td>3,000</td>
</tr>
<tr>
<td>Archival Storage</td>
<td>3,000</td>
</tr>
<tr>
<td>Archival Storage</td>
<td>800</td>
</tr>
<tr>
<td>Processing Area</td>
<td>500</td>
</tr>
<tr>
<td>Special Projects</td>
<td></td>
</tr>
<tr>
<td>Administration</td>
<td>300</td>
</tr>
<tr>
<td>Archivist Office</td>
<td>170</td>
</tr>
<tr>
<td>Assistant Archivist Office</td>
<td></td>
</tr>
<tr>
<td>Archive Volunteers</td>
<td>570</td>
</tr>
<tr>
<td>Support Spaces</td>
<td>250</td>
</tr>
<tr>
<td>Loading Dock</td>
<td>545</td>
</tr>
<tr>
<td>Holding &amp; Equipment</td>
<td>200</td>
</tr>
<tr>
<td>Servery</td>
<td>150</td>
</tr>
<tr>
<td>Storage (Gallery)</td>
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</tr>
</tbody>
</table>

**NET BUILDING AREA**

14,055

**GROSS-UP FACTOR (Circulation, Mechanical & Electrical, Structure, Partitions)- 40%**

5,625

**GROSS BUILDING AREA (SF)**

19,680
## SPATIAL ANALYSIS

<table>
<thead>
<tr>
<th>Public Areas</th>
<th>Back of House (Private) Areas</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programming &amp; Education</td>
<td>Collections</td>
</tr>
<tr>
<td>Discovery Centre</td>
<td>Small Collections Storage</td>
</tr>
<tr>
<td></td>
<td>Discovery Centre Storage</td>
</tr>
<tr>
<td></td>
<td>Meeting Room</td>
</tr>
<tr>
<td></td>
<td>Director's Office</td>
</tr>
<tr>
<td></td>
<td>Graphic Design Office</td>
</tr>
<tr>
<td></td>
<td>Service Supervisor</td>
</tr>
<tr>
<td></td>
<td>Curatorial Assistant</td>
</tr>
<tr>
<td></td>
<td>Floaters Workstations</td>
</tr>
<tr>
<td></td>
<td>Development Officer</td>
</tr>
<tr>
<td></td>
<td>Business Manager</td>
</tr>
<tr>
<td></td>
<td>Volunteer Room</td>
</tr>
<tr>
<td></td>
<td>Volunteer Coord.</td>
</tr>
<tr>
<td></td>
<td>Marketing</td>
</tr>
<tr>
<td></td>
<td>Education</td>
</tr>
<tr>
<td></td>
<td>Programs</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Support Spaces</th>
<th>NET AREA (SF)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program and Exhibit Furniture Storage</td>
<td>430</td>
</tr>
<tr>
<td>Emergency Response Storage</td>
<td>35</td>
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**NET BUILDING AREA**

| NET BUILDING AREA | 4,750 |

Note- Development office added from original 320 SF for Volunteer Room.
## PRELIMINARY PROJECT COST ESTIMATE- OPTION 1

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
<th>Cost (Total)</th>
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<tbody>
<tr>
<td><strong>Construction</strong></td>
<td>Building, Site Work, Services</td>
<td>$4,644,000</td>
</tr>
<tr>
<td></td>
<td>15,480 SF x $300/ SF</td>
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</tr>
<tr>
<td><strong>Furniture, Fittings &amp; Equipment</strong></td>
<td>High-Density Storage</td>
<td>$530,000</td>
</tr>
<tr>
<td></td>
<td>General</td>
<td></td>
</tr>
<tr>
<td></td>
<td>380,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>150,000</td>
<td></td>
</tr>
<tr>
<td><strong>Contingency</strong></td>
<td>- Design</td>
<td>$1,034,800</td>
</tr>
<tr>
<td></td>
<td>20%</td>
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</tr>
<tr>
<td><strong>Professional Services</strong></td>
<td>Design</td>
<td>$776,100</td>
</tr>
<tr>
<td></td>
<td>- Architecture &amp; Engineering</td>
<td></td>
</tr>
<tr>
<td></td>
<td>15%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Project Management</td>
<td>$187,500</td>
</tr>
<tr>
<td></td>
<td>Allowance</td>
<td>$15,000</td>
</tr>
<tr>
<td></td>
<td>- Survey</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Soils</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Environmental</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Legals</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Fundraising</td>
<td>$300,000</td>
</tr>
<tr>
<td></td>
<td>Permits &amp; Fees</td>
<td>$17,300</td>
</tr>
<tr>
<td></td>
<td>Site Plan Agreement, Building Permit, etc</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Excludes securities for services and development charges.</td>
<td></td>
</tr>
<tr>
<td><strong>Land Acquisition</strong></td>
<td></td>
<td>$1,125,700</td>
</tr>
<tr>
<td><strong>Inflation (construction in 2022)</strong></td>
<td>3% per yr x 5 yrs</td>
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**PRELIMINARY PROJECT COST ESTIMATE**

$8,630,400
## PRELIMINARY PROJECT COST ESTIMATE - OPTION 2

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Construction</strong></td>
<td>Building, Site Work, Services</td>
<td>19680 SF x $300/ SF</td>
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<tr>
<td><strong>Furniture, Fittings &amp; Equipment</strong></td>
<td>High-Density Storage</td>
<td>380,000</td>
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<tr>
<td></td>
<td>General</td>
<td>150,000</td>
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<tr>
<td><strong>Contingency</strong></td>
<td></td>
<td>20%</td>
</tr>
<tr>
<td><strong>Professional Services</strong></td>
<td>Design</td>
<td>15%</td>
</tr>
<tr>
<td></td>
<td>- Architecture &amp; Engineering</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Project Management</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Allowance</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Survey, Soils &amp; Environmental Legals</td>
<td></td>
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<tr>
<td></td>
<td>Fundraising</td>
<td></td>
</tr>
<tr>
<td><strong>Permits &amp; Fees</strong></td>
<td>Site Plan Agreement, Building Permit, etc</td>
<td></td>
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<tr>
<td></td>
<td>Excludes securities for services and development charges.</td>
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<tr>
<td><strong>Land Acquisition</strong></td>
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<tr>
<td><strong>Escalation (construction in 2022)</strong></td>
<td>3% per yr x 5 yrs</td>
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**PRELIMINARY PROJECT COST ESTIMATE**

