



Date	Monday, November 13, 2017
From	Darcy Chapman, Treasurer / Director of Financial Services and Infrastructure Management
Subject	New Library Facility Update (#2) – Fundraising Committee and Financial Update
Report No. FIM2017-44	Roll No. N/A

Recommendation

That Committee of the Whole recommend Council of the Municipality of Meaford:

1. Adopt the Terms of Reference for a Fundraising Committee for the Meaford Public Library Capital project with a goal of \$750,000; and
2. Enact a by-law to adopt the Donor Recognition Policy for the Meaford Public Library Capital project; and
3. Enact a revised appointment bylaw to appoint a member to the Project Advisory Committee; and
4. Direct staff to revise the draft 2018-2019 capital budgets to include \$750,000 in community fundraising initiatives.

Background

At the October 30th, 2017 Council meeting, the following resolution was carried:

That Council of the Municipality of Meaford:

Direct Staff to engage with the Friends of the Meaford Public Library to develop a fundraising terms of reference and donation recognition policy to be adopted by Council before December 1, 2017.

Carried Resolution #29-11-2017

Analysis

On November 1, 2017 staff met with representatives of the Friends of the Meaford Library (Friends) and the Library CEO to review draft terms of reference and a donor recognition program. Based on feedback from the group, certain changes were made to ensure clarity and simplicity. The final draft documents have been provided as Appendix 1 & 2.

Fundraising Committee Terms of Reference

The Friends wish to be the fundraising lead for the project. As a registered not-for-profit, this provides the ability for the group to issue charitable tax receipts. The intent of the document is to provide clear direction on the reporting relationship, committee composition and timeframe with which the committee will be operational. During the drafting of the document the Friends determined that the fundraising goal would be established at \$750,000.

Donor Recognition Program Guidelines

The document was developed to ensure that a recognition system was established to acknowledge all gifts to the Meaford Public Library Capital Campaign. By adopting the policy, the Municipality of Meaford will establish the following categories of gifts and donations that merit specific levels of recognition;

Donor Club	Giving Level	Recognition
Supporter	up to \$499	thank you letter, tax receipt, copy of newsletter, plus name in Book of Honour
Friend	\$500 - \$1,999	all of the above plus personal phone contact from a member of the Fundraising committee
Bronze	\$2,000 - \$4,999	all of the above plus name on the Wall of Honour
Silver	\$5,000 - \$9,999	all of the above plus recognition certificate to be delivered by a member of the Fundraising committee
Gold	\$10,000- \$24,999	all of the above plus acknowledgement in newsletter

Platinum	\$25,000 - \$49,999	all of the above plus commemorative plaque to be presented at appropriate time
Founder	\$50,000+	all of the above plus participation in ribbon cutting and official grand opening

Project Advisory Committee

An internal Library Project Team consisting of the Director, Financial Services & Infrastructure Management (Project Manager), Library CEO and Manager, Purchasing & Asset Management was established in 2016 to guide the process and act as the corporate contact for the Architectural Consultant.

Terms of Reference have been drafted to establish an internal Project Advisory Committee (Appendix 3) which will act as a resource to the Project Manager in the development, coordination, and management of the overall strategy for the design and construction of the library project within the space program and budgetary parameters as set by Council.

Membership on the Project Advisory Committee will consist of one appointed member of Council, the Chair of the Meaford Public Library Board, the Chair of the Fundraising Committee and the following Municipal staff:

- Director, Financial Services & Infrastructure Management (Project Manager)
- Library CEO
- Manager, Purchasing & Asset Management
- Director, Planning & Development
- Deputy Clerk, Council & Accessibility Coordinator
- Coordinator, Children & Youth Services
- Coordinator, Technical Services
- Supervisor, Building Maintenance
- Information Technology Technician

Financial Impact

In consultation with the Friends, staff feel as though the fundraising goal of \$750,000 is attainable based on the following analysis in relation to the Donor Recognition Program;

Donor Club	Minimum Requirement	# Anticipated Donors	Total Value
Bronze	\$ 2,000	50	\$ 100,000
Silver	\$ 5,000	20	\$ 100,000

Gold	\$ 10,000	10	\$ 100,000
Platinum	\$ 25,000	4	\$ 100,000
Founder	\$ 50,000	2	\$ 100,000
TOTAL			\$ 500,000

The remaining \$250,000 would come from donations between \$20 and \$1,999. Charitable tax receipts can be issued for donations of \$20 or greater.

Community fundraising of \$750,000 would reduce the overall financial impact on the tax levy by the corresponding amount. The chart below captures the total project costs and allocates the various funding sources that would be utilized to finance the project.

