The background of the slide is a light gray gradient with several realistic water droplets of various sizes scattered across it. The droplets have highlights and shadows, giving them a three-dimensional appearance. The main title is centered in the upper half of the slide.

# FUNDING A CITY MISSION REBUILD

A CASE STUDY

IN 45 MIN

# TOM BRADY



# REVIEWING ORGANISATIONS



The background features a light gray gradient with several realistic water droplets of various sizes scattered in the corners. The droplets have highlights and shadows, giving them a three-dimensional appearance. They are located in the top-left, top-right, and bottom-right areas of the page.

# AUCKLAND CITY MISSION

# AUCKLAND CITY MISSION



**497,628**

meals by our emergency food parcels



**12,753**

emergency food parcels to individuals & families in desperate need



**42,106**

visits to our Homeless Drop-In Centre



**1,055**

drug and alcohol assessments



**3,019**

bed nights at our residential drug and alcohol facility



**14,362**

medical consultations



**112**

homeless people with support into housing



**411**

home visits to support isolated older people



**\$1,743,678**

worth of food to the hungry via Foodlink



**8,000**

children with Christmas presents



**2,000**

guests with Christmas Lunch



**47**

Community organisations with food via Foodlink

# AUCKLAND CITY MISSION

- 2008 MISSION IN THE CITY
- GFC
- STAGNATING FUNDRAISING
- TRIALING NEW FUNDING STREAMS
- \$8M ANNUAL BUDGET – ONLY 10% FROM CONTRACTS / GOVT



# OUTCOME

- STICK TO WHAT YOU ARE GOOD AT.
  - USE EXISTING DONORS INTELLIGENTLY.
  - TARGET WEALTH.
  - CONSIDER A CAPITAL CAMPAIGN.
- 

# THE CHALLENGE



# APPLYING STRATEGY

$$1 + 1 + 1 =$$

# THE THREE PLATFORMS

## **Operational Funding**

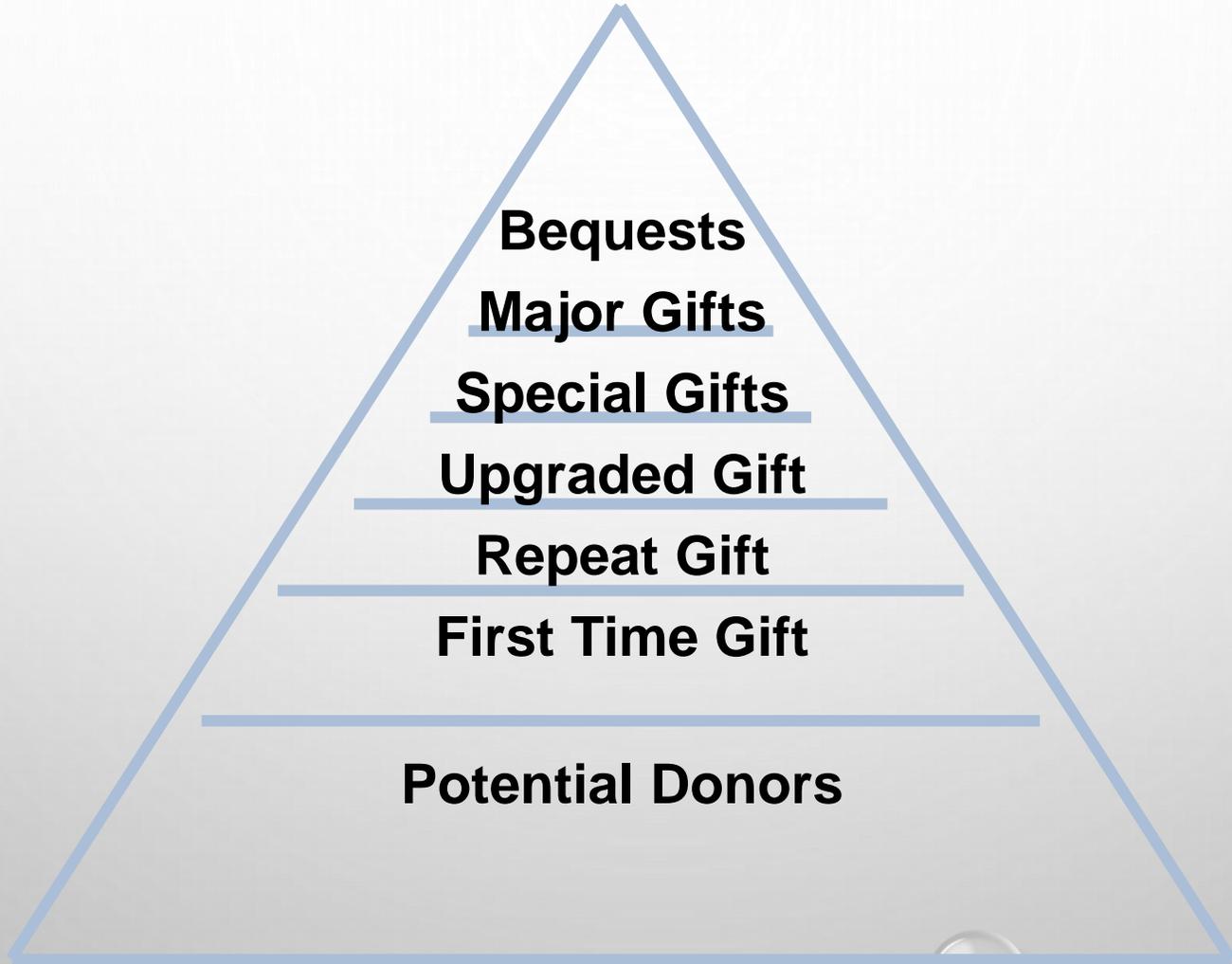
Budget driven, to sustain operations.