$10,586,600
**EXISTING BUILDING RENOVATION**

**Preliminary Project Cost Estimate**

<table>
<thead>
<tr>
<th>Category</th>
<th>Cost</th>
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<tr>
<td>Construction</td>
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</tr>
<tr>
<td>Building</td>
<td>$593,800</td>
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<tr>
<td>Furniture, Fittings &amp; Equipment</td>
<td>$29,700</td>
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<tr>
<td>Contingency</td>
<td>$124,700</td>
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<tr>
<td>Professional Services</td>
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</tr>
<tr>
<td>Design</td>
<td>$93,500</td>
</tr>
<tr>
<td>Permits &amp; Fees</td>
<td>$4,700</td>
</tr>
<tr>
<td>Inflation (construction in 2022)</td>
<td>$127,000</td>
</tr>
</tbody>
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**PRELIMINARY PROJECT COST ESTIMATE**

$973,400
CONSULTATION FINDINGS
KCI consulted with 15 donors, community leaders, volunteers, and staff members via personal interviews and dialogue sessions. During these consultations, participants were asked for their thoughts on the following:

• Their perception of BCM&CC and how the organization is positioned in the region’s philanthropic sector
• Their thoughts on the plan to expand the Museum
• The feasibility of raising $9-11 million for the plan and securing the major gifts required
• Insights on recruiting senior volunteers for a campaign
• Their own inclination to support the campaign, either financially or in a volunteer capacity

Consultation findings are summarized under the following areas of inquiry:

1. Profile
2. Plans
3. Financial Support
4. Leadership
CONSULTATION THEME: PROFILE

- **Rise in Local Interest:** BCM&CC is well known by local residents, but could be utilized further. Many participants commented that the variety and number of activities offered at the Museum is attracting more families. Several also appreciated the opportunity to rent space;

- **Niche Following:** Several participants mentioned that the BCM&CC tends to draw in similar groups of people (archeologists, historians etc.) and that recent efforts have focused on expanding this reach by introducing more exhibits and family activities. There is a stronger recognition in the Southampton & Port Elgin communities over the northern parts of the County.

- **Hands-On Experience:** BCM&CC’s stories and hands-on tactile programming are its biggest draws. There is a strong sense that once people walk in the door they are pleasantly surprised by the experience and collection;

- **Heritage Collection:** The collection is considered to be impressive, unique and extensive. Many commented on the breadth and the importance of showcasing aboriginal and energy related exhibits to honour the County’s history;

- **Civic Pride:** Several participants emphasized the importance of recognizing the Museum as a county Museum, not just Southampton. Since the County covers such a large geography, some residents would drive over one hour to visit the museum.

- **Community Hub:** People applauded the Museum’s efforts to engage the community and promote the Museum as a community meeting place and Hub.
“Their profile is strongest in Southampton, Saugeen shores area. The farther away you get, the less well known unless you are doing genealogy research or other archival research.”

“Once they discover it….they are excited!”

“It has become a central spot for the community.”

“The fact that it relates to the community makes it unique. They are working hard to keep it very interactive and attractive for repeat visits.”

“Programming sets BCM&CC apart from all other museums. They have great staff. This is unique, and they hire quality local people.”

“Visitors are always impressed with the Museum.”

“The Staff and the Volunteers make a huge difference around here.”

“Strong on marketing presence in Southampton, but not necessarily beyond.”

“Many of my local guests have never been here.”
There was support for the plans to re-locate the Archives and make room for more community programming;

Participants understood the need to add additional space to the current building. For those closest to the Museum, the addition and renovations are long overdue;

There is a recognition that moving the Archives will increase BCM&CC’s ability to have more community programming space;

With a growing interest in ‘ancestry’ and ‘family heritage’, the Archives are being sought out more regularly;

Most people supported the general concept of a BCM&CC campaign. However, the plans as presented raised questions specifically about raising the funds required from the community;

Participants were interested in knowing more of the specifics related to the design of the museum (location, exact costs, traffic to archives year to year) before considering financial support;

Several participants mentioned other campaigns that may run at the same time in Southampton which could impact fundraising for the Museum (Town Hall, Library and potential new swimming pool).
“They have a lot of space limitations.”

“This is a great idea….it will open up more room for community programming – the cultural hub of the community.”

“They need to grow in order to accommodate more programs and events.”

“Long-time over due.”

“I have seen the facility. I understand why they need to expand.”

“The backbone of the museum is the content. Archives provides this data. It can be a great source for getting information for new exhibits, etc.”

“If this will allow room to highlight Aboriginal Culture, this could attract significant funds.”

“The plans are compelling, but I personally preferred the campus approach to incorporate all the surrounding buildings.”

“Many people are retiring here and they are used to giving to museums in the big cities. We can get them involved.”
CONSULTATION THEME: FINANCIAL SUPPORT

- There was general support for the concept of expanding the Museum footprint and awareness of the importance of the Archives. Before indicating a level of financial support participants wanted more details about the actual look and design of the space.

- This project aligns with the ‘community hub concept’ that was widely embraced and spoke to the importance of partnerships, an area where the Museum is known to play a critical role.

- Participants felt that having the County’s commitment in place, would be crucial to securing funds from other levels of government and the community at large.

- Before indicating levels of financial support, study participants wanted more information related to the specific details of the design, recognition opportunities, etc.

Note: this is very consistent with findings from the majority of KCI’s feasibility studies. Participants (Corporate, Government and Individuals) want a strong visual concept of the plans, timing of the project and assurance that the project is moving forward before indicating their proposed levels of financial support.

A number of study participants wanted assurance that there would be strong support from the County, before they were willing to indicate their own level of financial involvement.
“Is the County supporting this financially. I would want to know that they were the lead donor before committing myself.”

“It would be interesting to see if we can get the tourists to participate. Could we have an event while the tourists are here?”

“Seasonal residents understand the importance of the museum. We should determine strategies to engage them!”

“Once we know the details, we could talk to you about levels of support.”

“I have some contacts that I can reach out to – once I know the plans.”