Project Cost Component	Total Cost	Funding Source					
		2018/2019 Tax Levy	390 Sykes Street Sale	Development Charges	Parkland Reserve Fund	Fundraising	Debt
Facility Purchase	\$ 1,525,000	\$ 275,000	\$ 700,000	\$ -	\$ -	\$ -	\$ 550,000
Professional Fees	\$ 499,600	\$ -	\$ -	\$ 147,000	\$ -	\$ -	\$ 352,600
Construction & Contingencies	\$ 2,956,200	\$ -	\$ -	\$ 821,300	\$ -	\$ 713,500	\$ 1,421,400
Parkland Development	\$ 132,300	\$ -	\$ -	\$ -	\$ 132,300	\$ -	\$ -
Furniture, Fixtures & Equipment	\$ 365,000	\$ -	\$ -	\$ 328,500	\$ -	\$ 36,500	\$ -
TOTAL	\$5,478,100	\$275,000	\$700,000	\$1,296,800	\$132,300	\$750,000	\$2,324,000

More importantly, the long term debt and subsequent annual debt repayment would be affected greatly. The current draft budget reflects debt payments of \$210,000 for a 25 year period. Reducing the overall debt by \$750,000 would provide the flexibility to either reduce the length of term by 10 years or the annual repayment to \$140,250.

Implications

Ensuring Terms of Reference and a Donation Recognition Program are approved by Council will lend credibility to the Friends ability to fundraise. The Community will know that it is a fully endorsed program of the Municipality ensuring the funds are allocated appropriately.

Strategic Priorities

This report supports the mission, vision and values of the Municipality of Meaford, as well as the goals and objectives set out in Council's Strategic Priorities 2015-2018, particularly with respect to:

Focus Area: Investing In Infrastructure
Objective: Fund Assets Responsibly

- A. Investigate and review all funding models and opportunities to support infrastructure needs, including long term debt.
- B. Evaluate funding opportunities to support one-time capital needs.

Focus Area: Strengthening Our Community
Objective: Promote Arts and Culture

- D. Support the opportunity for expanded library services and the determination of a location.

Consultation and Communications

As discussed earlier, staff have consulted with executive members of the Friends of the Meaford Library to ensure the documents were drafted in such a way to provide clarity and simplicity.

Conclusion

It is recommended that Council approve the Terms of Reference and Donor Recognition Program and further appoint a member of Council to sit on the Project Advisory Committee.

Supporting Documentation

- Appendix 1 – Terms of Reference – Fundraising Committee
- Appendix 2 – Donor Recognition Program Guidelines
- Appendix 3 – Terms of Reference – Project Advisory Committee

Respectfully Submitted:

Darcy Chapman
Treasurer / Director of Financial Services and Infrastructure Management

Reviewed by:
Denyse Morrissey, CAO

Meaford Public Library Capital Project

Fundraising Committee Terms of Reference

1. Introduction

A *Library Project Advisory Committee* has been formed to coordinate a multitude of tasks and activities necessary to establish a new library facility within the Municipality of Meaford. At a projected cost of \$5.5 M, the new library facility concept is intended to address a variety of community needs, to address deficiencies in accessible space, explore partnership opportunities, and establish a multi-purpose community facility that supports existing and extended library needs and community programming.

The *Fundraising Committee* has been created to assist the Municipality in securing community financial support for the development of a new library facility.

2. Purpose

The purpose of the *Fundraising Committee* is to develop a fundraising and sponsorship strategy that aims to raise \$750,000 within the Municipality of Meaford and potentially larger Grey County over a period of 2 years.

3. Objectives

The objectives of the *Fundraising Committee* shall include:

3.1. Community Fundraising

- a. Review existing fundraising initiatives with the Municipality and carry out a fundraising capacity assessment to confirm and/or establish realistic sponsorship and community fundraising targets;
- b. Develop a comprehensive fundraising strategy that identifies corporate and community fundraising targets;
- c. Develop a donor recognition program that appropriately acknowledges differing levels of corporate and private contributions;
- d. Create a sponsorship program that could enable naming rights to specific components of the library facility;

- e. Identify administrative requirements required to implement all fundraising and marketing / promotional plans and recruit and provide recommendations to the Project Steering Committee concerning the funding of such services.

3.2. Government Liaison

- a. Identify potential public / government funding partners and programs and act as the primary point of contact;
- b. On behalf of the *Library Project Advisory Committee*, initiate and manage application processes for government assistance programs; and
- c. Develop a strategy to establish relationships with key public officials.

3.3. Marketing & Promotion

- a. In conjunction with the Municipality's Communication Department, outline an integrated advertising and communications strategy that aims to build awareness of fundraising efforts; and
- b. Develop a strategy and schedule towards the organization of special community events to raise awareness of project fundraising efforts and objectives.