## **Capital Funding**

Opportunity driven, to fund special projects and programmes.

## **Endowment Funding**

Vision driven, to secure the future.



# MYTHS

- ALL WE NEED TO DO IS TO GET 10,000 PEOPLE TO GIVE \$1,000.
- I'M GIVING MY TIME. I DON'T NEED TO GIVE MONEY TOO.
- PEOPLE ARE ALREADY GIVING TOO MUCH. WE CAN'T ASK THEM TO GIVE MORE.
- CORPORATES WILL WANT TO SUPPORT THIS.

# CHARITABLE GIVING

- GIVING WITH NO EXPECTATION OF A RETURN OR REWARD
- NOT THE SAME AS 'GIVING AWAY' SOMETHING

# STRATEGIC GIVING

OR IS IT “GIFTING”?



# THE THREE PLATFORMS

## Operational Funding

Budget driven, to sustain operations, given from salary and wages.

## Capital Funding

Opportunity driven, to fund special projects and programmes, given from savings or capital.

## Endowment Funding

Vision driven, to secure the future, given from accumulated assets.

# A CAPITAL CAMPAIGN

- A LARGE AMOUNT OF MONEY
  - IN A SHORT TIME
  - FROM A RELATIVELY SMALL NUMBER OF PLANNED GIVERS
  - FOR A SPECIFIC PROJECT OF PROGRAMME.
- 
- IS USUALLY TRANSFORMATIONAL FOR THE ORGANISATION.



# BACK TO THE CITY MISSION...

## PLANNING FOR A CAPITAL CAMPAIGN

- WHAT IS THE PROJECT?
  - HOW MUCH WILL IT COST?
  - HOW MUCH DO WE HAVE?
  - SO, HOW MUCH DO WE NEED?
- 

# CASE FOR SUPPORT

- A DRAFT DOCUMENT BASED ON SENSIBLE PLANNING.
- WHY DO WE NEED THE MONEY?
- WHY DO WE NEED IT NOW?
- HOW MUCH DO WE NEED?
- TEST IT WITH THOSE WHO CAN MAKE IT HAPPEN.

