



OTTAWA PUBLIC LIBRARY

2018 Study Report

Prepared by: KCI (Ketchum Canada Inc.)

MANDATE & METHODOLOGY

As part of Ottawa Public Library's (OPL) plans to raise private funds to support the new central library, KCI was mandated in December 2017 to conduct a fundraising feasibility study.

Significant work was done in the early months with key OPL staff to ensure the organization was well positioned to discuss this major development project with potential supporters. This included:

- 13 internal consultations with senior OPL leadership, Board members, and the Friends of OPL Association (FOPLA), and LAC City staff between January-February 2018
- An environmental scan that was presented and discussed late February 2018
- Discussion on critical campaign success factors and study preparations along with a review of the highlights of the internal consultations on March 20, 2018
- Development of the position paper for the external consultations and a list of potential interviewees

27 external consultations were conducted between June and October 2018 with key opinion leaders, major philanthropists, corporate leaders, partner organizations, and other leaders with an affinity to, and/or close friends of, OPL.

This report includes a summary of key findings and observations, and based on KCI's experience and conclusions, a proposed action plan and strategy for consideration. The report can serve as the campaign's blueprint for the next stages of preparation and activation of the new major fundraising initiative.

CONSULTATION TOPICS

Overview of the topics and questions explored during the interviews:

Profile of OPL	<ul style="list-style-type: none">• Profile of the Library• Key strengths & attributes• Its new vision & development plans• Its positioning relative to other causes in the philanthropic marketplace• Its partnership with Library & Archives Canada
Positioning the Case	<ul style="list-style-type: none">• Receptivity to the plans for the new Central Library• Impact of this project for the community• The key messages

	<ul style="list-style-type: none"> • Case elements (capital, program, technology) • The revenue sources • Priority and sense of urgency • Discussion on next stages of development • Questions and comments from the participants
Campaign Strategy	<ul style="list-style-type: none"> • Launching a fundraising effort • Campaign strategy: leveraging government support, Major Gifts, Community Engagement... • Partnerships, recognition & naming opportunities • Level of communications required • Need for a foundation • Level of interest - a philanthropic priority for them?
Goal & Financial Support	<ul style="list-style-type: none"> • Potential to attract \$10-15M from the private sector • The various target audiences & best way to approach them • Potential donors/partners & how to engage them and recognize their support • Different messages for the various target audiences • Building & maintaining relationships
Institutional & Volunteer Leadership	<ul style="list-style-type: none"> • Qualities needed for the campaign leadership • Possible champions & volunteer leaders • Possible campaign structure & management of activities • Their interest in getting involved and the role they could play
Timing	<ul style="list-style-type: none"> • Design-Bid-Build planning and timing • Construction: 2019-2022 • Opening: early 2023 • Proposed campaign timeline (2019-2021) • Current economic climate and philanthropic environment • Other elements to be considered

FINANCIAL GOAL TESTED

Planning a campaign with a financial objective between \$10 and \$15 million

Type of Gifts	# Gifts	Amount	Total	Cumulative	% Goal
Aspirational Gift	1	\$5 000 000	\$5 000 000	\$5 000 000	33%
Leadership Gifts	1	\$2 500 000	\$2 500 000	\$7 500 000	78%
	2	\$1 000 000	\$2 000 000	\$9 500 000	
	2	\$500 000	\$1 000 000	\$10 500 000	
	5	\$250 000	\$1250 000	\$11 750 000	
Major Gifts	10	\$100 000	\$1 000 000	\$12 750 000	98%
	15	\$50 000	\$750 000	\$13 500 000	
	30	\$25 000	\$750 000	\$14 250 000	
	50	\$10 000	\$500 000	\$14 750 000	
Community Engagement	Numerous smaller gifts		\$250 000	\$15 000 000	100%

FEEDBACK FROM CONSULTATIONS

A review of the key findings from the internal and external consultations

PROFILE OF OPL

Need to communicate the role of the 21st century library

Polarizing views on the role of “the library”	<ul style="list-style-type: none"> • There is considerable nostalgia surrounding the library, tied to family and childhood use • Important community hub, vibrant social centre • Place of equalization and accessibility • Libraries are changing for the better, chance to reinvent itself • Losing relevance in the digital age, all information is online – though an opportunity for education regarding digital literacy
--	---