“The engagement from those who live in all parts of the County will be key. Getting support from outside Saugeen Shores will be important.”

“The Museum may have a hard time raising funds because of the other competing projects such as the pool, and library, and because it is Southampton based.”

“The hospital has just taken a lot of $ out of the community.”
• With increased profile and interest in the plans, there is optimism that community leaders would come forward to lead the campaign.

• It was considered important to engage community leaders from across the County, to demonstrate that this was not ‘Southampton-Centric’.

• A list of 8-10 names did come forward through the consultations.

• Once plans and timing are more solidified, a strategy can be implemented to recruit community members with the affluence and influence to lead the campaign.

• There is a recognition that some of the most active community leaders may feel over-committed as they have been involved in recent hospital campaign or are associated with the Town Hall initiative.

• Once the proposed plans receive endorsement from the County, it will be easier to recruit volunteer leaders.
“I am sure there are lots of people in the area who would like to be involved”

“There are many archeologists and people who travel here to be part of the museum. I am sure they would want to be engaged in this.”

“We have many volunteers – you would think some will step forward for this.”

“I would need to be trained, provided with proposals, etc., but I would help!”

“Some people might feel tapped out, because the same people become involved with all of the fundraising campaigns. You can only ask for money so many times.”
FINANCIAL ANALYSIS
CURRENT REVENUES

2016 Main Revenue Streams

- Admissions 17%
- Sponsorship 18%
- Grants 15%
- Membership 14%
- CMOG 33%
- Donations 3%

2016 Main Revenue Streams
KCI reviewed and analyzed five years of donations (2012 – 2016). The data shows that:

- The total amount of fundraising revenue over the past 5 years has ranged from $50 - $115,000 per year with two key exceptions:
  - A legacy gift received in 2013 ($500K); and
  - Lobster Picnic
- The total number of donors on average each year is approximately 45-65 (including individuals and sponsors).
- Over the past five years the bulk of fundraising revenue was as a result of special events and sponsorship requests appeals, which is the norm in arts fundraising in Canada.
- There is a strong dependence on corporations for both philanthropic revenue and sponsorship (currently over 50% of BCM&CC’s revenue comes from corporations), which again mirrors arts fundraising in Canada.
- Individuals are the second source of funding for BCM&CC, but have been largely bequest.
- There is an opportunity to diversify revenue streams as well as further develop donation tracking systems.
When analyzing BCM&CC’s Major Gift (MG) revenue KCI found that:

- A Major Gift is considered a one time gift of $5,000 or more (including pledged gifts); and
- Gifts of $5K+ have been secured sparingly in the past 5 years.

Overall, BCM&CC does not have a strong history of major gift fundraising and must continue to focus on developing relationships with donors in order to cultivate larger donations. This demonstrates the importance of allocating a full time Development Officer to building major gift relationships.
We also analyzed BCM&CC's first capital campaign. When compared to the current major gift landscape it is easy to see that during a campaign, BCM&CC is able to secure and attract many major gifts.

In 2003, BCM&CC secured 51 gifts over $5,000 which is five times the number of gifts more than what the organization has secured from 2012 – 2016 (as seen on the previous slide).

Preliminary research on the campaign’s Top 10 donors, suggests that 7 out of the 10 are currently still open to receiving requests. Only one opportunity (government grant) has closed since.
CAMPAIGN READINESS ASSESSMENT

LEGEND:
- Optimal
- Emerging
- In development
- Area of Improvement

CAMPAIGN READINESS

Case for Support / Project Plans

Senior Volunteers

Profile

Leadership Donors

Resourced Team

Prospect Pool
RECOMMENDED STRATEGY
OVERARCHING RECOMMENDATIONS

• Use the $11 Million Goal for planning purposes (Option 1). Rationale:
  • This is the amount of funds required (based on architectural study).
  • There was endorsement for the proposed plans and a recognition that the BCM&CC is an important part of the cultural landscape of the County.
  • It has grown its reputation to be a true community hub.
  • The museum has a track-record of securing support, as shown through the success of its past campaign (See page 30).
  • As well as government, some study participants did believe that there were individuals and companies in the community that could potentially stretch to make $1 Million commitments and,
  • There were community leaders identified as potential volunteers.
This gift chart will act as a road map for the campaign. Gifts and grants will be divided by level into the following categories:

- **Leadership Gifts / Grants** ($250,000 - $2,000,000);
- **Major Gifts / Grants** ($5,000 - $249,999); and
- **Community Gifts** ($1 - $4,999).

The success of the campaign will depend on:

- Recruiting a strong team of volunteer leaders who can open doors to major gifts ($25K+);
- Identifying 2 – 3 times the number of prospects at each gift level;
- Securing $2M private sector support;
- Securing a $9M total investment from Government;
- Creating a compelling case for support that resonates across the eight municipalities and towns and two First Nations communities of Bruce County.

---

### GIFT CHART - $11 MILLION FUNDING GAP

<table>
<thead>
<tr>
<th># OF GIFTS</th>
<th>$ GIFT AMOUNT</th>
<th>TOTAL</th>
<th>CUMULATIVE TOTAL</th>
<th>% OF GOAL</th>
<th># OF PROSPECTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>$2,000,000</td>
<td>$4,000,000</td>
<td>$4,000,000</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>$1,500,000</td>
<td>$3,000,000</td>
<td>$7,000,000</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>$500,000</td>
<td>$1,500,000</td>
<td>$8,500,000</td>
<td>77%</td>
<td></td>
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<tr>
<td>4</td>
<td>$250,000</td>
<td>$1,000,000</td>
<td>$9,500,000</td>
<td>12</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>$100,000</td>
<td>$400,000</td>
<td>$9,900,000</td>
<td>12</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>$50,000</td>
<td>$300,000</td>
<td>$10,200,000</td>
<td>95%</td>
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<tr>
<td>13</td>
<td>$25,000</td>
<td>$325,000</td>
<td>$10,525,000</td>
<td>18</td>
<td></td>
</tr>
<tr>
<td>50</td>
<td>$5,000</td>
<td>$250,000</td>
<td>$10,775,000</td>
<td>150</td>
<td></td>
</tr>
</tbody>
</table>

Many Smaller Investments

$11,000,000 100%

**TOTAL # OF PROSPECTS** 252

*Donors can pledge gifts over a five year period.*
In preparing for the Campaign, BCM&CC staff and volunteers must be aware of the identified challenges found in the study including:

- No gifts were identified in the $50K to $2M range of the gift chart;
- The plans are not sufficiently detailed to answer donor’s questions
- BCM&CC is best known in Southampton, but securing support across the county is necessary
- A lack of awareness amongst seasonal residents around the need for financial support and expansion.

