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Report to / Rapport au:

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

September 13, 2022 / 13 septembre 2022

**Submitted by / Soumis par:
Danielle McDonald, Chief Executive Officer / Directrice générale**

Contact Person:

*Michael Poliwoda, Program Manager, Major Gifts & Partnerships / Gestionnaire de portefeuille, Dons majeures et partenariats
(613) 580-2424 x32181, Michael.Poliwoda@bibliooottawalibrary.ca*

File Number: OPLB-2022-0913-10.5

SUBJECT: Fundraising Update

OBJET: Mise à jour sur la collecte 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 Board (OPLB) 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.

At the December 2018 Board meeting (OPLB-2018-1202), the OPLB approved the establishment of a fundraising function, supported the creation of an Ad hoc Committee on Fundraising, and directed staff to begin implementing a fundraising program through the budget process.

The Fundraising Framework was approved at the March 9, 2021 OPL Board meeting (OPLB-2021-0104). Subsequently, the Board approved amendments to Board policies 002-OPLB Delegation of Authority, 008 OPLB Fundraising and Donations, 010 OPLB CEO Reporting and Monitoring to support the fundraising function. As part of the amendments to Policy 002, the Board granted delegation of authority to the CEO for donations acquired through fundraising, with an additional requirement for the CEO to report out annually on fundraising and donations.

In October 2021, as part of the project update and fundraising strategy report (OPLB-2021-1001), the Board approved a fundraising target of \$7M for FF&E be established to address the financial pressure.

At the November 30, 2021 OPL Board meeting, staff provided an interim update presentation on fundraising. The Board also approved changes to OPLB Policy 010 CEO Reporting and Monitoring, increasing the frequency of reporting on fundraising from once per year to twice per year. These were made subsequent to the November meeting. At the March 8, 2022, OPL Board meeting, as part of the reporting requirements for fundraising, the Board received a fundraising report (OPLB-2022-0302) on activities during the 2021 calendar year.

The purpose of this report is to provide the OPL Board with an update on fundraising activities from January 2022 to July 31, 2022, and to provide the Board planned activities through to 2022-year end.

DISCUSSION

OPL has two fundraising streams: 1. Annual Fundraising; and, 2. Campaigns. Annual fundraising is an ongoing process that uses several tactics to raise funds for numerous programs and initiatives within OPL. Campaigns are built around a specific project, usually with a set timeline or date. OPL currently has a campaign in place to raise funds

for Ādisōke, the new joint Central Library project with Library and Archives Canada (the Ottawa Central Library Campaign, entitled “Unlock Potential”).

Annual Fundraising

Annual fundraising consists of developing and implementing tactics to raise funds for the overall OPL system. Since 2012, OPL has received funds via a donate button on the OPL website, which direct donors to Canada Helps, a third-party donation processing service for the nonprofit sector.

In late 2020 and 2021, the main fundraising tactic implemented was the use of eblasts. Eblast fundraising appeals are sent through email and are targeted to cardholders who provided consent to receive fundraising information from OPL upon registration of a new library card. Engaging cardholders is an opportunity to test fundraising messaging and explore opportunities. Over the years, approximately 40,000 individuals agreed to receive fundraising information.

The 2020 and 2021 campaigns were successful, averaging approximately \$15,000 per eblast. Building on the success of 2021 eblasts, three eblasts were planned for 2022. The first eblast in March 2022 was centred around the theme of March Break programming for children and youth. It raised more than \$5,000, which was less than the late season eblast tests. Of note, in early February 2022 the monthly average from online donations spiked by 500%. This may be attributed to late donors from the holiday appeal.

Eblasts are planned for September and the final eblast of the year will be the annual holiday appeal in December. The two planned eblasts (September and December) are projected to bring in approximately \$15,000 each with an additional \$8,000 projected from monthly donations to year end.

In addition to eblasts, OPL continues to receive donations in several other ways: via online donation, cheques mailed to the library, and cash donations received at branches.

Donations received to July 31, 2022, place OPL at 44% of the \$65,000 target for 2022; noting that two eblasts remain. A breakdown of donations received to date is further described in Table 1.