	<ul style="list-style-type: none"> Libraries are antiquated, stoic, conjure up stereotypes of the quiet librarian, dewy decimal system Library is a tough sell – it's not sexy Lack of understanding about the current library user, who are they and why do they use the library, who will use it in the future?
Ottawa Public Library Profile	<ul style="list-style-type: none"> OPL is low key, not part of people's lives, conversations or consciousness Surprise at number of users Current OPL central branch is dingy, outdated, sketchy, disappointing, not somewhere you want to go, walk right past it, go to other branches, limited/no parking Limited use usually at local branches vs. central, usually for children or quick book sign out and return Though, at same time, some felt the branches seemed livelier, full of activity

COMMENTS ON THE NEW CENTRAL LIBRARY PROJECT

Excitement for the project and what it means for Ottawa

Great project	<ul style="list-style-type: none"> Fantastic opportunity, the community needs this, excited about it. Dream big!
Great location	<ul style="list-style-type: none"> Central location, close to new LRT station which will make it even more accessible. Will be a project revitalizing LeBreton – an anchor, a neighborhood changer.
Do it right: make it a landmark destination!	<ul style="list-style-type: none"> The look and architecture is paramount, a potential new landmark for Ottawa, bring the WOW factor! Do it well! Photos and architects renderings will be important; the community will want to be consulted. Hope it will be beautiful, modern, open, physically interesting, cool... and have a special vibe. Make it a destination, gathering place, meeting spaces, needs to draw people in. Massive opportunity to do something great, represent the new Ottawa. Financial partners will be disappointed if it's not done well, if isn't something to be proud of. DO IT RIGHT! Even if it costs extra it will be worth it, don't do it half way, don't cheap out . Follow other local successes (Shaw Centre, NAC, War Museum, OAG). Halifax, Toronto, Vancouver and now Calgary have built wonderful new central libraries – all very successful - and we can build something exciting for Ottawa.
Community Engagement	<ul style="list-style-type: none"> Carefully plan the architectural design, a great opportunity for public consultation . An opportunity to more fully engage the cultural community (as done within City Hall).

An important community hub

Wonderful news of federal	<ul style="list-style-type: none"> A plus! A brilliant idea – Will bring even greater credibility.
----------------------------------	---

funding for a joint facility	<ul style="list-style-type: none"> • Carefully plan common space and programming (such as genealogy) for maximum impact. • Plan service integration where appropriate, will be very complementary. • Will require solid planning and coordination – great synergy and collaboration between the two teams – Provides national opportunities. • More than a facility – ‘an experience’, ‘creating a community’, ‘coolest library in the world’.
A unique project	<ul style="list-style-type: none"> • A ‘one of a kind’ project! It’s exciting and great for Ottawa. • Visionary, ‘revolutionary’, world-class, ‘emballant’, a showcase, a legacy project, a community hub, ‘rassembleur’, iconic, a centerpiece.
Planning with LAC	<ul style="list-style-type: none"> • Pleased to hear of the great collaboration between the two institutions and the joint planning process taking place regarding spaces and programming.
Questions External participant	<ul style="list-style-type: none"> • Will the facilities be available for booking from private individuals, community groups, artists, corporate events? What about parking? • Will this be an international competition? What will the consultation process look like?

THE CASE – PROGRAMMING

The right mix of programming will attract users and supporters.