In order to prepare for these challenges BCM&CC will need to:

- Begin the process of identifying and cultivating gifts of $25K+;
- Activate the Government Relations Strategy (Federal, Provincial & Local) immediately;
- Aim to keep the ‘Community’ fundraising portion of the campaign focused and concise (2 – 3 years) to address concerns of donor fatigue in the county;
- Offer the opportunity to make gifts through pledges (over 5);
- Increase communication with community regarding the archive and community space redevelopment plans;
- Provide additional information about archive and community space plans as they become available;
- Develop strategic messages to increase BCM&CC’s profile and educate the community on their role;
- Ensure transparency in all actions and communications; and
- Plan in advance to ensure seasonal/tourist strategies are in place before population changes occur.
GENERAL RECOMMENDATIONS

1. Create individualized cultivation and stewardship plans for all Major Gift prospects including all past campaign donors.
   • In the past, individual Major Gifts have typically arrived in response to Direct Mail appeals or legacy gifts. It is imperative BCM&CC build a personal relationship with each donor in order to retain their support.

2. Develop a proactive legacy giving strategy.
   • BCM&CC’s Planned Giving Program is reactive in nature, when it should be proactive. It is recommended that the Museum develop a strategy to promote planned giving and implement different methods of engaging and informing donors of this vehicle of giving.

3. Diversify grant revenue by seeking out other possible sources of funding.
   • BCM&CC must focus on diversifying revenue from all sources.

4. Focus on creating strategies to grow special events and online campaigns.
   • There is an opportunity to engage tourists and visitors through pre-existing events and online appeals. Additionally, this is a tactic which may help to acquire new donors. BCM&CC should also consider hosting open houses and inviting locals to visit the Museum and find out more about becoming involved.
5. Focus on stewardship.
   • BCM&CC must focus on stewarding donors. In particular a strong emphasis should be placed on
     stewarding members and volunteers as they are most likely to become donors.

6. Invest in a donor management CRM.
   • To support fundraising success, BCM&CC should consider investing in a donor management system
     that can support integration of financial management, memberships, marketing, donor relations,
     and volunteer management. BCM&CC can consider Donor Perfect or E-Tapestry.

7. Invest in a Development Officer
   • For success in a campaign of this magnitude, KCI supports the Museum in recruiting a Development
     Officer to implement the proposed strategies as outlined in this report. In our experience, without such a
     dedicated resource, it is difficult for current staff to build these responsibilities into their current portfolios,
     or to have the expertise to execute.
The need for a dedicated Development Officer position has already been identified in both the Museum’s Strategic Plan and the Financial Feasibility Study.

Regardless, of whether or not we have a capital project a dedicated resource to focus on a number of neglected revenue generation opportunities such as our growing membership base, foster relationships with our donors and development of new revenue streams such as bequests, estate planning and foundation revenue are vital to the overall continued success of the Museum.

KCI is seeing such positions be implemented by cultural organizations throughout the province and across the country. Some examples include:

• London Children’s Museum, London, Fund Development Coordinator
• Grey Roots, Owen Sound, Media and Communications Co-ordination (Sponsorship & Philanthropy)
• Canadian Canoe Museum, Peterborough, Director of Philanthropy
• Juno Beach Centre Museum & Cultural Centre, Burlington, Executive Director (Major Gifts)
• Canada Aviation & Space Museum, Ottawa, Donor Relations
• City of Kingston, Cultural Services, Revenue Development Manager
• Huron County Museum Business Plan 2016, includes a Philanthropic Plan and Museum Foundation
• Royal BC Museum, Philanthropy Manager
• Royal Ontario Museum, Toronto, Senior Development Officer Philanthropy
Bruce County Museum’s Campaign strategy must take into account the County’s unique geography and demography.

Bruce County has three distinct areas including the Peninsula, the Lakeshore and the Inland region. The richness, diversity and uniqueness of each region and its residents must be considered when building the campaign strategy.
There are five distinct audiences found in Bruce County. Including:

- **Locals**: Making up the bulk of the County’s residents, locals include families who have been there for generations, and who are steeped in the County’s history and local culture.

- **Newcomers**: Moving from Toronto, Hamilton & KW, some newcomers live full-time in the County, whereas many others live there seasonally, with plans to retire in Bruce.

- **Tourists**: Many tourists visit the County in the winter and summer months as a holiday destination to enjoy the 845kms+ of shoreline, 80km+ of hiking trails, bird watching, boating and hundreds of events year round.

- **Government**: BCM&CC must develop a strategy to secure $5-7M in government funding for this project.

- **Seasonal**: Seasonal residents include those who own vacation or seasonal homes in the County. Owning a vacation home is an indicator of wealth.
KEY FUNDRAISING STRATEGIES

Four strategies have been identified to raise private sector support and engage all five key audience groups. We recommend that the Museum begin now to recruit a Government Relations Committee to implement Strategy #1 and start to cultivate relationships for the Major Gift Campaign (Strategy #2). Strategies 3 & 4 focus on the seasonal residents & tourism strategies.

**Strategy #1:** Securing Leadership Gifts through Government Funding – Goal: $9M
- KCI recommends a government relations committee be struck to focus exclusively on sourcing funding and building relationships with all levels of government. BCM&CC is a vital component to the fabric of Bruce County. BCM&CC must engage and recruit representatives from each of the townships, municipalities and First Nations communities to participate on this committee to ensure buy-in and support of the campaign.

**Strategy #2:** Major Gift Campaign (Phase 1) – Goal: $2M
- The major gift strategy will focus on engaging the largest prospects ($25K - $1M) including the locals, newcomers and some seasonal residents. To reach this significant target, at least four gifts of $250K+ are required. Volunteer leaders are needed to assist in making introductions and securing leadership gifts. Donors will have the opportunity to pledge over 5 years.