Table 1: Annual Fundraising results for January – July 31, 2022:

| Donations received in 2022 (January – July 31, 2022) | |
|---|--------------------|
| Monthly online to date | \$ 16,183.57 |
| March eblast | \$ 5,050.00 |
| Walk-in donations & other | \$ 7,609.60 |
| Total | \$28,843.17 |

Campaigns

OCL Campaign fundraising consists of developing and executing a major gifts program in support of the “Unlock Potential” Fundraising Campaign for the Ottawa Central Library (OCL). At the beginning of 2022, in conjunction with the ad-hoc committee on fundraising, OPL established a target for the 2022 calendar year of \$2,000,000. This target was based on the campaign focus of cultivating and soliciting major gifts, consulting with community leaders to develop a volunteer fundraising team, developing support materials (including a website and promotional video), hosting an inaugural campaign cultivation event, as well as evaluating the strategy and exploration of opportunities to build profile for the fundraising campaign and Ādisōke.

From January to July 31, 2022, OPL received pledges totaling \$165,000. Based on a cursory review of other library fundraising efforts, donation amounts are lower than in previous years. Raising funds for a campaign is also new for OPL. As per fundraising best practices, much of the work is currently focused on campaign cultivation and solicitation, and activity remains high (see table 2, below).

At the present time, OPL has a number of verbal commitments that, if materialized, will bring OPL closer to the 2022 target by year end. In addition, there is tremendous potential in the pipeline.

Table 2: 2022 “Unlock Potential” Campaign Focus

| | |
|------------------------------|--|
| Cultivation and Solicitation | <ul style="list-style-type: none"> • Researched prospect list of 200 donors • Cultivated 50+ top prospects. Results: secured 4 pledges and 3 verbal commitments. Refined |
|------------------------------|--|

| | |
|---|--|
| | <p>donor recognition plan, including donor name recognition</p> <ul style="list-style-type: none"> ○ 58 OPL specific spaces identified ○ More than \$10,000,000 in recognition potential |
| Campaign volunteer team and ongoing recruitment | <ul style="list-style-type: none"> • Recruited four community members to assist in fundraising activity • Limited traction engaging prospects • Recommendation made for cultivation event (details below) |
| Strategies for the remainder of 2022 | <ul style="list-style-type: none"> • Continue to cultivate and solicit top prospects to secure commitments before year end |

Summary

At the time of writing, Annual Fundraising activities (eblasts) have been successful and are on track to surpass last year’s total. Conversely, Campaign Fundraising activities at mid-point 2022 have been slower with regards to signed (confirmed) donations. Increased efforts to cultivate prospects continue, however, and have resulted in progress in terms of building relationships with perspective donors and increasing the potential donations in the pipeline. The next fundraising update report will reflect the annual results from 2022 and will be presented in early 2023.

CONSULTATION

Consultations included members of the OPL Board Ad-Hoc Committee on Fundraising, as well as OPL Senior Management and staff. This report is in line with the fundraising framework approved by the OPL Board in March 2021.

ACCESSIBILITY IMPACTS

OPL 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: to create the destination experience for the Ottawa Central Library; and 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 fundraising potential, as described in this report.

FINANCIAL IMPLICATIONS

Funds raised through the OCL Campaign will offset the \$7 million goal for furniture, fixtures, and equipment (FF&E), as directed by the OPL board on October 19, 2021. Staff will continue to monitor actuals against projections, and account for any discrepancy in the annual financial planning via the budget process or via Library Reserves.

LEGAL IMPLICATIONS

There are no legal impediments to implementing the recommendations in this report.

INDIGENOUS AND GENDER EQUITY IMPLICATIONS

There are no specific Indigenous, gender or race equity implications associated with the report recommendation. Due to the nature of the joint Central Library project with Library and Archives Canada (Ādisōke), OCL Campaign fundraising activities inherently have Indigenous implications. 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.

RISK MANAGEMENT IMPLICATIONS

There are risks associated with the OCL fundraising campaign. Should fundraising targets for the OCL campaign not be met, allocation of funds would be required from OPL Reserves and or annual capital budgets, as described and approved by OPL board, October 19, 2021.

TECHNOLOGY IMPLICATIONS

There are no technology implications associated with this report.

DISPOSITION

The next fundraising report is scheduled for early 2023 and will provide 2022-year end results. Major announcements may be shared with the OPL Board via memo prior to that date.