Go Beyond Books	<ul style="list-style-type: none"> • The right mix of programs will be needed to draw people to the library and encourage engagement, use and support. • Access to knowledge and resources is important, equalization removes stigma of ‘free’. • Think about all the ways to nurture learning and open minds, where is education/learning going? • Need to be future oriented, beyond books: showcase technology, innovation, maker spaces, experiential, hands on learning, STEM, science, digital literacy, financial literacy, music, art, food... • ‘Will they be brave enough to have fun?’ E.g. take a note from book stores and host anticipated book launches, like Harry Potter – be creative, encourage people to camp out, have fun. • Interest from corporate partners to support specific programming (i.e. financial literacy, showcase learning technology). • Consider the various community audiences and what they are seeking from the library, and design programming for them (youth, seniors, young moms, families, students, tourists, entrepreneurs, artists, community groups, new immigrants, etc.). • Needs a cool factor to engage younger generation. • Don’t dismiss the older generation who are already bought into the library and are power users (speakers series, workshops, committee group meeting spaces).
Linkages & Integration	<ul style="list-style-type: none"> • Support for LAC collaboration and opening up access to their collections, potential exhibits ; consider whether this will give the project a national scope – will this be “Canada’s library”? • Consider how this will be aligned with Ottawa’s smart city strategy (this came up often). • How will the library be integrated with what is already going on across all parts of the city, services,

	<ul style="list-style-type: none"> and programming (social services, festivals, tourism)? Should be an economic and educational hub; consider natural linkages with local business, entrepreneurs, students, academia (Algonquin College, La Cité collégiale, uOttawa, Carleton).
Impact?	<ul style="list-style-type: none"> Detail the social and economic impacts: who will this benefit, what will be different as a result of this?

POSITIONING THE CASE

Communications strategy key to successfully positioning the project

Need a solid communication plan	<ul style="list-style-type: none"> Ensure all key players – at OPL and the City speak with one voice about the project. Internal communications will be as important and external communications. Public relations through the Design-Bid-Build process critical, a great opportunity for public engagement. Need to think that the fundraising initiative will also require solid communications. Need to ensure appropriate planning and resourcing, plus coordination between the City and OPL.
Case and key messages will be critical	<ul style="list-style-type: none"> Need to talk about the evolution of libraries, its place in a smart city, its social impact, its partnership with Library and Archives Canada, the funding sources, the building and the enhanced programs, the benefits to the whole system, etc. Carefully position the joint project, sources of funding. Waiting to hear from the province – timing of their funding decisions will impact campaign planning and messaging as well. The fundraising should be for the programming – new and enhanced; the messaging to date has been about the new facility being fully funded by the City and the Federal government. Telling stories and testimonials will be a great addition to the case and powerful.
Focus on the Central Library	<ul style="list-style-type: none"> Talk about innovation, that it will be a benefit to the whole system (but don't make part of the case) - Talk about program enhancement, technology. At the same time, careful in building expectations plus questions around sustainability.
General comments	<ul style="list-style-type: none"> Ensure address various issues (e.g. the impact of the move). For some issues, it will be a balancing act between evidenced based decisions versus political decisions. This cannot be avoided – will need to carefully plan through the development of the project.

COMMENTS ON CAMPAIGN STRATEGY

Thoughtful and careful planning

Questions around the set-up of a foundation	<ul style="list-style-type: none"> The majority of the external participants felt that a foundation was not needed. Comments about organizations being more effective when staffing is from within – important to be well integrated with programming and marketing activities; a foundation can be costly.
--	---

	<ul style="list-style-type: none"> • Not needed for the campaign per se, could be considered later . • Re endowment funds - could be managed by the City or even by the Ottawa Community Foundation (donors have already established funds there with OPL being the recipient).
Campaign planning & Execution	<ul style="list-style-type: none"> • Need to carefully position the campaign and ensure professional support. • Plan along the project roll-out. • Focus on major gifts and, later in the campaign, allow for community participation. • Great assets for naming opportunities and neat program opportunities for new partnerships. • Focus primarily on contributions and partnerships, NOT on sponsorships since they are more difficult to manage and deliver on expectations.

Alignment will be important

Naming opportunities	<ul style="list-style-type: none"> • Understanding the City's policies, procedures will be important – are opened to the concept. • Will be more complex as a joint project, especially for common spaces. • Need to determine Federal government's receptivity (LAC is an agency not a crown corporation) – Will need to work out the approval process.
Other	<ul style="list-style-type: none"> • Be prepared: leadership of the project will be important. • Combat skepticism regarding city building projects (vision, budget, time, scope).