**Strategy #3 & #4:** Seasonal Residents / Tourism Strategy (Phase 2) – 2% of Goal ($225K)
- A large part of the county’s economy is the tourism sector. In the recent years, the County has experienced tremendous growth. Bruce County attracts over 1.2M visitors each year (Ontario Ministry of Tourism, 2008). Creative and innovative fundraising strategies can be developed to engage those who enjoy the county year after year, in partnership with local businesses, national and provincial parks, hotels, wineries and breweries. This strategy will be introduced after major gifts have been secured and the private sector goal is close to being achieved.
Based on a review of the Government Funding landscape, KCI believes that there are a few examples in the province that demonstrate the availability of various government grants:

- **Canadian Canoe Museum** - total budget - $50 million
  - Jeff Leal, Minister of Agriculture, Food and Rural Affairs announced last May that the province will provide a $9 million grant over a 3 year period against a total budget of $50 million.
  - The federal government is providing $1.4 million to help cover design costs, such as architects’ fees.
  - According to MP Maryam Monsef, the museum has "pre-qualified" for an additional $15 million from Ottawa - provided they can raise matching funds from other sources (including the provincial government).
  - John Ronson, chairman of the board for the Canadian Canoe Museum said city council will be asked for about $4 million, and the County of Peterborough will be asked for $1 million.

- **Joseph Brant Museum Expansion** – total budget - $11.4 million
  - Eleanor McMahon Minister of Tourism, Culture and Sport recently announced the province would provide an additional $1 million dollars towards the expansion of the Joseph Brant Museum in Burlington. This commitment is on top of the province’s original $500,000 contribution, administered through the Ontario Trillium Foundation.
  - The City of Burlington has committed $2.9 million to the project and the federal government is contributing $4.5 million through the Cultural Spaces Fund.
  - The Joseph Brant Museum Foundation will fund the balance of $2.5 million.
  - Joseph Brant Museum has 25,000 artifacts and receives about 18,000 visitors a year.

- **Canadian Bushplane and Heritage Centre** – total budget $1.15 million
  - The CBHC is set to raise 10% of budget to qualify for government funding specific to northern Ontario.
BCM&CC provided KCI with information on the top donors (more than $1K over the past five years) to the proposed campaign.

When reviewing BCM&CC’s pipeline to support a Campaign we found:

• BCM&CC’s prospect pipeline is at a very early stage of development;
• Current leads must be further qualified, and volunteers must be recruited to help BCM&CC establish personal links between key prospects and the Museum as well as to open doors for cultivation;
• Top prospects include Bruce Power, Ontario Power Generation and Enbridge. Services clubs have also been strong supporters in the past;
• Further emphasis needs to be given to developing/strengthening relationships with foundations and individuals;
• There are no prospects in active cultivation (or solicitation); and
• Prospects are yet to be assigned qualified ask amounts, and as such, it is impossible to estimate the pipeline’s overall value.

Based on giving history, BCM&CC can use this information to begin building the first MG pipeline. BCM&CC can also mine their database for lapsed donors and members in an effort to re-engage. We recommend beginning the cultivation process immediately as it could take 18 – 24 months to secure a major gift.
BUILD A ROBUST PROSPECT PIPELINE
3 times the # of prospects required for each gift level

RECRUIT & TRAIN CAMPAIGN LEADERS
representing each key constituency group

FOCUS ON DEVELOPING KEY STRATEGIES
including major gift prospects, government agencies and seasonal residents/tourists

CULTIVATE AND SOLICIT GIFTS FROM PRIVATE AND GOVERNMENT SECTORS
focusing on leadership donations first

DEVELOP INFRASTRUCTURE TO SUPPORT THE CAMPAIGN
including fundraising data collection and staff support

DEVELOP KEY MESSAGES AND COMPELLING CASE FOR SUPPORT
to inspire donors to give and tie in with marketing efforts
BCM&CC can begin the process of building the campaign pipeline by drawing upon the results of KCI’s study, as well as by hosting prospect review sessions with senior volunteers, past and current donors and other key stakeholders. BCM&CC must work diligently to identify at least three times the number of donors required for each gift level identified in the Gift Range Chart. Once the initial list is developed, BCM&CC must qualify and evaluate prospects to determine who will be approached and cultivated first following the Linkage, Ability and Interest (LAI) process outlined in the study.

Identification, cultivation and solicitation efforts will initially focus on the top 10 leadership gifts ranging from $250K to $2M (government and community leaders). During the initial stages of the campaign, the focus will be on identifying these leadership gifts. The goal will be to raise 85% (or $7.5M) during the quiet phase of the campaign, securing the top 10 gifts. It is important to note however, that KCI’s study did not identify gifts in the $50K+ range, therefore, considerable effort and sufficient time must be given to identification activities.

Approximately 70 gifts are required at the lower levels of the chart ($5K to $49,999). Most of these gifts will come from the local community and current donors. It is important to encourage local community members to increase their annual donation amount, and to pledge their gift over five years. In addition, BCM&CC can ask for a dual gift to support annual operations and campaign priorities.

Once the campaign goes public BCM&CC will execute a tourism strategy, seasonal residents strategy and ask all community members to donate. To prepare for this BCM&CC must develop a compelling marketing and communication strategy that focuses on the new public spaces and benefits to the community and tourists.
LEADERSHIP VOLUNTEERS

No other single factor influences the success of a campaign more than motivated and committed volunteers. Leadership volunteers are needed to help expand BCM&CC’s reach and facilitate solicitations. Individuals who hold a leadership position on the campaign cabinet must:

• Be committed to BCM&CC and to the campaign;
• Have a broad base of connections from which to draw additional volunteers and donors; and
• Be willing to pledge time, energy and financial support to the success of the campaign.

All leadership volunteers are expected to:

• Make a personal and/or corporate pledge that is proportionate to his/her financial ability;
• Guide the overall conduct of the campaign and interpret campaign policies as needed;
• Take responsibility, where appropriate, for the identification, cultivation, and solicitation of prospective donors;
• Assist in the prospect review process (as required);
• Attend all major campaign events and maintain enthusiasm and momentum throughout the duration of the campaign,
• Thank donors and be involved with stewardship, where applicable.