4. Committee Composition

Membership on the *Fundraising Committee* will consist of at least four active members from the Friends of the Meaford Library, one member from the Meaford Public Library Board and preferably include a minimum of two business and community leaders or individuals who have previously been involved in major capital fundraising initiatives and/or have a background in marketing and promotion.

Members will be appointed by Council following a recruitment process and recommendations from the Friends of the Meaford Library.

5. Donation Receipts

The Friends of the Meaford Library is a recognized not-for-profit charity and will collect all funds on behalf of the Municipality of Meaford and will issue appropriate charitable tax receipts in accordance with Canada Revenue Agency regulations.

6. Auditing Requirements and Transfer of Funds

As a registered charity, the Friends of the Meaford Library will conform to all Canada Revenue Agency annual tax filing and auditing requirements.

Fund transfers from all donations collected must occur on a monthly basis no later than ten (10) business days after month end to allow the municipality to invest based on project cash flow demands and in compliance with the Municipality's approved Investment Policy.

7. Chairperson & Reporting Relationship

- 7.1. The *Fundraising Committee* shall elect a Chair and Vice-Chair from the members appointed by Council.
- 7.2. The Chairperson shall hold a citizen's position on the *Library Project Advisory Committee* and will report decisions and recommendations on the Committee's behalf to the *Library Project Advisory Committee*.
- 7.3. Decisions of the *Fundraising Committee* shall be reached by consensus and / or, where necessary, by a recorded vote.

8. Sub-committees

The Fundraising Committee shall appoint sub-committees as necessary for the purposes of the fundraising campaign. Sub-committees may include additional members of the public as appointed by the Fundraising Committee.

9. Committee Term

Preliminary planning for the new library facility has already commenced and, as such, fundraising efforts are intended to commence on December 1, 2017. Many variables will impact the timelines for design and construction however, it is anticipated Committees for this project phase will cease by December 31, 2019.

10. Conduct

The Committee shall conduct its activities in accordance with the approved Procedural By-law of the Municipality of Meaford.

The Committee shall publish agendas and minutes of meetings on the municipal website.

The Municipal Act shall bind the members of the Committee as it relates to confidentiality, conflict of interest, closed sessions, and any other requirement under the Act, which pertain to the conduct of officials.

11. Indemnities

Committee members shall be covered by the municipality's general liability insurance policy as it relates to Committees of Council activities.

Meaford Public Library Capital Campaign Donor Recognition Program Guidelines

Department: Library Services

Last Revision: November 2017

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[Program Summary](#)

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Policy Statement

The Municipality of Meaford recognizes the importance of voluntary contributions to the Meaford Public Library Capital Campaign. Donors have a right to receive appropriate acknowledgment and recognition for their gifts.

Program Summary

The purposes of this guideline are:

1. To acknowledge receipt of all gifts;
2. To express gratitude for support;
3. To cultivate awareness of the Meaford Public Library Capital Campaign program and goal;
4. To recognize donors publicly;
5. To inform donors of the opportunities for giving and to build the case for gifts; and
6. To encourage prospects to become donors.



Definitions

“Donor recognition” is the practice of providing recognition to donors for their gifts through formal and informal, personal and public expressions of appreciation.

“Municipality” means the Municipality of Meaford.

Program Details

What Constitutes a Gift or Donation?

The following are deemed as recognizable donations or gifts:

Gifts of Cash

Life Insurance

Where the policy has been placed in the name of the Municipality, the donor of that life insurance policy is recognized for the amount of the policy payments as they accumulate until the policy is paid. Once the insurance policy is paid in full, the donor is recognized

Other Non-revocable Planned Gifts

Planned gifts are recognized for the value of the gift on the day the gift is legally transferred to the Meaford Public Library Capital Campaign providing the terms of the planned gift contract identify it as a non-revocable gift.

Bequests

Bequests are recognized at the time they are received, not at the time they are described in the will of a prospective donor. Donors who wish to receive recognition for bequest-type contributions are encouraged to establish a non-revocable trust or some other form of non-revocable planned gift.

Pledges

Pledges are recognized for their annual payment only. The total pledge is recognized in the year that final payment is received.

Other

This category includes sponsorships and third party events that result in additional revenue for the Meaford Public Library Capital Campaign.

Who is Honoured?

All individuals, corporations, service clubs, community organizations, and philanthropic foundations who make monetary gifts and/or gift in kind donations to the Meaford Public



Library Capital Campaign. Included will be donations to the capital campaign, direct mail requests, memorials, tributes, endowments, special events, planned giving and unsolicited gifts.