GOAL AND FINANCIAL SUPPORT

Story will be key to engaging donors and partners

Philanthropic Marketplace	<ul style="list-style-type: none"> • Most feel \$10-15M is achievable. Ottawa is a generous city, there is a lot of wealth in Ottawa, the \$5M aspirational gift may be a challenge, naming of spaces and programs will be important. • A few potential 6 figure gifts were identified during the interview process. • Lots of competition in the marketplace, the biggest being the new campaign now being planned for the Ottawa Hospital, there is donor fatigue – the same people are always asked. • Need to position OPL in the marketplace – will be seen as a municipal entity and not necessarily as a charity. • Discussion about government not being able to do everything, like where hospitals and their foundations were 20-25 years ago. • Ottawa not an easy fundraising marketplace – need to work hard and be very strategic. Leadership will make the difference.
The story is key	<ul style="list-style-type: none"> • Financial investment in the project will hinge on the story: what is the impact, how will it make Ottawa a better place? • Need to create civic pride and show the changing face of Ottawa, people want to buy in and be a part of a winning team, of a new exciting and impactful development project. What is the unique

	<p>value proposition? “Don’t miss out!”</p> <ul style="list-style-type: none"> • Create buzz, build excitement. • Messaging will be important: the project needs to be positioned as innovative, aggressive, progressive, future oriented, and about more than books – how does it encourage digital literacy as an example. • What is the social and economic impact? Where does it fit with Ottawa being a ‘smart city’?
--	---

Many ready to consider supporting the project

Indication of support	<ul style="list-style-type: none"> • Most participants who said they would make or would consider making a gift, were not necessarily willing to identify a gift range for their support – most commented that it would be in the lower or mid levels of the gift chart. • Only a handful of study participants actually indicated the range of giving that could be considered and they were in the range of \$50,000 to \$250,000. • Several corporations actually indicated being open to conversations around possible partnerships. • Institutions such as the colleges indicated that there could be interesting partnerships to develop from a programming perspective and that OPL may even want to explore the possibility of participating in their co-op programs or link to their student placements and internships especially in the design and communication programs. • A few participants indicated that this would not fit within their philanthropic/giving priorities.
Participants seek deeper engagement with OPL	<ul style="list-style-type: none"> • Those corporations open to conversations around possible partnerships talked about the different ways they could support the project; which could be through sponsorship or partnerships related to programming that could be a combination of dollars and gifts in kind (software as an example). A few even indicated the possibility of employee engagement, through volunteerism or even facilitating their participation as possible donors. • As mentioned, the majority of participants who indicated they might consider a gift to OPL’s campaign also indicated that they would need more detailed information before they would be willing to make that gift and that the story would need to be right.

INSTITUTIONAL & VOLUNTEER LEADERSHIP

Need a core group of champions to be successful

Institutional Leadership	<ul style="list-style-type: none"> • Recognition that this is a complex project with three key players – OPL, City, LAC + continue to engage the Friends. • Support from Elected Officials at all levels, as well as senior leadership, is required. • Engage the OPL Board members as key ambassadors as well, along with FOPLA.
Fresh Faces	<ul style="list-style-type: none"> • Need key volunteer leaders who are committed to the project and will be the first donors at the

	<p>table, leading by example.</p> <ul style="list-style-type: none"> • Consistent feedback to engage new champions that represent the new Ottawa, don't ask the same people who lead every campaign. • If this is the library of the future, the new generation should lead the charge, time for them to step up, show the changing face of Ottawa. • Various names have been mentioned to engage as champions and potential leaders for the fundraising effort.
General Comments	<ul style="list-style-type: none"> • There is never a good time. • Now is as good a time as any. • Make sure you are ready to go. • Link the campaign roll-out to the project planning. • Having architectural renderings and images ready and available will be important in attracting both significant philanthropists, corporate partners, and the general public.