An influential volunteer must be recruited to lead the Campaign Cabinet and will serve as the chief ambassador for the campaign. The primary role of the Campaign Chair will be to engage and solicit leadership prospects and support the recruitment of other Campaign Volunteers. Additionally BCM&CC may also consider naming an Honorary Chair to further support fundraising efforts. The Honorary Chair lends his/her name and assists with the campaign as appropriate.
BCM&CC’s Campaign Cabinet will be comprised of a Campaign Chair, Honorary Chair(s) and eight to twelve leadership volunteers who will serve as the advisory and managing body of the campaign, supporting fundraising and acting as campaign ambassadors.

Over the next year, BCM&CC must identify and recruit high-profile members of the community to join the Campaign Cabinet. For the first two years of the campaign the focus will be on securing gifts of $25K+. Strategies related to gifts at lower levels will be executed closer to the end of the campaign.

Each Cabinet Member will be responsible for a minimum of five prospects each. The Cabinet should have representation for all key stakeholder groups including:

- Locals;
- Seasonal Residents
- Tourists;
- Government Relations.
ROLE OF STAFF

The primary role of BCM&CC staff during this campaign is to be active members of the fundraising process and to support leadership volunteers.

The Director/Curator should expect to spend approximately 35% of her time on campaign activities. This includes participating in select cultivation and solicitation calls (those related to top prospects). Due to her busy schedule, her involvement must be strategic and thoughtful. As such, her time must be managed by the Campaign Director.

The Marketing Coordinator should expect to spend approximately 50% of her time on campaign-related activities. This includes overseeing the development of the case for support, managing all donor communications, assisting with or developing the campaign communications plan.

To support fundraising growth BCM&CC will need to engage a Development Officer. The Development Officer will work closely with the Director and other BCM&CC staff to support revenue generation activity. He/she will support the implementation of this plan, spending approximately 80% of his/her time on major gifts and 20% supporting other fundraising tasks. He/she will provide ongoing strategic counsel, coordinate the identification, cultivation and solicitation of prospective donors and serve as the first point of contact for the Campaign Cabinet.
The Case for Support ranks as the most important communications tool in the campaign. It describes the purpose, plans and financial needs of BCM&CC. It creates a strong rationale for the campaign by promoting a compelling vision and sense of urgency, reflecting BCM&CC’s values, culture and long-term strategic priorities.

BCM&CC must begin to prepare the case for the new archives and storage facility. Key messages, testimonials and other content within the case will be used in all campaign communications including conversations, proposals, the campaign pitch book, volunteer training materials, donor pledge forms, campaign videos, website, etc.

The case should be compelling with a strong call to action and should cover these questions:

- Why do we need a new archives and community space?
- How will the new archives and community space impact the community?
- What are the key features of the new archives and community space?
- Where will the new archive and community space be located?
- Who will pay for the new archives and community space?
- How will this capital project benefit the community at large?
- Will there be more community programming space as a result of moving the archives?
- When will this happen?

All volunteers and staff members should be familiar with the case and use it to prepare for meetings and or conversations with donors to ensure consistent messaging and promote greater impact.
BCM&CC will develop compelling, unique key messages and stories that support the case for a new archive and community space. The goal is to engage potential donors, and help them see the direct link between making a donation, and enriching the community through public meeting space and care of the region’s archives and artifacts.

Key messages will be developed to reflect the different audiences the campaign seeks to engage, such as:

<table>
<thead>
<tr>
<th>LOCALS</th>
<th>SEASONAL RESIDENTS</th>
<th>TOURISTS</th>
<th>BCM&amp;CC FAMILY</th>
</tr>
</thead>
<tbody>
<tr>
<td>e.g. “Preserving and interpreting our heritage is essential to the county.”</td>
<td>e.g. “It is important to support local culture and enable my community to thrive.”</td>
<td>e.g. “I give back where I vacation. I love it here.”</td>
<td>e.g. “It is important that I lead by example.”</td>
</tr>
<tr>
<td>“I am proud of my heritage and want to ensure we have the facilities to care for it.”</td>
<td>“I’m used to enjoying cultural centres and am glad that we have such a fine facility here in Bruce County.”</td>
<td>“My family enjoys visiting BCM&amp;CC every year.”</td>
<td>“100% of the BCM&amp;CC family is supporting the campaign.”</td>
</tr>
</tbody>
</table>
The database should be used to track all donor progress, create reports, assign prospects and track all donor activity.

Frequent monitoring of both activity and results is critical to ensure the campaign stays on track. Metrics should include:

• Number of prospects in the pipeline at each level
• Movement through the prospect pipeline
• Total value of gifts and pledges secured (goal vs. actual)
• Number of solicitations (goal vs. actual)
• Value of asks vs. value of gifts
• Financial commitment and participation rate of ‘Family’ (BCM&CC Board, Campaign volunteer leaders, BCM&CC staff, etc.)

The database ideally should be used to track:

• All actions pertaining to each donor;
• All gift information (including solicitation type, purpose, campaign, fund code etc.);
• All donor information (including constituent type); and
• Status of each solicitation and/or next step.
CAMPAIGN TIMELINE
CRITICAL PATH

We recommend a Phased approach to the Museum’s fundraising, in parallel to plan development and museum building schedule.

<table>
<thead>
<tr>
<th>PRE-CAMPAIGN</th>
<th>PHASE #1</th>
<th>PHASE #2</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Years 1-2</strong></td>
<td><strong>Year 3</strong></td>
<td><strong>Years 4-5</strong></td>
</tr>
<tr>
<td>Government Relations: <strong>Start now</strong> to mobilize a Government Relations team to lobby for potential grants</td>
<td>Once Planning and Costs are Finalized: Focus is on securing early investments, leadership gifts and activating leadership volunteers.</td>
<td>Focus is on mobilizing the public at large, including the vast tourist population.</td>
</tr>
</tbody>
</table>

**OVERVIEW:**

**AUDIENCE FOCUS & GIFT LEVELS:**

<table>
<thead>
<tr>
<th><strong>Audience:</strong></th>
<th><strong>Gift Levels:</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Government Relations:</strong></td>
<td>Focus on identifying and cultivating gifts of $50K-$1 Million plus.</td>
</tr>
<tr>
<td><strong>Locals, Seasonal Residents, Newcomers:</strong></td>
<td>Highlight links to both National and Provincial Cultural Strategies.</td>
</tr>
<tr>
<td><strong>All audiences and public at large must be engaged.</strong></td>
<td>Raise sights of local donors.</td>
</tr>
</tbody>
</table>

**Audience:**

- Federal, Provincial and Local Governments & Lead Gifts
- Locals
- Seasonal Residents
- Newcomers

**Gift Levels:**

- Focus on identifying and cultivating gifts of $50K-$1 Million plus.
- Highlight links to both National and Provincial Cultural Strategies.
- Raise sights of local donors.