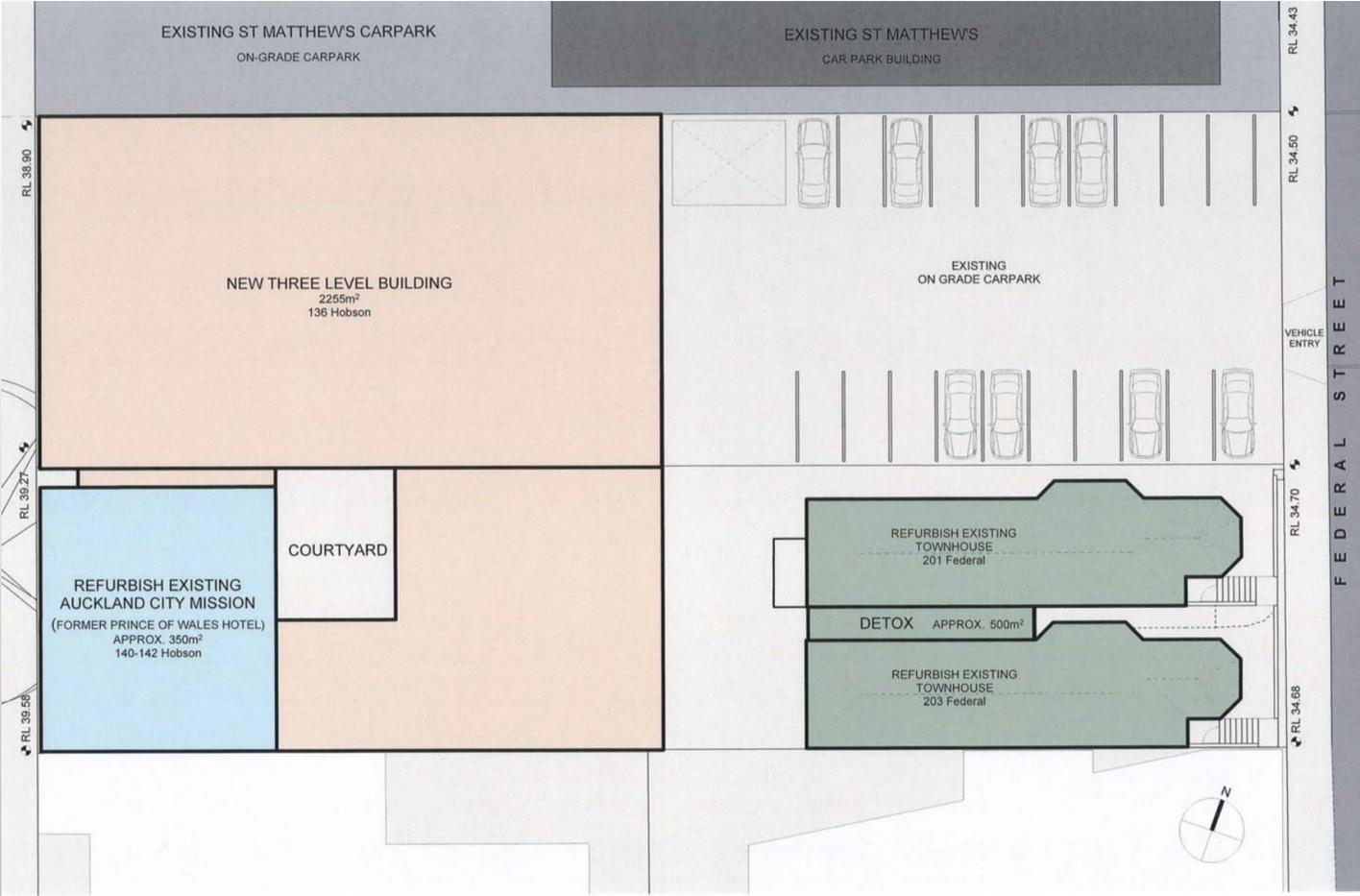


# CASE FOR SUPPORT

(CITY MISSION NOV 2014)

- A DRAFT DOCUMENT BASED ON SENSIBLE PLANNING.
  - WHY DO WE NEED THE MONEY? (OUR BUILDINGS ARE NOT FIT-FOR-PURPOSE)
  - WHY DO WE NEED IT NOW? (BUILDINGS ARE END OF LIFE)
  - HOW MUCH DO WE NEED? (\$20M)
  - TEST IT WITH THOSE WHO CAN MAKE IT HAPPEN.
- 

# PLAN A



EXISTING RETAINED AREA	850m <sup>2</sup>
PROPOSED ADDITIONAL AREA	2255m <sup>2</sup>
<b>TOTAL AREA</b>	<b>3105m<sup>2</sup></b>

**AUCKLAND CITY MISSION**

**OPTION 01 - CONCEPT PLAN - GROUND LEVEL**

1:200 @ A3 JULY 2014 REV A

INDICATIVE FLOOR PLAN SPACE LAYOUTS FOR THE PURPOSES OF OUTLINE CONCEPT ONLY. FURTHER CONSULTATION AND DEVELOPMENT REQUIRED TO PROGRESS PRELIMINARY DESIGN.

# A RETHINK

“WHAT AUCKLANDER WOULDN'T SUPPORT GIVING CITY MISSION WORKERS PROPER FACILITIES?”

“CITIES SEEM TO NEED THESE PLACES AND AUCKLAND IS GROWING AS A CITY.”

“DOES NOT MAKE SENSE TO HAVE LOW VALUE SERVICES ON A HIGH VALUE SITE.”

“IT IS A LOT OF MONEY TO MAINTAIN THE STATUS QUO.”

“I UNDERSTAND THE NEED TO BE THERE, BUT THE SITE IS TOO IMPORTANT NOT TO MAKE THE MOST OF IT”

# PLAN B



# THE REENGAGEMENT

- “WE LISTENED TO YOUR ADVICE.”
- GROWN TO AN \$85M PROJECT – BUT WITH PARTNERSHIPS, MUCH BETTER OUTCOME FOR SIMILAR FUNDRAISING TARGET.
- WE NEED HELP.
- “YOUR” CASE FOR SUPPORT.