OVERALL OBSERVATIONS

KCI's point of view and overall assessment

The new central library project is a great opportunity for OPL to position itself in the marketplace and engage and mobilize the community around this exciting initiative for Ottawa

- Throughout KCI's Study, a number of opportunities and issues were identified – most of which are consistent within the non-profit sector. Some of these are actually part of the trends we currently see, including the importance of clearly articulating the case and the impact of projects, building the pipeline of major potential supporters, segmenting the stakeholder base to strategically connect with them and engaging the Board and the senior team as ambassadors.
- It should be noted that OPL needs to position itself in the marketplace as many organizations have done over the past 15-20 years, explaining how government funding cannot cover everything and the importance of philanthropy and partnerships to support its vision and major new developments.
- Investment in a mobilization strategy and plan is needed to build awareness and help increase understanding of the role of the 21st century library (beyond books) and will go a long way in supporting the fundraising effort. The majority of study participants saw "the story" of the library today and its beneficiaries and community impact as a critical enabler for fundraising success.
- Substantial attention to space utilization and programming and talking about the impact of the development priorities are required and must be thoroughly described in proposals and communications materials. More specifically, descriptions must

be developed for each space or program to be promoted including the funding needed, the anticipated outcomes and the envisioned impact. This should be presented succinctly to get the donors' attention and motivate action.

- As a result, the fundraising should be focused on the OPL programming needs; the new and enhanced programs and services at the Library along with the collaborations planned with Library & Archives Canada. The naming opportunities, though, could be tied to either the programs or to a space. A specific, highly- customized plan will be required that would be tied to the strategic positioning of the project.
- One more element to keep in mind as the campaign plans are developed is that today's volunteers have less time to dedicate to these fundraising efforts. They are prepared to be involved based on their connections and availability and work best in a less structured environment. Thus, most organizations keep their volunteer structure more fluid, often bringing people together in small groups.

OVERALL ASSESSMENT

The following are the keys to campaign readiness:

- Well-defined case to inspire giving and participation.
- Senior leaders' ability to present a compelling vision and inspire confidence.
- Experienced, capable fund development team.
- Evaluated, qualified prospect pool to achieve the financial goal.
- Leadership level and pacesetter donors & partners who provide validation and momentum and help to raise giving sights.
- Engaged senior volunteer leaders with influence.

PROPOSED STRATEGY FORWARD RECOMMENDED CAMPAIGN GOAL

Most participants thought a \$10-15 million goal in the Ottawa marketplace is doable, even though there are other competing priorities in the region, especially considering the upcoming Ottawa Hospital Foundation major campaign. From their perspective, a solid and highly targeted strategy and plan will be required with the involvement of a dedicated team of staff and volunteers, led by the CEO.

KCI recommends that OPL continue planning a fundraising effort of \$10-15 million that would include an aspirational gift of \$5 million

All planning should be around a \$10M objective. Strategic considerations:

- This will be a mix of monetary contributions and gifts in kind or various types of partnerships, possibly a 50/50 split.
- The \$5M aspirational gift could be from one or possibly a consortium of friends – still to be investigated; this will take time.
- Focus will need to be on the development of relationships with the key potential donors, partners and volunteers identified during the consultations and the building and deepening of those relationships.
- Increasing the capacity of the OPL team to plan and manage the fundraising and communications activities.
- The timeframe for this overall goal would be five years, leading up to the opening of the new facility.

We believe a \$10 million+ goal is within reach for OPL for the following reasons:

- Many participants saw the new central library as an opportunity to define the ‘new Ottawa’ in every sense: a progressive, innovative, collaborative initiative that is integrated with the smart city strategy, anchors Ottawa’s ‘new downtown’, and is championed by the new leaders and influencers of the future Ottawa.
- Participants were excited about the potential programming opportunities (beyond books) and once these are defined with more clarity and specificity, donors and partners will be receptive to discussing their possible involvement.
- Several potential financial donors and partners expressed the possibility of supporting OPL.
- The \$5M aspirational investment may take time and most indicated OPL needed to continue talking about it and exploring opportunities.
- Conversations demonstrated that this initiative is an opportunity to go beyond philanthropy, leveraging networks, building on connections and encouraging collaboration and integration across the cities academic, economic, arts and social sectors.
- To be successful, OPL will need to ensure a financial investment in the planning and management of fundraising activities and in the communications activities at the appropriate level.