Recognition Guidelines

A recognition system acknowledges all gifts to the Meaford Public Library Capital Campaign. The Municipality of Meaford has established categories of gifts and donations that merit specific levels of recognition as follows;

Donor Club	Giving Level	Recognition
Supporter	up to \$499	thank you letter, tax receipt, copy of newsletter, plus name in Book of Honour
Friend	\$500 - \$1,999	all of the above plus personal phone contact from a member of the Fundraising committee
Bronze	\$2,000 - \$4,999	all of the above plus name on the Wall of Honour
Silver	\$5,000 - \$9,999	all of the above plus recognition certificate to be delivered by a member of the Fundraising committee
Gold	\$10,000- \$24,999	all of the above plus acknowledgement in newsletter
Platinum	\$25,000 - \$49,999	all of the above plus commemorative plaque to be presented at appropriate time
Founder	\$50,000+	all of the above plus participation in ribbon cutting and official grand opening

Confidentiality

The names of persons, companies, organizations or agencies donating to the Meaford Public Library Capital Campaign will be considered confidential until such time as they are published according to the Recognition guidelines.

The donor may request anonymity from public display of his/her name.

The specific amount of a donation and terms of payment will be considered confidential at all times.

Access to this information will be limited to Municipal staff and designated individuals.

Administration

Gifts must always be acknowledged as promptly as possible.



Donors will be advised of the recognition program to which their level of giving places them and the associated benefits.

Inclusion in the Book of Honour and placement on the Donor Wall of Honour will be considered permanent.

Implementation of this program is the responsibility of the Municipality of Meaford or its fundraising designate.

Contact

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Attachments

N/A

Meaford Public Library Capital Project

Project Advisory Committee Terms of Reference

1. Introduction

An internal Library Project Team consisting of the Director, Financial Services & Infrastructure Management (Project Manager), Library CEO and Manager, Purchasing & Asset Management was established in 2016 to guide the process and act as the corporate contact for the Architectural Consultant. A *Library Project Advisory Committee* will be formed to assist with a multitude of tasks and activities necessary to establish a new library facility within the Municipality of Meaford. At a projected cost of \$5.5 million, the new library facility concept is intended to address a variety of community needs to address deficiencies in accessible space, explore partnership opportunities, and establish a multi-purpose community facility that supports existing and extended library needs and community programming.

2. Purpose

The purpose of the *Project Advisory Committee* is to act as a resource to the Project Manager in the development, coordination, and management of the overall strategy for the design and construction of the library project within the space program and budgetary parameters as set by the Council of the Municipality of Meaford.

3. Objectives

The objectives of the *Project Advisory Committee* shall include:

- 3.1. Act as a resource and advisory body to the Project Manager on all aspects of facility design and construction.
- 3.2. Functional Space Analysis
 - a. Identify and evaluate, in consultation with the Architectural Consultant, suitable user need requirements for each pre-established component of the library;
 - b. Establish a space program based on community need, study recommendations, Committee input, and professional advise;
 - c. Advise the Project Manager;

- d. Determine equipment and supply requirements in consultation with the Architectural Consultant;

3.3. Design & Engineering

- a. Develop a strategy to evaluate and incorporate recommendations of user groups and the public into the facility design;
- b. Oversee and manage the prescribed budget assigned to the project and provide regular updates on the project schedule to Council through the Project Manager. Any budgetary or serious design impediments shall be reported to Council immediately.

3.4. Construction

- a. Participate and advise the Project Manager on the tendering for project construction services;
- b. Provide regular updates to Council through the Project Manager on construction progress, timelines, and prescribed budgets.
- c. Monitor, and where appropriate, provide advice to the Project Manager and the Architectural Consultant on "change orders" and other general construction related issues.

4. Committee Composition

Membership on the *Project Advisory Committee* will consist of one appointed member of Council, the Chair of the Meaford Public Library Board, the Chair of the Fundraising Committee and the following Municipal staff:

- Director, Financial Services & Infrastructure Management (Project Manager)
- Library CEO
- Manager, Purchasing & Asset Management
- Director, Planning & Development
- Deputy Clerk, Council & Accessibility Coordinator
- Coordinator, Children & Youth Services
- Coordinator, Technical Services
- Supervisor, Building Maintenance
- Information Technology Technician

5. Chairperson & Reporting Relationship

- 5.1. The Project Manager shall be the chairperson of the *Project Advisory Committee*. The Chairperson will report decisions and recommendations on the Committee's behalf to Council.
- 5.2. Decisions of the *Project Advisory Committee* shall be reached by consensus and / or, where necessary, by a recorded vote.

6. Committee Term

Preliminary planning for the new library facility has already commenced and as such schematic design is intended to commence by December 1, 2017. Many variables will impact the timelines for design and construction however, it is anticipated Committees for this project will cease by December 31, 2019.