**Audience:**

- All audiences and public at large must be engaged.
- Execute strategies to engage tourists.

**Gift Levels:**

- Start soliciting top 30 Donors for Community Campaign ($10K-$500K range).
- Focus on soliciting all other gifts and launching public phase.
The following provides an overview of key campaign activities beginning in January 2018, and continuing to 2025 (parallel to planning & roll-out).

**Current Activities (Year 1 - Immediate)**

- Hire a Development Officer who would lead the following activities:
  - Develop Key Messages that resonate with donors
  - Create Government Relations Committee & establish GR plan for next 3-5 years
  - Develop Gift Agreement Policies & Procedures
  - Build a MG Prospect Pipeline (identify and cultivate Top 30 prospects)
  - Develop personalized cultivation plans for all major gift prospects
  - Continue prospect research to grow pipeline
  - Create Stewardship Plan
  - Identify Potential Campaign Cabinet Members and testing their interest to participate
  - Hold events at the Museum and throughout the County to share the plans

**Campaign (Years 2-5)**

- Refresh Key Messages for Donors
- Recruit Campaign Cabinet
- Develop & implement strategies to solicit Top 30 Prospects
- Further develop & roll out strategies for all MG Prospects
- Public Campaign (Once campaigns plans are solidified and 50% of goal Raised)
- Engage all audiences Locals, Newcomers, Seasonal Residents & Tourists
- Continue Prospect Engagement and Cultivation Activities
- Organize & Roll Out Ground-Breaking Ceremony
- Ongoing Donor Recognition and Stewardship
Regardless of the size of the campaign or the organization, all campaigns follow a similar process. The campaign cycle can be broken down into three main phases described below.

**PHASE 1: PRE-CAMPAIGN**
- BCM&CC is currently in the pre-campaign planning phase.
- The team is planning and preparing for organizational growth and seeking approval.
- The focus for this stage is to identify and begin cultivating leadership gifts of $50K-$2M from private sector and government sources.
- Develop a strategy to engage all levels of government to secure $9M.
- Leadership volunteers are identified and cultivated.

**PHASE 2: QUIET PHASE**
- The focus for the quiet phase of the campaign is to secure leadership gifts (including government support) and activate campaign volunteers.
- The goal will be to raise at 95-98% of the goal before the campaign goes public.
- BCM&CC team will focus on securing larger gifts first then working towards the lower level gifts ranging from $5K - $50K.

**PHASE 3: PUBLIC PHASE**
- The focus will be to mobilize the community to secure numerous smaller gifts.
- Tactics include mass marketing, 3rd party events, and media coverage.
- Includes roll out of the Seasonal Residents and Tourism Strategy.

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**SEPT. 2018 - SEPT 2019**

**SEPT. 2019 – MAR. 2022**

**MAR. 2022 – JUNE 2025**
BEST PRACTICE & MAJOR
GIFT THEORY
KCI has had the privilege of planning and conducting capital campaigns in many communities across Canada for over 30 years. Our experience and success has demonstrated that in fundraising, the following principles apply:

• The top 10 - 15 donors to a campaign usually represent 50% to 75% of the campaign objective;
• The top 100 donors to a campaign usually represent over 80% of the campaign objective;
• The more major gifts are identified and cultivated at the beginning of the campaign, the easier it will be to achieve momentum and reach campaign goal; and
• Having the right volunteers and large lead gifts committed early in the campaign provides credibility and validates the urgency of the campaign.

In our experience campaigns are won by:

• Recruiting informed and enthusiastic volunteers with the capacity to make large gifts and/or open doors to other influential people;
• Focusing on top prospect and sequential solicitation; and
• Making informed integrated asks which include both annual and campaign needs.
To support fundraising efforts, BCM&CC will:

• Adopt a “donor-centred” approach to fundraising putting the interests of the donor at the forefront;
• Encourage all campaign volunteers and solicitors to know and use the Case for Support;
• Ask all campaign volunteers and solicitors to make a commitment to the campaign prior to soliciting others; and
• Cultivate donors prior to solicitation and when ready make a specific and strategic ask.

The following principles will be considered before a gift is solicited or accepted by BCM&CC. The gift should:

• Further the campaign priorities or meet a clearly identified organizational priority or need;
• Not compromise the values of BCM&CC;
• Not have any restrictions for use placed on it by the donor that are incompatible with the campaign priorities and BCM&CC’s mission;
• Not be accepted from any individual or entity known to be involved in illegal activities;
• Not be accepted if the donor’s reputation or business activities may have an adverse effect on BCM&CCF’s reputation
• Not be accepted if it entails unacceptable financial risk and/or burden. For example, gifts which are unmarketable, inaccessible, and impractical or may bring liability upon BCM&CC;

The Campaign Cabinet, Board members, staff and counsel will be responsible for ensuring adherence to these principles, and separate documents will be developed to outline financial policies for the campaign as well as Gift Acceptance Policies.
Before launching the campaign it is important that all team members understand the fundraising process and the development cycle. The following is an overview of the cycle can each stage. All staff and volunteer solicitors should understand the process and work together to identify, cultivate, solicit and steward donors.

**THE DEVELOPMENT CYCLE**

The fundraising process can be explained through the Development Cycle on the right which consists of four basic activities: Identification, Cultivation, Solicitation and Stewardship.