# A CAPITAL CAMPAIGN

- A **LARGE AMOUNT OF MONEY**
- IN A SHORT TIME
- FROM A RELATIVELY **SMALL NUMBER OF PLANNED GIVERS**
- FOR A SPECIFIC PROJECT OF PROGRAMME.

# SCALE OF GIVING

		<b>Gift (\$)</b>	<b>Number Required</b>	<b>Total (\$)</b>	<b>% of total</b>
		<b>5,000,000</b>	1	5,000,000	20.0%
		<b>2,500,000</b>	1	2,500,000	10.0%
		<b>1,000,000</b>	4	4,000,000	16.0%
		<b>500,000</b>	8	4,000,000	16.0%
		<b>250,000</b>	12	3,000,000	12.0%
		<b>100,000</b>	16	1,600,000	6.4%
		<b>75,000</b>	20	1,500,000	6.0%
		<b>50,000</b>	25	1,250,000	5.0%
		<b>25,000</b>	30	750,000	3.0%
		<b>15,000</b>	50	750,000	3.0%
		Other Gifts		650,000	2.6%
		<b>TOTAL</b>	<b>167</b>	<b>25,000,000</b>	<b>100.0%</b>

# SCALE OF GIVING

	<b>Gross Annual Gift - 5 yrs (\$)</b>	<b>Gift (\$)</b>	<b>Number Required</b>	<b>Total (\$)</b>	<b>% of total</b>
	1,000,000	<b>5,000,000</b>	1	5,000,000	20.0%
	500,000	<b>2,500,000</b>	1	2,500,000	10.0%
	200,000	<b>1,000,000</b>	4	4,000,000	16.0%
	100,000	<b>500,000</b>	8	4,000,000	16.0%
	50,000	<b>250,000</b>	12	3,000,000	12.0%
	20,000	<b>100,000</b>	16	1,600,000	6.4%
	15,000	<b>75,000</b>	20	1,500,000	6.0%
	10,000	<b>50,000</b>	25	1,250,000	5.0%
	5,000	<b>25,000</b>	30	750,000	3.0%
	3,000	<b>15,000</b>	50	750,000	3.0%
		Other Gifts		650,000	2.6%
		<b>TOTAL</b>	<b>167</b>	<b>25,000,000</b>	<b>100.0%</b>

# SCALE OF GIVING

<b>Net Annual Gift (\$)</b>	<b>Gross Annual Gift - 5 yrs (\$)</b>	<b>Gift (\$)</b>	<b>Number Required</b>	<b>Total (\$)</b>	<b>% of total</b>
666,667	1,000,000	<b>5,000,000</b>	1	5,000,000	20.0%
333,333	500,000	<b>2,500,000</b>	1	2,500,000	10.0%
133,333	200,000	<b>1,000,000</b>	4	4,000,000	16.0%
66,667	100,000	<b>500,000</b>	8	4,000,000	16.0%
33,333	50,000	<b>250,000</b>	12	3,000,000	12.0%
13,333	20,000	<b>100,000</b>	16	1,600,000	6.4%
10,000	15,000	<b>75,000</b>	20	1,500,000	6.0%
6,667	10,000	<b>50,000</b>	25	1,250,000	5.0%
3,333	5,000	<b>25,000</b>	30	750,000	3.0%
2,000	3,000	<b>15,000</b>	50	750,000	3.0%
		Other Gifts		650,000	2.6%
		<b>TOTAL</b>	<b>167</b>	<b>25,000,000</b>	<b>100.0%</b>

# LEADERSHIP

- LEADERS LEAD BY EXAMPLE.
- LEADERS DO WHAT YOU CAN'T.
- LEADERS SHOULD BE USED TO ACT, NOT TO ORGANISE.
- COMMITTEES KILL ACTION.
- IT'S A PROJECT – IT'S PLANNED, MONITORED AND HAS AN END.



# ORGANISATION BUILT ON...

- NETWORKS

- MAJOR GIFTS
- CBD BUSINESS
- TRUSTS
- GOVERNMENT/COUNCIL

- CHURCH MEMBERS
- PROFESSIONAL WOMEN'S
- LEGAL
- PUBLIC APPEAL

- PROFESSIONALLY MANAGED

# TOWARDS A LAUNCH





QUESTIONS?

***IT'S NOT THE THOUGHT, IT'S THE GIFT THAT COUNTS...***

***...BUT WITHOUT THOUGHT IT'S NOT REALLY A GIFT.***

