

10.3

Report to / Rapport au:

**Ottawa Public Library Board
Conseil d'administration de la Bibliothèque publique d'Ottawa**

February 13, 2024 / 13 février 2024

Submitted by / Soumis par:

**Sonia Bebbington, Chief Librarian and Chief Executive Officer / Bibliothécaire en
chef et Directrice générale**

Contact Person / Personne ressource:

*Craig Ginther, Division Manager, Service Planning / Directeur, Planification des services
(613) 580-2424 x41490, Craig.Ginther@BiblioOttawaLibrary.ca*

File Number: OPLB-2024-0213-10.3

SUBJECT: 2023 Fund Development Update

OBJET: Mise à jour 2023 sur le développement de fonds

REPORT RECOMMENDATION

That the Ottawa Public Library Board receive this report for information.

RECOMMANDATION DU RAPPORT

**Que le Conseil d'administration de la Bibliothèque publique d'Ottawa prenne
connaissance du présent rapport à titre d'information.**

BACKGROUND

As per the *Public Libraries Act, RSO 1990, c.P.44* (“the Act”), the Ottawa Public Library (“OPL” or “the Library”) Board (“the Board”) retains accountability for the full range of decisions affecting the organization. The Board has decided, however, to use a model of governance that focuses trustee attention on setting strategic direction and objectives, making decisions on major projects, and monitoring performance. As noted in Board Policy OPLB-002 Delegation of Authority (“the DOA”), the Board retains authority to approve frameworks for advocacy, fundraising, and major sponsorships,

and delegates to the CEO authority for their implementation and management, noting that implementation must be in keeping with the overall principles of the DOA Policy.

As per Board direction at the November 30, 2021, Board meeting, and subsequent changes to the OPLB Policy 010 CEO Reporting and Monitoring, staff provide the Board with fund development update reports twice a year. The most recent update to the Board was provided at the October 10, 2023, meeting (File Number: OPLB-2023-1010-10.5), and covered the period of January through June 2023.

The purpose of this report is to provide the Board with a summary of fund development activities from January 2023 through December 2023.

DISCUSSION

OPL has two fund development streams: Annual giving and the Ottawa Central Library (OCL) *Unlock Potential* campaign.

Annual giving

Annual giving is an ongoing process that currently uses, as its primary tactic, email appeals to cardholders who agree to receive information regarding fund development at OPL, and also includes unsolicited donations. Donations can be made online, via cheques mailed to OPL, estate gifts, or in a branch (by cash, debit, or credit card). Walk-in donations at branches are typically directed to a specific branch, or to library materials purchases.

Staff are pleased to report that the 2023 activities have resulted in \$241,749 in donations to OPL this year, a significant increase over the 2022 total of \$73,101.

An increase in the number of monthly donors in recent years¹, the impact of email appeal messaging, and the receipt of estate gifts contributed to the recent results.

***Unlock Potential* campaign**

The *Unlock Potential* campaign raises funds specifically for the OPL Central branch at Ādisōke.

¹ When eblasts started in December 2020, there were seven monthly online donors to OPL. As of December 31, 2023, there are ninety-four monthly donors.

Fund development for the *Unlock Potential* campaign consists of developing and executing a major gifts program in support of the Central branch at Ādisōke. As noted in earlier reports to the Board, the campaign is currently focused on cultivating and soliciting major gift prospects, including individuals, corporations, and charitable foundations.

At the beginning of 2023, in conjunction with the OPL Board Ad hoc on Fund Development, OPL established a target for the 2023 calendar year of \$1.5M. This target was based on the campaign focus of cultivating and soliciting major gifts, consulting with community leaders, developing support materials (including a website and promotional video), as well as evaluating the strategy and exploration of opportunities to build profile for the campaign and Ādisōke.

In 2023, Fund Development cultivated numerous gift prospects and staff are optimistic for upcoming announcements. 2023 results total \$214,526.33, which includes one major gift of \$200,000. This brings the cumulative campaign total to \$1,750,476 at December 31, 2023.

Table 1: 2024 “*Unlock Potential*” Campaign Focus

| Activity | Recent Progress | Next steps |
|---|--|--|
| Cultivation and solicitation | Invitations to top prospects to tour the Ādisōke construction site; invitations from prospects to submit proposals | Continue to cultivate and solicit top prospects to secure commitments; continue to invite prospects for tours; engage community leaders and prospects; host future tours |
| Coordinate receipt of planned giving | Received regular unsolicited or previously planned donations. | Continue to sustain relationships |

As additional support for the quiet phase, OPL secured the services of a strategic consultant, Advancement Resources Counsel, Inc., to undertake a refresh and update of the campaign, including updates to campaign plans and materials, adjusting for

current status, as well as advising on and actively assisting lead gift prospect identification, initiation and cultivation. This work is ongoing.

Other Funds

As noted in previous Board updates regarding fund development, there exist two additional sources of funds to support the Central Library project; these were created prior to the development of the *Unlock Potential* Campaign.

- The Friends of the Ottawa Public Library (FOPLA) have set aside \$100,000 in the FOPLA New Central Library Charity Trust.
 - This fund is valued at \$111,335.00 as of the close of 2023.
- Former Ottawa City Councillor Jan Harder donated proceeds from the Jan Harder Charity Golf Classic to the Ottawa Central Library (OPLF Jan Harder Main Charity Library Fund).
 - This fund is valued at \$111,733.68, as of the close of 2023.

The next fund development update will be presented in Q3 2024.

CONSULTATION

Ongoing consultations regarding the overall fundraising strategy and support for campaigns are conducted regularly with members of the 2023-2026 OPL Board Ad hoc Committee on Fund Development, as well as with OPL Senior Management and key staff on an as-needed basis.

ACCESSIBILITY IMPACTS

Ottawa Public Library supports and considers the *Accessibility for Ontarians with Disabilities Act, (2005)* in its operations. There are no immediate accessibility impacts associated with this report.

BOARD PRIORITIES

This report supports the OPL Strategic Directions and Priorities 2020-2023, specifically 1.3 and 3.2:

“To create the destination experience for the Ottawa Central Library;” and;

“To develop and implement a fundraising plan.”

BUSINESS ANALYSIS IMPLICATIONS

There are no direct business analysis implications of this report. Staff will continue to require data analysis as part of the process of segmenting donors to maximize fund development potential, as described in this report.

FINANCIAL IMPLICATIONS

Funds raised through the Unlock Potential Campaign will serve to offset increasing costs of furniture, fixtures and equipment due to inflation, and to support enhancing technology, programming, and the visitor experience in the Central branch. Staff will continue to monitor actuals against projections, and account for any discrepancy in the annual financial planning via the budget process.

LEGAL IMPLICATIONS

There are no legal implications associated with this report.

INDIGENOUS AND GENDER EQUITY IMPLICATIONS

There are no specific Indigenous, gender or race equity implications associated with the report recommendation, but due to the nature of *Ādisōke*, *Unlock Potential* Campaign activities inherently have implications for First Nations, Inuit, and Métis peoples. The name *Ādisōke* was given to the facility by the Anishinābe Algonquin Host Nation, reflecting the depth and sincerity of the partner institutions' appreciation for the ongoing engagement with Kitigan Zibi Anishinābeg and the Algonquins of Pikwakanagan First Nation. This ongoing engagement will include discussion of spaces and services at the Central branch.

RISK MANAGEMENT IMPLICATIONS

There are no risk management implications associated with this report.

TECHNOLOGY IMPLICATIONS

There are no technology implications associated with this report.

DISPOSITION

Staff will share information regarding secured gifts (i.e., those with an actionable signed agreement document) with the Board in a timely manner.