

Compton

The trusted name in fundraising

A Report
on a Fundraising Resources Study
to determine the capital fundraising potential of

Mosgiel Swimming Pool
Mosgiel, New Zealand

Thursday 6th November 2014



The trusted name in fundraising

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1. INTRODUCTION

On Wednesday 20th August 2014, Irene Mosley, consultant for the Mosgiel Swimming Pool Committee, contacted Joy Simpson CFRE, Executive Director of Compton Fundraising Pty Ltd (Compton) to discuss a proposed Capital Campaign for a new public swimming pool in Mosgiel.

As a result, Irene invited Compton to provide a proposal for the Taieri Community Facilities Trust (the Trust) to conduct a Resources Study. A Proposal for a Fundraising Resources Study was prepared in response to that invitation and it was accepted on Tuesday, 26th August 2014.

The objectives of the Study were to:

- assess the fundraising credibility of the Proposal as set out in the Case Statement; *(see Appendix I attached)*
- assess support for fundraising and recommend ways to develop a positive profile for a fundraising campaign;
- identify potential leaders, workers and donors and suggest an appropriate management structure for fundraising;
- assess the feasibility of raising \$15 million from identified potential givers;
- test a possible Scale of Giving;
- establish the best time to conduct a fundraising campaign and suggest a fundraising timetable.

2. THE CONDUCT OF THE STUDY

2.1 The Interviews

The Study consisted of a series of personal interviews that were conducted by Tom Brady CFRE, Compton Executive Director, in Mosgiel from Thursday 16th to Saturday 18th October 2014. They were supplemented by telephone interviews conducted on Tuesday 28th and Wednesday 29th October 2014.

Thirty eight people connected with the Pool and the Taieri district participated in the interview programme (*See Appendix II attached*). This included current Trustees, community leadership representatives and some potential supporters from the Taieri Plains community.

Those interviewed were asked to comment on the Case Statement - which had been sent to each participant prior to the interview - and the fundraising proposal.

They were all advised that anything they said during the interview would be kept in confidence and would not be attributed to them in the Study Report without their consent. They were also assured that they would not be canvassed for funds during the interview.

2.2 The Test Scale of Giving

The following Test Scale of Giving illustrating how a fund of \$7.5 million might be achieved over a period of 5 years was used, where appropriate, during the interview programme.

APPROX NET ANNUAL GIFT \$	APPROX GROSS ANNUAL GIFT \$	GIFT (5 YEARS) \$	NUMBER REQUIRED	TOTAL \$	% OF TOTAL
200,000	300,000	1,500,000	1	1,500,000	20.00%
100,000	150,000	750,000	1	750,000	10.00%
66,667	100,000	500,000	2	1,000,000	13.33%
33,333	50,000	250,000	4	1,000,000	13.33%
13,333	20,000	100,000	6	600,000	8.00%
10,000	15,000	75,000	8	600,000	8.00%
6,667	10,000	50,000	12	600,000	8.00%
3,333	5,000	25,000	16	150,000	5.33%
1,333	2000	10,000	30	300,000	4.00%
667	1,000	5,000	50	250,000	3.33%
333	500	2,500	70	175,000	2.33%
		Smaller gifts		325,000	4.33%
			200	7,500,000	

It was highlighted that:

- The Net Annual Gift is based on a tax rebate of 33%.
- The lead gift equates to \$1,500,000 over five years and represents 20% of the overall campaign target
- The top 22 gifts equate to 73% of the campaign target

3. THE FINDINGS OF THE STUDY

3.1 The Proposal

Interviewees were asked to comment on the proposal as outlined in the Case for Support and as represented by the Trustees who hosted them.

There was overwhelming support that the old pool needed replacing. It was typical for people to say things like “it needed replacing 30 years ago”. A few, who were swimmers, said that they only swam at Moana – partly because season tickets were not transferable and Moana was a better facility.

There was strong support that Mosgiel needed a pool. We were told that a Council funded study identified that Dunedin was under resourced in pools and that Taieri was the biggest area of population growth. Anecdotally, some interviewees said that local primary schools were unable to book time and space for the learn-to-swim curriculum lessons. Most interviewees identified a learn-to-swim programme as an essential life skill and three said it was part of “Kiwi life”.

Three quarters of respondents said that the different individual pools in the facility represented the community need, although some questioned the size of the more minor ones. There were also questions about the priority of delivering each of the pools in the current financial climate, although all of those who suggested restraint also said that there should be provision for all the pools to be added.

The ‘commercial’ elements proposed to go into the complex were not supported as either campaign deliverables or Council-run facilities. We were told that “cafes and gyms” are best run by experts, but they did complement the site and might provide good lease income.