RISK ASSESSMENT

The following are potential risks for OPL that must be mitigated and monitored on a regular basis through thoughtful planning:

- **The level of the leadership gifts:** These gifts will be critical to fundraising success. It will be important to focus on these gifts in the early phase of campaign preparation and to present giving opportunities that are inspiring and in keeping with transformational investments.
- **The aspirational gift:** This will take time and may come from one donor, even possibly from a consortium. It still needs to be explored and assessed and will in fact define the magnitude of the overall goal. The campaign volunteer leadership will be key in making this happen.
- **Capacity building:** OPL needs to make an investment in its resources to plan and manage this special fundraising effort. This special campaign initiative could serve as the springboard for a permanent fundraising program at OPL. This should be seen as an investment and setting the path forward regarding revenue generation. It will also be important to embrace a culture of seizing opportunities, stretch thinking, and how to translate challenges into opportunities.
- **Pipeline development:** Everything needs to be done regarding the development of your donor list and the building and deepening of relationships. OPL must continue to focus on further qualifying existing prospects, as well as identifying/qualifying new prospects. Attention will need to be given to the development of engagement strategies for each of the leadership and major gifts prospects.
- **Volunteer leadership:** Just as critical as the donor pipeline will be the volunteer pipeline. The magnitude of gifts required for the campaign will require senior community and corporate leaders with connections they can bring to bear for the campaign.
- **Timing:** It is important to link campaign activities with the planning phases of the new facility, taking full advantage of the opportunities to showcase the plans and then the various stages of construction.
- **Competitive campaigns:** OPL's bold and forward thinking campaign will be entering a very crowded and highly competitive sector. This underscores the need for a strategic campaign plan and case that will capture donor attention and support

FUNDRAISING STRATEGY

- Position as a fundraising initiative to support the Central Library plans which will, at the same time, help build capacity and serve as a springboard for a sustainable revenue generation program at the Library.
- The project is very well received; once a detailed, dynamic and innovative case for support is developed, donors and partners will be receptive to discussing their possible involvement.
- A thoughtful mobilization strategy will be critical, paired with a specific marketing strategy around the project – organizing

special information sessions with the CEO could be a central piece of the mobilization strategy.

- Get people excited and on board as champions and leadership volunteers.
- Start with a Top 20 to set the tone and the pace of the campaign; take time to develop strong relationships with those pacesetting donors and partners.
- Then roll-out to the next 50-100; this fundraising effort will be won on the major gifts and partnerships strategy and results.
- Work closely with the Friends of OPL to design a signature event and other activities that could take place leading up to the opening, with some possibly continuing on an annual basis.

KEY ELEMENTS FOR CONSIDERATION

Case for support 'The Story'	<ul style="list-style-type: none"> • Position paper generally well received, good messaging. • Need further development to answer questions, position the 'new' library, pull key themes, package opportunities from the perspective of space utilization and program development/enhancement and then naming opportunities. • Clearly present the vision, the strategic direction, the relevance of the new Central Library; share stories and testimonials, demonstrate impact. • Answer the What, Why, How and So What. • Will need a dynamic communications & marketing strategy.
Institutional Leaders	<ul style="list-style-type: none"> • Library senior management team and Board, City of Ottawa key leaders, LAC management team – all supportive of the project and will be key spokespeople for the project; to determine their respective roles. • Library's CEO has a key role to play to inspire the community on the relevance of the Central Library – will be THE key spokesperson. • To partner with the Chief Librarian and Archivist at LAC to promote the shared vision and common goals.
Experienced Team	<ul style="list-style-type: none"> • General understanding internally that need an investment in this area. • Interviewees indicated the importance of having solid professional support. • Majority indicated that the Library did not need to set up a foundation to be positioned for success. • See this as an opportunity to build capacity for the organization.
Prospect Pool	<ul style="list-style-type: none"> • In a development mode. • Leading families, foundations and corporations identified though need to determine connections, level of interest and capacity.

