

Report to / Rapport au:

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

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Submitted by / Soumis par:

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File Number: OPLB-2022-0302

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 (OPL) 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.

Over the past few years, fundraising activities at OPL have developed. In December 2018, OPL received a consultant's report to establish 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. Subsequently, the Board approved amendments to Board policies 002-OPLB Delegation of Authority, 008 OPLB Fundraising and Donations, 010 OPLB CEO Reporting and Monitoring. As part of the amendments to Policy 002, the Board approved 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 an additional \$7M dollars for Furniture, Fixtures and Equipment (FF&E), and that a fundraising target of \$7M for FF&E be established to address the financial pressure.

At the November 30, 2021 OPL Board meeting, as part of a direction from the Board, staff provided an interim update 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. As such, the Board will be presented fundraising update reports in March and September, annually.

The purpose of this report is to provide the OPL Board with an update on fundraising activities from January 2021 to December 2021.

DISCUSSION

OPL has two fundraising streams: Annual Fundraising and Campaigns. Annual fundraising is an ongoing process that uses a number of 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 has a campaign in place to raise funds for Ādisōke, the new joint Central Library project with Library and Archives Canada (Ottawa Central Library Campaign).

Annual Fundraising

Prior to 2020, funds received annually were unsolicited. This is referred to as passive fundraising where a donor donates without being asked. There has been a donate button on the OPL website since 2012, which directs donors to CanadaHelps, a third-party donation processing service for the nonprofit sector. On average from 2015 to 2019, online donations through CanadaHelps, totaled approximately \$9,600 annually.

Through the creation of a fundraising program, OPL developed a more active annual giving program. Annual fundraising consists of developing and implementing tactics to raise funds for the overall OPL system. 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. Over the years, approximately 40,000 individuals agreed to receive fundraising information. Engaging cardholders was an opportunity to test fundraising messaging and explore opportunities.

To increase the potential of annual donations, the cardholder data was analyzed and segmented into several giving categories. Each segment was assigned a rating for likelihood of giving. As returns are measured, further analytics will be explored.

In early spring 2021, the plan for eblasts was developed, based on previous results and lessons learned. The 2021 plan included two eblasts:

- The theme of the August eblast was “help bridge the digital divide” and focused a targeted fundraising message on the importance and need for Chromebook and wi-fi hotspots.
- The theme for the December eblast focused on the year in review and included a holiday message.

In addition to eblasts, OPL continued to receive donations online, through cheques mailed to the library, or cash delivered to branches.

Annual Fundraising results for 2021 were as follows:

Donations received in 2021 (Jan – Dec)	
Online (passive)	\$ 15,307.00
August/September 2021 eblast	\$ 15,147.00

December 2021 eblast	\$ 15,905.00
Walk-in donations	\$ 4,149.00
Total	\$ 50,508.00

Ottawa Central Library (OCL) Campaign Fundraising

OCL Campaign fundraising consists of developing and executing a major gifts program in support of the new Central Library.

In implementing the OCL campaign fundraising program, the following steps were taken to set up campaign readiness, including:

- Prospect list development, research and segmentation
- Development of policies and procedures
- Acquisition of tools including donor management software and research tools.
- Recruitment of honorary campaign chair and volunteers
- Development of campaign materials, including brochures and cases for support
- Development of a campaign communications plan
- Establishment of donor recognition plan, including donor name recognition
 - 58 OPL specific spaces identified
 - More than \$10,000,000 in potential funding

The campaign team is currently cultivating and soliciting major gift prospects.

OCL Campaign Fundraising results for 2021 were as follows:

Donations received in 2021 (Jan – Dec)	
Anonymous	\$1,000,000.00
CN Transportation Services	\$10,000.00
Ottawa Centre Eco-District	\$11,950.00
Individual donors	\$145,000.00
Total	\$1,166,950.00

Other

Prior to the development of the OCL fundraising campaign, two additional sources of funds were created in support of the Central Library project. The Friends of the Ottawa Public Library (FOPLA) have set aside \$100,000 (FOPLA New Central Library Charity Trust, at the time of writing account balance is sitting at \$107,727). This fund was established in 2011.

Councilor Jan Harder donated proceeds from the Jan Harder Charity Golf Classic to the Ottawa Central Library (OPLF Jan Harder Main Charity Library Fund, at the time of writing account balance sitting at \$108,113). This fund was established in 2013.

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

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: 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.

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, but 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 gifted 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 surplus, as described and approved by OPL board, October 19, 2021.

TECHNOLOGY IMPLICATIONS

There are no technology implications in this report.

DISPOSITION

The next fundraising update report is scheduled for September 13, 2022, and will provide an update on progress made. Major announcements may be shared with the OPL Board prior to that date.