The majority of those we spoke with also highlighted that Mosgiel needed “something” as an activity hub for families with older children. They said that such an aquatic centre would fulfil this much-needed role in a positive way.

Interviewees overwhelmingly supported Memorial Park as the preferred location, however two were concerned about the suitability of parking. One person said that their financial support was dependant on Memorial park being chosen.

People were also impressed with the consultation process that was underway by the Trust, although we were told that some Trustees present better than others. They suggested that it would be important in the future for the Trust to be seen to present the plans professionally.

Generally the case was supported.

3.2 The Fundraising Target

The figure tested during the Study was \$7.5 million over five years being based on Dunedin City Council matching it with \$7.5 million to fund a \$15 million project.

About half of those we spoke with agreed that \$15 million was a realistic figure for the Project, but many in the development and building industries indicated that if it was based on Council-run projects it was probably too high.

Over two-thirds of respondents said that the Council needed to contribute to the Project, and that its support of Mosgiel was overdue but a greater number suggested that DCC was not in a position to ask ratepayers for any capital projects for another few years. We were, however, told that the Trust working with the Council to develop its plans and the subsequent partnership being proposed would alleviate most objections.

The test Scale of Giving was supported as a mechanism to raise a large amount of money for a Community Project. We were told that the ability to pledge over five years and consider the tax credit helped to make the target appear achievable. We were unable to specifically identify any six-figure gifts but many of those interviewed said that there were people in the community who could (and might) give that much. However, the majority were confident that there would be far more gifts available from \$5,000 to \$50,000 than were indicated on the Scale.

There was concern about the ongoing operating costs once the complex was built. Although most interviewees appreciated that the later add-on businesses would help, four people said that opportunities to include cost saving measures (such as solar heating, insulation or wind power) in the fabric should not be compromised in the name of short-term cost.

Generally though, the majority expressed a confidence that, if the Project and figures were right, and the right major gifts were found from DCC and Trusts, that a Campaign for a target of that size would be successful.

3.3 The Campaign Leadership

Successful capital fundraising is always dependent on strong and capable leadership. We asked interviewees about the leadership of the project and whether they could nominate a Chair for a fundraising campaign; someone who is trusted by the local community who would also be 'financially' credible for greater Dunedin; someone with a reputation for getting things done.

We were told that the current Trust Board was strong and plays a critical role in the perception that it could be achieved – especially if the Project was to be community led. Eighty percent of those we spoke with said that Michael Stedman was an important asset for the Trust and should be seen to be behind the actual Project. A slightly smaller number also mentioned that David Gerrard's patronage was important. Locals were also impressed with how the Trust had created the playground.

Although many names were put forward as a potential Chairman, a few stood out by the number of times they were nominated.

Just under half the interviewees suggested that, although local former Council members would provide strong leadership, their public involvement would have to be limited due to their perceived connection to the current Council debt associated with the Stadium.

We also asked the interviewees if they would personally be willing to work as volunteers on the fundraising campaign. Just over two-thirds were willing to do so provided it was to a limited capacity and conducted professionally.

3.4 Potential Supporting Constituencies

We asked the interviewees who were the potential sources of funds for the project. About 85% of those interviewed said they would probably give to a Campaign based on the Scale of Giving and most identified others who they could approach.

The Trust has been working closely with the DCC on this project. We were told that the best chance for a successful approach would be to continue to engage the Councillors directly, understand what the Council would need to pay to repair and maintain the current pool, then offer the difference as a community commitment to fundraise. From the opposite side, people told us that a firm commitment by Council in the short term, albeit with conditions, would be required before anyone takes fundraising seriously.

Interviewees said that they thought Trusts would need to give larger gifts. The Lottery Community Facilities Fund, the Community Trust of Otago, the MacMillan Trust, gaming Trusts and private trusts managed by Perpetual Trusts were all volunteered to us as recent sources of funds for similar or local projects. It is our experience that the opportunity to make more than one grant over two or three years can increase contributions from such trusts if they are approached correctly.

Many people mentioned farmers as important local businesses who could provide larger gifts. We were told that this was not a good income year for farmers, however, and that they do not like to forecast their giving over a number of years. Some farmers mentioned that their localities were important – that the Taieri Valley had distinct farming communities. They also said farmers can be generous when approached by other farmers who were givers, but needed to know what was expected of them. It will be important that the chosen team members set a good example as a benchmark to the others.

Interviewees told us that there were few local businesses in Mosgiel and most of them are hit for sponsorship frequently. However, there were some successful business people who told us they would be willing to support the campaign. Furthermore, there are people who live in the Taieri who have businesses

elsewhere so may want to support town projects but are not overt in their presence. We were also told that there was local potential for gifts-in-kind relating to the building programme.

