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# **The prospect of raising funds for Capital Development Purposes for ‘The Crossing’ at Titirangi Baptist Church**

## **A Fundraising Feasibility Study Report**

This report is the property of The Crossing Project Team of Titirangi Baptist Church, and has been “anonymised” to protect confidentiality of participants and permit availability to a wider readership at the discretion of the Project Team.

March 2010

# 1. Executive Summary

This Fundraising Feasibility Study was commissioned to determine if the proposed development for The Crossing had sufficient support to proceed.

The study involved 37 interviews with 56 people associated with and beyond the Titirangi Baptist Church community.

## Summary of Key Findings

The key findings of the study reveal that:

1. The church holds a positive image of itself as family friendly, biblically focussed and attractive to new people. Visibility in the community is limited to local schools and those who are involved in church initiated programmes.
2. The church has a strong belief and desire to share its resources with the community, but some people have differing views on how and when.
3. There is overwhelming support for the concept of reaching out to the community and strong endorsement for the project, but people are divided between those ready to move now and those who hesitate because of a number of issues. A few people are not supportive of the project at present.
4. The main issues causing hesitation or concern are:
  - Not sufficient buy in; more and/or better communication needed
  - Timing of programmes to start before or after the facility
  - Aspects of leadership of the church and project
  - Ongoing operational funding
  - Staffing of programmes
5. There was evidence of a high level of willingness to be involved practically and financially in the project. The target of \$3.5m, while considered high was generally felt achievable through a professionally managed campaign, and a significant number of potential top level donor sources within and outside the church were suggested, although the top gifts were not identified.
6. A substantial number of people were suggested for a leadership role in the campaign. No clear indication of the key person to chair and lead the team of volunteers was evident, so this is an important aspect to address.
7. Although the economy will play a part, many are aware that there is a spiritual factor involved in giving, and the economic situation can be used as an excuse for lack of commitment.
8. The recent availability of neighbouring properties, and the already long time this project has been incubating were indications that it should proceed now and not delay.

## Summary of Recommendations

The following summary of recommendations is made as a result of the investigations:

1. That a Capital Fundraising Campaign to raise \$3.5m in pledges over 3-5 years is undertaken and that a fundraising professional be appointed to manage the campaign.
2. That the Preparation Phase of the Campaign commence as soon as possible to prepare the Fundraising Plan, prospect lists and appoint a Campaign Chair.

3. That the Marketing and Communications plan is developed to increase understanding and endorsement for the project.
4. That a Business Plan is developed for The Crossing for 1 - 5 years.
5. That issues about leadership identified in the report are addressed.
6. That the issue around formation of Trusts (re ownership and operation of The Crossing) is decided.
7. That approval is gained for application and use of funds from gaming and licensing bodies.

### **Components of a successful Capital Campaign**

The key requirements to ensure the best possible outcome of a Capital Campaign are:

Management by a professional fundraising organisation contracted for 12 months (and up to 18 months) to coordinate and direct the campaign.

Volunteer Leadership and particularly the Chair is critical to the ultimate success of this type of fundraising campaign

Obtaining the top level gifts from key individuals, Trusts and Funding Agencies is critical to the success of a capital Campaign and will inspire others to follow with their own support.

A Capital Fundraising Campaign involves 4 phases each requiring 3 months or more to complete:

1. Preparation: planning, identification of leadership and donor prospects
2. Intensive Quiet Phase: Leadership Gifts
3. Intensive Public Phase: Key Gifts, and General Gifts
4. Close and Follow-up Phase – ongoing donor communication, stewardship and pledge payments.

### **Conclusion**

This study has revealed that indications for success of the proposed Capital Fundraising Campaign for The Crossing are reasonably positive. One cannot guarantee success in any fundraising campaign, for there are a large number of factors, both individual and environmental, which can impact on the outcomes and are beyond the control of the campaign team or management. However, it can be said that the indications of support for this project and campaign are sufficiently high for us to endorse any decision to proceed with a campaign, based on the full recommendations provided in this report.

We are pleased to submit these findings and recommendations.