The term *Moves Management* refers to the process of moving a donor from one stage in the cycle to another with the purpose of deepening the relationship between the donor and the organization. This can be achieved through strategic cultivation and engagement tactics including face-to-face meetings, phone calls, emails, letters, etc. Any action or move taken to move the relationship forward should be documented in the data base.

The length of time it takes to move a prospect through the entire cycle can vary. It may take 8 – 10 meetings over the span of 2 – 3 years to secure a major gift from someone not currently involved with the Museum. It could take much less than that to secure a commitment from someone who is already engaged.
Identification refers to the process of finding or identifying new prospective donors. In fundraising terms, a *suspect* is a person of interest with whom BCM&CC does not have a relationship, or any information of substance. A *prospect* is someone who may be interested in donating based on affinity, known capacity or their relationship to BCM&CC. The goal is to grow the pipeline to be at least 3 times the size of the goal (for $2M, $6M should be identified).

To begin developing a pipeline (or list) of major gift prospects, BCM&CC should host Prospect Identification Sessions with key stakeholders including Board and Staff Members, prominent community leaders, current and past leadership donors, as well as other senior volunteers. During these sessions, stakeholders will be asked to review lists, identify other names of businesses, individuals or sectors for BCM&CC to research as potential prospects.
Once the pipeline is developed, prospects must be evaluated and qualified through the LAI Process. The process helps to identify leadership gifts, and to determine who should be contacted first, their capacity to give and how likely they are to make the gift. For more information on the LAI process refer to KCI’s Feasibility Study.

Once each prospect is evaluated and qualified it is time to assign a Relationship Manager and/or Solicitor. Depending on who holds the strongest relationship with each prospect, the campaign team will decide who will oversee the relationship and who will solicit.

All major gift prospects will have an assigned staff Relationship Manager. Relationship Managers are responsible for overseeing the relationship with each donor, tracking all actions in the database and supporting volunteer solicitors as needed with the fundraising process. In many cases staff will work with volunteers to cultivate and solicit donors. A solicitor is the person asking for the gift. In some cases staff may be the primary and sole solicitor. In other cases, volunteers will act as solicitors supported by staff as relationship managers.

Once assigned, it will be both the solicitors and the relationship manager’s responsibility to follow up with the cultivation of each assigned prospect. Prospect assignment will be based on who has the best connection to the prospect; in other words, who is the right person to solicit the gift. Before cultivation begins, each prospect should be assigned an evaluation and a relationship manager; if applicable they may also have an assigned volunteer solicitor.

This process must be completed for each prospect on the pipeline.
Cultivation starts when the museum and/or volunteers begin to engage the prospect by introducing them to the organization and/or campaign. Cultivation helps to build relationships and trust between the organization and the donor. When properly executed, cultivation can lead to deep, meaningful relationships which lead to larger gifts and donor loyalty.

Cultivation tactics include face-to-face meetings, phone calls, invitations to special events, emails and other correspondence. During the cultivation process, BCM&CC’s aim is to find out why each particular donor cares about the Museum and what motivates them to give. It is important during this time to ask many open-ended questions and to gather as much information as possible from each meeting. Information gathered through cultivation tactics will be used to further develop the relationship with each donor. The most effective cultivation strategies are personalized to each donor and constructed using information gathered.

BCM&CC will develop customized cultivation plans for each major gift donor. BCM&CC must plan and factor in the time it will take to secure meetings as well as to cultivate donors for major gifts. Current sector trends show seven-to-eight meetings with a prospect are often required prior to securing a gift. In some cases, it may take 18-24 months to cultivate a new prospect. Cultivation times will vary depending on the donor and their relationship with BCM&CC and/or the solicitor.
It is highly recommended that solicitation calls (or meetings) be made by two or more volunteers (or a volunteer and a BCM&CC staff member). Staff representation on calls can be important to help build a relationship with the donor for future stewardship and ensure that timely and accurate follow-ups occur as required. It can also help the volunteer feel supported and more at ease knowing that someone else is there to answer questions and to help deliver information.

Staff members will work with volunteers to ensure they are ready to cultivate and make a strategic ask. BCM&CC staff members will help volunteer solicitors by:

- Researching donors and providing detailed notes and background information on the prospect and relationship;
- Creating customized proposals, appeals and letters as appropriate;
- Developing customized recognition and stewardship plans then implementing as per BCM&CC policies; and
- Training, coaching, empowering and supporting volunteers in the fundraising process.

It is imperative that enough time is given to the cultivation process before soliciting a donor. This will help the solicitor feel more confident and increase the odds of securing the gift. Before soliciting any gifts, all staff and volunteer solicitors should make a personal commitment to the campaign. Often, donors will want to know that the person asking for a gift has also made a gift themselves. Solicitors must be well prepared on all project and campaign details.

Additionally, whenever possible, solicitations should be done face-to-face and the request should be specific (e.g. $25,000 over 5 years). “Think about” figures should be a realistic evaluation of giving potential presented to donors for their thoughtful consideration. Donors will often ask what the volunteer has in mind as a potential level of support. KCI’s experience shows it is always more effective to ask with a number in mind than without, as donors may opt to donate less if not specifically asked for a set amount.
Generally speaking, cultivation and stewardship account for 98% of the development cycle, while solicitation just 2%. Stewardship is the process of communicating regularly with donors about the impact of their gift and/or progress on the project they have funded. The purpose is to demonstrate that donors and their contributions are valued even well after the gift has been received.

Stewardship is not the same as recognition or engagement. In fact:
• Recognition refers to acknowledgement and thanks;
• Stewardship refers to the demonstration of impact accountability; and
• Engagement is an invitation to participate or experience.

Every interaction is an opportunity to thank donors and members for supporting BCM&CC. Nothing trumps a personal thank you from a peer – a phone call, a note or a few brief words at an event. Regardless of the outcome of the solicitation call, all prospects should be thanked for their time and consideration. Recognition should be immediate. Stewardship should focus on quality over quantity of interactions and engagement must be thoughtful and personal.

We anticipate premier recognition opportunities for this campaign and will develop an internal list of naming opportunities available at various giving levels. Once the build plans have been approved, BCM&CC will develop Naming Opportunities and Recognition Guidelines for the campaign. Donors interested in receiving named recognition can be presented with the right opportunity to meet their specific naming needs.