Almost all of the people we spoke with highlighted that there were a high proportion of retirees in the town who would directly benefit from the pool. Although we were cautioned that many of them had little cash, there were others who had cashed up their businesses and larger homes to move to the flat.

The community also seems to be well served by its Service Clubs. Members told us that they were struggling to find local projects so would like to be involved. They also spoke of other members they believed might give as individuals to an important project such as this.

Finally, it was highlighted to us on a number of occasions that the general public of Mosgiel in particular and Taieri in general would want to be able to support the pool. We were told that the pool was the number one priority for townsfolk and that we should not underestimate how many people would want to get behind it. The general comment was that Mosgiel is generally not a wealthy town, but there is wealth in the community.

3.5 The Fundraising Climate and Timing

We asked the interviewees whether the climate and timing were right for a campaign to be successful.

Apart from almost all we spoke with saying that the project was overdue, they also volunteered that it was the 'only show in town' at the moment in Mosgiel. Most were impatient to get it achieved and were only being held back by the Council financial position.

We were told that there is a pool being built in Wanaka which might impact regional trusts.

There was also concern expressed over the escalating costs of delays to building – that if the whole pool complex was not completed now, there will never be the money available.

4. A SUGGESTED FUNDRAISING STRATEGY

4.1 The Vision

Any capital campaign must be in support of a “community’s” vision if it is to succeed. A vision for an aquatic facility that can satisfy education, safety and wellbeing needs while providing a much-needed youth/family hub was well supported – if it was financially achievable. Therefore the scope of the initial stages of the Project will be important in determining whether it is achievable.

The scope needs to balance addressing the urgent needs with the cost to do that – if the Community will rise to the challenge of raising several million dollars. At this stage, the 25m dividable pool is seen to be the highest priority to address the most compelling need, with the learn-to-swim pool closely behind. However, it was recognised that there is a growing need for hydrotherapy and the tots’ pool so the project should at least allow for them in later expansion, if not include them.

We therefore **recommend** that the Project is scoped based on the core pools, with an ‘opportunity cost’ for including the other pools in the initial Project. A further recommendation on costs is included in Section 4.3 – The Campaign Target.

The preferred location was Memorial Park, and the Project needs the certainty of knowing where it will be built before most will support it significantly. The Trust should develop its plans based on its preferred site.

Although having supporting businesses such as the gym and café was welcomed as a way to offset future operating costs, we support the majority who said it should not be part of the philanthropic funding target. It is our experience that non-profits and councils are seldom able to run non-core businesses at a profit. In most cases the best income is from leases to business people who understand their businesses.

4.2 The Positioning of the Project

It is our experience that the general public do not respond to appeals for money from Councils however Council support is an important component of a credible community project. This report confirms this is the perception of the local people interviewed, so supports the Partnership approach taken by the Trust with the DCC. **We recommend**, therefore, that the Project be Community led by the Trust, with appropriate sub-committees recruited to provide the necessary expertise to be credible to achieving the task.

Projects need certainty to be supported so the scope and location should be finalised prior to a fundraising launch. If the Project is to be phased, the fundraising should occur one phase at a time in not less than five-year periods.

One of the factors important to funding institutions (such as Trusts) is the impacted catchment of the Project. It is evident that the name “Mosgiel Pool” gives an unintended restriction to how this is perceived. A more neutral name may be appropriate and a little creativity might mitigate any objection to the proposed site. There is precedence in Dunedin. Moana Pool was named for the bowling club it replaced so Memorial Pool could seem an appropriate name for a facility to complement it.*

* It would need to be tested, but the Project on this site might be able to be tied into World War One centennial commemorations as a motivator and/or source of funding.

4.3 The Campaign Target

From the feedback we received from the Study interviews, we conclude it is possible for the Trust to raise the money needed to build a new community pool to supplement Moana Pool, in partnership with the Dunedin City Council. However, the scope of the project may need to be adjusted.

Firstly, the fundraising target may be less than \$15 million to achieve the vision that was tested. This is due in part to private enterprise being perceived to be more cost effective than the Council, and the potential for the Trust to seek discounts and gifts-in-kind to support a community project. Therefore the benchmarking exercise that determined the budget may not be valid.

We recommend that the Trust engages appropriate building experts to determine the true building cost of the Project as scoped.

Secondly, the case for support that was tested included facilities that some considered to be more than were currently needed. This will be better informed once the professional costs are completed, but may mean that the Project has to proceed at a reduced scope.

The Scale of Giving was well received as a way of raising the money – especially from individuals. The five-year pledge period was supported as was the opportunity to give tax-efficiently. We were unable to identify high levels of lead gifts from individuals but potential for them was highlighted by just under half of respondents. It is normal practice for a community-based project to ensure there are more planned gifts at lower levels on the Scale, to ensure the fundraising is as inclusive as possible.