	<ul style="list-style-type: none"> • This will be ongoing work – need to set up as ‘building blocks’. • Will require research and a structured donor management system to ensure.. relationships are developed and nurtured to optimize support and active engagement. • To focus initially on the top of the pyramid then determine the possible strategy for community engagement.
Pacesetting Donors & Partners	<ul style="list-style-type: none"> • Start with a Top 20 as early supporters to set the tone and the pace of the fundraising effort. • Will be a mix of philanthropy and partnerships – make it exciting to support and participate. • Focus on key potential prospects – each approach will need to be highly customized. • Link cultivation and mobilizing activities to the planned project roll-out
Senior Volunteers	<ul style="list-style-type: none"> • No other factor influences the success of the campaign as much as its leadership. • A few community leaders indicated an interest/possibility of getting involved. • On-board early champions and ambassadors. • Link to those pacesetting donors and partners identified.

CAMPAIGN PREPARATION

OPL must develop a comprehensive plan that includes a solid case, a solid marketing and communications strategy, and targeted mobilization

- Refine the case and identify program needs and opportunities for partnership, including identifying naming opportunities of spaces and programs. The right mix of attractive programming for all ages and stages will draw users, and corporate partners.
- Develop a solid marketing and communications strategy that first focuses on creating awareness and understanding about role and value of the 21st century library; the activities should be closely linked to the construction plans and roll-out of the new facility.
- Based on specific identified projects, tell a compelling story about who is impacted by these projects and how the new library and these new spaces and programs will transform the community for the better.
- Integration is important: the more community partnerships and linkages, the better.
- There are very strong feelings about the physical look and feel and its impact on civic pride. Ensure community consultations are planned, executed, and managed carefully.

- Strengthen OPL's internal staff capacity for a major fundraising effort. Proposed structure to include:
 - Major Gifts & Partnership Manager
 - Communications Strategist
 - Administrator/Coordinator
- Build the donor and volunteer pipelines.
- Determine pace-setting donors and develop strategies to initiate discussions.
- Activate the mobilization and cultivation activities of current and identified major donors and potential partners, building on the conversations that took place during the study process.
- Engage leadership in key meetings with potential volunteers, donors and partners.
- Start the recruitment of volunteer champions and invite them to share their advice on the strategic positioning of the campaign, to participate in prospect review and to assist, where appropriate, in initial approaches to pace-setting donors.

PROPOSED ROLL-OUT

Next Stages of Planning To June 2019	<ul style="list-style-type: none"> • Approve strategy forward • Follow-up with Study participants • Develop campaign plan • Develop Case for Support • Develop marketing strategy and communications plan • Launch information sessions with CEO • Recruit the team • Package programs for partnership opportunities • Design recognition & naming opportunities • Build major gifts pipeline, determine strategy • Mobilize key champions
Pacesetting Donors & Partners 2019-2021	<ul style="list-style-type: none"> • Recruit volunteer leadership • Focus on Top 20 • Finalize fundraising materials • Implement marketing strategy

	<ul style="list-style-type: none"> • Conduct information sessions; build awareness and excitement for the project • Plan various waves of solicitation based on interest and connections • Design customized proposals • Recognize & celebrate support received – major gifts, partnerships • Conduct benchmark review
Community Engagement 2021-2023	<ul style="list-style-type: none"> • Continue major gifts activities • Once have solid results, start planning the community phase • Design plan and activities around the key milestones of the construction roll-out and the planned opening date • Build volunteer teams as needed • Ensure regular communications to inform the community of plans forward, continue creating excitement • Regular assessment of activities
The Opening 2024	<ul style="list-style-type: none"> • Will become a focal point for many of the community activities • And a key deadline to complete the major gifts activities • Time for recognition and celebration with donors, partners, volunteers <p>Then:</p> <ul style="list-style-type: none"> • A full assessment of the fundraising effort and establishment of a permanent fundraising program at OPL