ARE YOU READY FOR A CAPITAL CAMPAIGN?

Your Board and leadership have conducted a review of your needs. Perhaps it is a renovation, expansion, new programming, growing the bursary, debt reduction or a combination of any one of these. You have also determined funding through a capital campaign is important to realize your goals.

Embarking on a capital fundraising campaign is a significant endeavour and it is important that you have the right elements in place to achieve success. In addition to alignment on your project vision, the following four elements are key:

Organizational Readiness

1. Ensure Your Goals Align with Your Mission

"Mission creep" occurs when the mandate of the organization gradually expands beyond its original focus, scope, and strategic goals. This can have a substantive impact in a few ways, causing:

- *Confusion about your mission/vision* and diluting the clarity of your mandate.
- *Inability to effectively meet your mission and vision*, potentially affecting your organization's ability to deliver impact.
- *Exposure to negative reputational risk*, leading supporters to question the financial direction of the organization.

Your Board and leadership need to agree on the organizational needs identified (with a view to growth, capacity and permanence) and ensure the project aligns with your mission.

2. Board of Directors

Ensure your Board of Directors provide the skills and talents you need for success. Identify leadership gaps to effectively recruit a diverse board of ambassadors that provides a wide variety of perspectives and professional expertise to support the organization's operational and long-term strategic goals. Consider professional skills such as finance, legal, marketing, etc. Do you have sufficient representation in terms of backgrounds, influence, affluence, and personal connections to the cause to inform the overall governance of the organization?

3. Bylaws Review

Conducting a periodic review of your organization's policies and procedures ensures that your organization is aligned with the latest legal and ethical practices in fundraising. Seek advice to ensure you have clear guidelines on donor gift acceptance and receipting.

4. Budget

What will it cost to realize your vision? You need a realistic projected budget to begin your journey. Start preliminary research to determine design and construction costs, along with fundraising and ancillary costs. Are there programming costs and any debt reduction that needs to be considered as part of the project, include those too. Once you have a preliminary budget look at funding sources (any reserves or other funding), this will determine your funding gap and required campaign fundraising goal. Once you have determined what the full cost will be a Community Assessment and Planning Study (CAPS) will help to identify if the goal is realistic.

How The Dennis Group Can Guide and Support

Community Interest & Support

Prior to embarking on a capital campaign, we recommend that you seek feedback from the community to fully understand both their interest in the project and the availability of financial resources to support it. This is done through a Community Assessment and Planning Study (CAPS).

TDG will test your community's understanding and buy-in of the project and the availability of leadership, community capacity to give, and campaign timing. This will allow TDG and the organization to identify and address challenges and opportunities and properly govern donor cultivation and solicitations, taking into consideration past relationships and support. A thorough SCOT Analysis (Strength – Challenges – Opportunities – Threats) is undertaken as well as a review of competing campaigns and the current economic climate. TDG also looks to identify potential volunteers, donations and funding opportunities at various levels.

Preparing for a CAPS Study

TDG will conduct approximately 30-40 individual interviews with members of your community. TDG works with the client to create a list of potential interviewees, including Board members, donors, staff and other stakeholders. Feedback from the broader community will be captured through an online survey.

Creating the Case Statement

TDG creates an 8-page Case Statement to highlight the need for the project, including projected costs and providing visuals of the expansion. The Case Statement provides interviewees and survey recipients with a full understanding of the project.

Client Check List

- An introductory letter from the Principal and Chair of the Board
- A preliminary project budget
- Draft renderings/conceptual drawings or sample images from other organizations to provide a visual
- Organization logo and approved photos
- An introduction to community members who might share a testimonial
- Top donor list
- Names of potential interviewees (~ 50)
- Names and working emails of potential survey recipients (~ 150)

Are You Ready: Green Light, Amber Light, Red Light

TDG's focus is to guide the organization and community on the campaign undertaking and to collaborate to ensure that the organization reaches and exceeds goal. We will provide the client with a comprehensive report of our findings, including recommendations regarding the community's interest in the project and the capacity to raise the necessary funds.

If CAPS findings indicate a strong community support and capacity to reach the fundraising goal, then TDG will "Green Light" the campaign and recommend that the client moves forward.

If findings indicate limited interest and financial support for the project, TDG will "Yellow Light" the campaign, recommending further work is needed prior to launching the capital campaign (i.e., project details, donor research and volunteer leadership recruitment).

If findings indicate a lack of strong interest from the community and limited capacity to reach the fundraising goal, TDG will "Red Light" the campaign and recommend that this is not the right time to move forward.