For the figures we work with in capital campaigns, individuals in the community only begin to support projects when those who are seen to have the most to gain have given generously themselves; in this case, that will be the Council, the swimmers and, for the therapy pools, retirees.

It was difficult to determine the actual fundraising potential of the Project due to the uncertainty of the cost but, based on the responses and research, we conclude that \$5-6 million could be raised from the community, in addition to a DCC commitment, provided the campaign was conducted in the right way.

We recommend that the fundraising target is confirmed when the project costs are finalised and the DCC intention is confirmed.

We then recommend that the Trust revises the Scale of Giving in consultation with the Leaders of the Fundraising Team including pledges over five years and more levels of community giving.

4.4 The Fundraising Method

The only proven way to raise a large sum of money over a relatively short period of time is for committed volunteers - who have already evidenced their commitment by making a personal gift - to approach their peers, friends and associates with an invitation to echo their example.

Face-to-face solicitation by committed volunteers will *always* succeed far better than any other fundraising method.

It is an axiom of capital fundraising that people do not give significant gifts to 'professional fundraisers' or in response to letters or telephone appeals. They give when they are asked, face-to-face, by people they know, trust and respect. It was instructional that those we interviewed who had successfully fundraised locally endorsed this approach.

This personal approach strategy applies equally to individuals and to organisations – governments, councils, companies, trusts and foundations. In soliciting organisations, it is not enough to write and post applications. Committed volunteers must search out the officers, trustees and directors and convince them, face-to-face, that the project is worthy of their support.

We recommend, therefore, that the Trust Board recruit a team of volunteers who, after being trained and resourced, will become 'the fundraisers' for the project. We note that, in this Study, two-thirds of those we spoke with said they would be prepared to help a campaign in this way.

We also suggest that, where appropriate, Trust members make themselves available to be part of this team in a subordinate role. Not only were we told that Trust members are credible locals in their own right, it helps to model the intention that volunteers will only visit their own peers, as part of a larger effort.

4.5 Donor Recognition and Gifts-in-Kind

Givers respond to specificity and can be persuaded to be more generous when their giving is recognised against their chosen part of the project. This does not necessarily involve 'naming rights'. Recognition can be offered in a variety of ways suitable to the project programme. Furthermore, some Trusts and Foundations require public recognition as evidence that they are carrying out their duties as trustees.

A building such as a pool lends itself to different levels of dedications being incorporated into the fabric. These should not be undervalued, but can help to encourage community ownership.

During the Preparation and Organisational Phases of the Campaign, the Trust Board and the Fundraising Executive will need to discuss and approve ways in which such recognition can be offered.

There is also potential for suppliers and contractors to give gifts-in-kind. Where gifts are given 'in kind' **we recommend** that the value of those gifts be translated into dollar amounts and that those dollar amounts be attributed to the name of the giver(s). This creates a level playing field for all givers and guarantees equality of recognition.

4.6 Potential Givers

Although many people may want to be associated with a successful campaign, the planning must be based on where most of the money will be found. The following are the main constituencies where organised solicitation should be focused.

DUNEDIN CITY COUNCIL

The Trust has been working closely with the DCC staff on developing this project and that approach should continue. The Council's main issue is its debt, and how new facilities will be perceived by ratepayers. The Council and Community Board structures for Dunedin do not necessarily reflect the local perception of geography. It is likely that a pool for Mosgiel is not seen by all as the best alternative for an additional pool for Dunedin. As such, it is important for the Trust to meet with elected officials to understand concerns and offer solutions, as well as providing supporting data.

The Council has stated that it will not reduce current levels of service, so the start point for a Council contribution is what it would cost the DCC to do that. These figures should include full refurbishment CAPEX costs as well as any OPEX maintenance that would no longer be required. Furthermore, any running costs that would be offset by new technology should be included as a potential savings by the DCC.

It is important that the Council commitment is seen to be a fixed amount as people do not respond if they believe they are saving a Council money. We suggest that this commitment is declared early, albeit it may be conditional on the remainder being raised.

We recommend that the Trust approaches Dunedin City Council for a fixed sum towards the project as its contribution so that discounts, efficiencies and Gifts-in-Kind can go against a Community fundraising target.

Councils can also be a source for gifts-in-kind for building projects by waiving regulatory fees. Where practical, these should be budgeted for and recognised as Council grants where they occur.

TRUSTS

Institutional Trusts, such as Lottery, gaming trusts and the Community Trust of Otago, are the most likely sources for the larger gifts. For this kind of local project their potential is well below the figures tested. However, our experience is a collaborative approach where Trusts are the final port of call, and grants can be spread over two or more years have a much higher success level.

Dunedin also has a large number private charitable trusts, some of which will have purposes that relate to the outcome of the Project. These are best identified through networking (as they are merely the giving vehicle for individuals) and through law firms and trustee companies for residual estates.

In both cases, it is our experience that the best way to approach Trusts is to remember that they are made up of people – officers and trustees – who like to be treated as people. By involving them early in a project you can get them to help you position your applications to maximise the chances of success.

The project has access to people well connected to local trusts. **We recommend** that a Taskforce is formed as part of the Campaign to seek out and engage with trustees and fund managers early in the process with a view to making appropriate applications at the best time for success.

INDIVIDUALS

We were impressed by the number of individuals who are prepared to invest their personal money into the project. At least \$450,000 was offered directly by the people interviewed. This bodes well for the campaign. When the supporters of a project are prepared to put their own money up front, they have credibility in approaching others.

BUSINESSES

As a rule, businesses are poor sources of cash for capital projects. However, some individuals may choose to give through their business. It is more likely that relevant businesses may provide gifts-in-kind to offset the costs of building. Likewise, during the Community Phase of the campaign, businesses may provide prizes that can be raffled.

We recommend that a volunteer team focuses on business networks to ensure they are involved in the Campaign where appropriate.

FARMERS

One of the more important groups of businesspeople in the Taieri, and one which can be a good source of gifts, is the farmers. We believe that the farmers should be approached the same as any other network, that is following the principle of peer-to-peer. Therefore, a team of farmers will need to be recruited as part of the fundraising to visit other farmers in the district. It will be important that the chosen team members set a good example as a benchmark to the others.

We recommend that a Taskforce is formed as part of the Campaign focused on the Farming Community.

RETIREES

It is important that a community fundraising campaign plays to the strengths of its community. Mosgiel has a disproportionate number of retirees, many of whom have downsized and have residual wealth. We were told that a number may want to support the campaign, especially as they would benefit from the hydrotherapy pool in their neighbourhood.

When approaching retirees for gifts to a campaign, it is important to consider the appropriate approach. Peer-to-peer is not always strictly possible. For the more elderly and/or frail it may also be appropriate to involve family members and caregivers. **We recommend** that a Taskforce is formed as part of the Campaign focused on retirees.

SERVICE CLUBS

Although we were told of a larger number of active service clubs in the area, these are best utilized in a capital campaign as networks of individuals. However, they can also be useful sources of organized volunteers during events in the latter stages in a campaign to encourage wider community involvement.

WIDER COMMUNITY

Several of the interviewees warned that this should not be seen as 'an elitist project'; that the 'ordinary people' of the town and district must have the opportunity to contribute to the project. Not only could this be an important source of funds, but will also demonstrate wide community support for the project prior to going to Trusts.

We were also told that the local radio station would be prepared to push the public relations side of such an effort which can be invaluable to how the campaign and project is perceived.

We recommend that the bulk of the community fundraising is conducted during a Community Phase, launched when credibility of the campaign is established with at least two-thirds of the target achieved.

4.7 Campaign Leadership

In a successful capital campaign, one of the most important factors (if not the most important) is leadership. The campaign - and the Campaign Executive - must be chaired by a prominent local citizen; someone who is trusted by the community and who has access to people at all levels; someone who will give credibility to the campaign and signal that it is bound to succeed; someone who is prepared to lead by example and make a meaningful personal investment in the project.

The Campaign has potential access to some strong community leaders who are not appropriate as a public face of the campaign due to perceptions of their involvement in the Stadium. However, privately their networks would be useful in supporting the right candidate.

Once this person has been identified - and several possible candidates have been suggested - he or she should be approached by a delegation including Michael Stedman and anyone else he/she would find it hard to refuse - with a specific proposal and a documented task description.

In our experience it is best to first choose and recruit the Chairman then to work with that Chairman to choose and recruit the members of the Fundraising Executive.

Although the responsibility for driving the Campaign and ensuring it reaches its target is primarily the responsibility of the Campaign Chair and the Campaign Executive, leadership of the Project must continue with the Trust.

We recommend that the Campaign Chair is recruited to lead an Executive of volunteer leaders to help him or her drive the Campaign.

4.8 Management and Organisation

Many of the interviewees are prepared to work as volunteers but also stressed that they are busy people with limited time available. They were encouraged when it was explained that visitor roles could be limited to them approaching only a few close colleagues. It will be important that they have clear parameters for their roles and are well supported and managed.

The Trust is currently not staffed to manage a building project of this scale. It is usual in these circumstances to mandate a small group of appropriately qualified volunteers who can act for 'the client' with consultants and contractors, and make decisions as they arise. Such a group need not be led by a Trust Board member but should have authority to make day-to-day decisions.

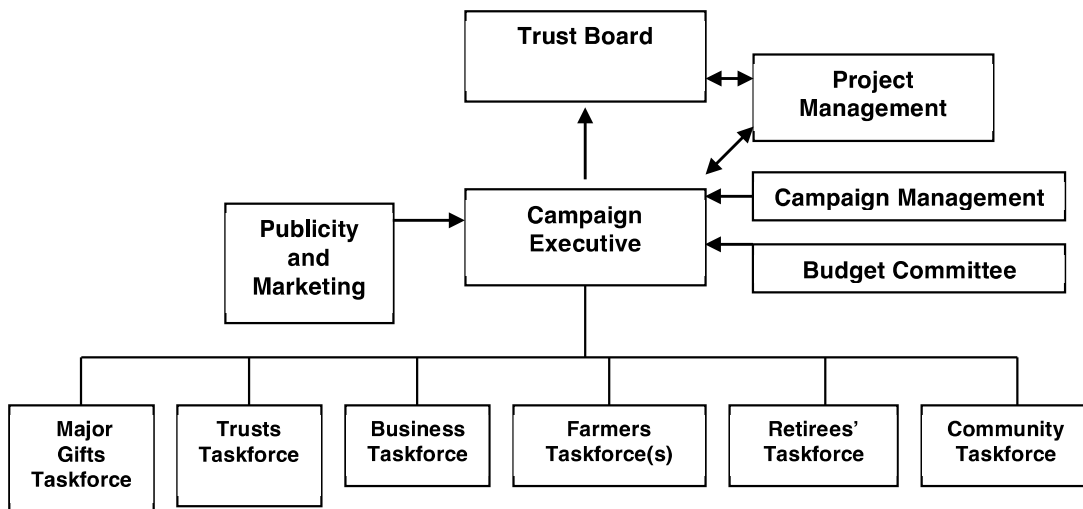
We recommend that the Trust forms a 'building oversight body', initially to guide the costing process, by co-opting appropriately skilled volunteers.

The Study interviews we conducted were aimed at discovering people's willingness to be involved in a fundraising campaign to support the project's objectives. Once a Campaign Chair is appointed, we believe a strong Executive of volunteer leaders representing different networks could be recruited to support him or her. We emphasize that the role of this Executive is fundraising, not driving the project, (although close liaison between the two groups is necessary).

Although the campaign must be led and driven by committed volunteers, **we recommend** that the Campaign is professionally managed. We have worked with Irene Mosley before and can recommend her suitability for this role. Compton can provide options for assisting the establishment of the Fundraising Campaign, co-ordinating the efforts of a volunteer Fundraising Team and/or providing Campaign Management services. We can provide the Trust Board with a *Proposal for Campaign Management Services* if and when it accepts the recommendations of this Report.

We recommend that the Trust is used to receive, manage and govern the use of the funds raised for this Campaign. It is our experience that, in capital fundraising campaigns, donors need to be assured that the money they give will be used for the purposes for which it is given. In working with government-based organisations we regularly encounter a – usually unfounded – suspicion that money given for capital projects may be channelled off into the organisation's operational needs. This suspicion can usually be avoided if the money collected is placed in the care of a Trust where the Trustees are known to be independent persons of integrity.

The Organisational Structure of the Campaign should be carefully considered to ensure the different constituencies and networks are represented. **We recommend** the following Organisational Structure which may be reviewed and developed during the Campaign:



4.9 Timing

We **recommend** the timetable outlined below provided DCC commitment and correct building figures are obtained.

A PREPARATION PHASE

November to December 2014

- Confirm scope and costs for the project
- Confirm preferred location
- Obtain DCC commitment to partnership funding
- Identify Campaign Chair
- Begin discussions with the Lottery Trust Board and Community Trust of Otago

AN ORGANISATIONAL PHASE

January to April 2015

- Develop plans to Quantity Surveyor level
- Draw up the Campaign Plan and Budget
- Establish the Campaign Office
- Select Recruit and Brief the Campaign Chair and Executive
- Select Recruit and Brief the Campaign Marketing Committee
- Finalise the Dedicated Gifts Schedule
- Develop the Marketing Plan and prepare the Campaign Marketing materials
- Secure the initial leadership gifts
- Confirm the proposed building timetable
- Begin approach to Trusts

THE LEADERSHIP PHASE

May to September 2015

- Identify and Evaluate Major Gifts Prospects
- Stage Information Functions for Major Gifts Prospects and Potential Taskforce Members
- Make planned, personal approaches to secure Major Gifts
- Recruit, train and secure the personal gifts of members of the Taskforces.

THE COMMUNITY PHASE

September 2015 to March 2016 (Summer)

Announce the Campaign and launch with the announcement of a Major Gift

Conduct Information Functions for Prospective Givers

Make all gift approaches and follow-up appointments

Aim to complete all visits by Easter.

THE COMPLETION PHASE

April to June 2016

Follow up any outstanding approaches not finalised during the Community Phase

Conduct celebration function

Complete any applications to Trusts

Establish follow-up and accountability procedures

Continue community engagement during project works.

5. RECOMMENDATIONS

In summary, we recommend that:

- the Project be Community led by the Trust, with appropriate sub-committees recruited to provide the necessary expertise to be credible to achieving the task.
- the Trust engages appropriate building experts to be co-opted as volunteers to form a 'building oversight body', initially to guide the costing process.
- the Project is scoped based on the core pools, with an 'opportunity cost' for including the other pools in the initial Project.
- the Trust approaches Dunedin City Council for a fixed sum towards the project as its contribution so that discounts, efficiencies and Gifts-in-Kind can go against a Community fundraising target.
- the fundraising target is confirmed when the project costs are finalised and the DCC intention is confirmed.
- the Trust and Executive revise the Scale of Giving to include pledges over five years and more levels of community giving.
- the Trust Board recruit a team of volunteers who, after being trained and resourced, will become 'the fundraisers' for the project.
- the Campaign Chair is recruited to lead an Executive of volunteer leaders to help him or her drive the Campaign.
- a Taskforce is formed as part of the Campaign to seek out and engage with trustees and fund managers early in the process.
- volunteer teams focus on business networks farmers and retirees to ensure they are involved in the Campaign where appropriate.
- the value of gifts-in-kind be translated into dollar amounts and that those dollar amounts be attributed to the name of the giver(s).
- the bulk of the community fundraising is conducted during a Community Phase, launched when credibility of the campaign is established.
- the Campaign is professionally managed in accordance with the structures and timetables detailed in this Report.

6. CONCLUSION

Reports such as this are snapshots of your constituency taken at a particular moment that provide valuable insight into the feasibility of raising funds for specific projects, given the conditions prevailing at the time. The information and views on which this Report is based will only remain current for a limited period. Over time there may be a shift in the attitudes of the interviewees toward the projects. When conditions change in any significant way, a revised Resources Study may be required to provide an up to date reading of your fundraising potential.

Accordingly, the findings of this Resources Study Report should only be relied upon until July 2015 to make a decision to proceed with a fundraising campaign. At that time a review of the Study findings would be required to continue endorsement of the Study recommendations.

A Study like this is only as good as the people who are prepared to take time out from busy lives to be interviewed. The people we interviewed during this Study included high calibre local citizens and people who needed to travel and it said a lot that they agreed to be part of the process.

We extend our thanks to Geoff Woodcock for driving the study process and coordinated the interview programme and ensured it went smoothly. Thanks too to all the Trustees who hosted the interviews throughout the Study.

On the basis of the information gleaned during the Study and on our company's experience of more than 1000 previous capital fundraising campaigns it is our opinion that the Taieri Community Facilities Trust could raise the money required for a new aquatic complex in Mosgiel – in a declared partnership with Dunedin City Council – once the costs are clear and confirmed.

Thank you for the privilege of engaging in what has been, for us, an interesting and rewarding Study.

For Compton Fundraising Consultants Pty Limited

APPENDIX I

Mosgiel Pool Case Statement Draft

Background

In 1935 the Mosgiel Pool was first built and since then the pool has faithfully served the Taieri through decades of change and growth. However, it is now no longer able to cope with the demand or meet the needs of the local community. It is only open for seven months of the year, has significant condensation problems, serious maintenance needs, and has an uncertain life-expectancy.

As a registered charitable trust, the Taieri Community Facilities Trust has decided to put all its efforts into building a case for a new pool. Led by Michael Stedman and proud to have David Gerrard as our patron, we know we can work in partnership with the DCC and make this project a reality. We have done it before. In 2005 we began working in partnership with Council on the Memorial Gardens Playground development, which is now the best community playground in Otago, if not the South Island.

Need

The Taieri plain is home to 16,500 people and is continuing to lead Dunedin in population growth. We are home to over 4000 elderly people who would greatly benefit from a local hydrotherapy pool. We also have a growing population of young families that need a pool where toddlers and pre-school children can learn to swim. As children grow, we also need to be able to cater for the aquatic needs of older children including competition swimming and recreation.

Our options for the Taieri are simple: make do with the 80-year old pool or build a new pool that will last for generations to come. Since 2009, extensive work has been done on site analysis and we are now down to three sites: Gordon Rd (existing site), Memorial Park, Seddon Park. The criteria we are using to evaluate sites include:

- Can people walk to it?
- Is there public transport close by?
- Is there parking space? (We need at least 7000m²)
- What impact would it have on residents?
- Does it have the relationship with other sporting/community facilities?
- Can it get resource consent?
- Are there any geo-technical constraints or environment considerations?

The Plan

Unlike some modern facilities which cater only for young people, this proposal will suit the needs of the entire community from seniors to tots, from the most hardy who love the outdoors to those who need a warmer, all year round environment. But not forgetting young people, such a pool will ensure that every young person can learn to swim and can have the best facilities in which to practice their talents, and every opportunity to reach the highest levels of aquatic skills.

Key elements to the project include a main pool that is capable of hosting top-level events, a learners pool, a leisure pool and a hydrotherapy pool. It is also being designed with consideration given to triathlons and diverse aquatic sports. The draft designs also

aim to accommodate potential extensions in the future, such as a café, gym, community centre, sports rooms, or shops.

We are currently working with the Logic Group and Baker Garden to create several options for the design layout.

Our Challenge

Initial Council figures have estimated a new aquatic complex to cost around \$15 million. Our key philanthropic funders will be charitable funding bodies, corporate sponsorship, and donations from families and individuals. We are currently producing a funding capability study and working to create a robust funding strategy, both to build and to operate the new aquatic complex.

This sum will not be possible without the partnership of DCC. We know how community-council partnerships work and we know that we can work together to build a new aquatic centre in Mosgiel.

In December we need to present to Council a fully-detailed proposal for a new aquatic centre in Mosgiel including our funding plans. If our proposal is accepted, it will be considered as part of the Council's 10-year budget.

Your Advice

It is planned that the investment required for these new facilities will be found through a focused capital fundraising campaign to be launched early next year. We have therefore decided to engage consultants to assist in developing a fundraising plan. To do this work, advice and guidance will first be sought from those who we believe may have an interest in this proposed facility for Taieri.

We hope that we can call upon the commitment of individual benefactors, corporate sponsors, grant-making trusts and, in due course, the gifts of the public at large for the Aquatic Centre.

Your confidential thoughts on the proposed campaign would be most helpful as we go forward in developing the fundraising plans – to make sure that we are moving in the right direction and maximising our prospects of success

APPENDIX III

The Insistent Voice (by Carlton Ketchum)

In any fundraising campaign, there is usually only one sure source of suggestion, inspiration and strategy ... only one never-failing incitement to essential action. That is the insistent voice of the professional director, the person who is placed at the centre of the campaign to see that it moves forward.

Volunteers 'do the work'; they solicit the contributions. But each volunteer has other things to think about ... other responsibilities or attractions. Each can give only a fraction of their time, and therefore their attention, to a cause or an institution. Frequently the volunteer must put off efforts on behalf of one cause for others that press harder for his or her minutes and thoughts.

It is significant that in most campaigns, things stop happening after the professional director leaves. Many more calls could be made. There are always prospects who have not yet been seen but should be. The volunteers are as devoted as ever to the institution and they should keep right on working. But they do not.

Someone must be in touch with all that is underway, must know what everyone is doing, must apply reinforcement here, and revision there. Someone whose sole responsibility is to get things done, must provide the patience, the persistence, the resourcefulness, to channel the generous enthusiasm and self-sacrifice of those to whom the campaign is an avocation, a part-time job.

That someone must be paid. It must be an individual who must make good. Who must make a full-time profession of getting things done. Someone with the required judgement to direct the timing and strategy which brings success ... the character and tact necessary to inspire volunteer workers ... the adaptability to meet local conditions ... and energy - lots of it. They must see, and make others see, the utter significance of the time factors. They must know what to do and when to do it.

Someone with an insistent voice must fit the campaign to the institution and to the community. The director must determine how an appeal should be made, and to what groups. He or she must analyse the number and type of prospects, and determine the most effective approach for soliciting them; they must know, for

example, how to solicit industries, foundations and employee groups - each requiring a special approach. It is the director's job to plan inspiring meetings, to highlight the right activities, and to build lasting goodwill for the institution. The director must be intimately familiar with the most efficient campaign office procedures and must set up proper systems to record and collect pledges.

There must be someone to organise and train volunteers, and then to create and sustain their enthusiasm. The director must inspire confidence in leaders and workers alike.

Most important, perhaps, there must be someone who will not give up ... whose insistent voice will spur others on to victory. That someone - the professional director - must generate and sustain the momentum, which transforms a campaign from a chore into an enthusiastic crusade. The insistent voice must at all times be tactful, cheerful and respectful. But those who employ this special someone are glad that the insistent voice is there.'