

FUND DEVELOPMENT PLAN SUMMARY

MARCH 2009

**Alberta Land
Trust Alliance
(ALTA)**

Prepared by: Dree Thomson-Diamond, ACFRE

Tel: 780.903.0481

Email: dree.thomson@telusplanet.net

PART 1: PLAN

INTRODUCTION

This Fund Development Plan is one element in a multi-step approach to capacity building embarked upon by the Alberta Land Trust Alliance (ALTA). The objective of this plan is to set out guidelines and timeframes for constructive fund development work on the part of the board, staff and committee volunteers of ALTA and to provide some guidance and direction to ALTA's development work with its members. The Fund Development Plan is designed to work with and, in several instances, is dependent upon the initiatives outlined in the Communications Plan, January 2009.

It is important to note that from a fund development perspective ALTA is looking to support three interrelated elements: effective grant making, endowment building and sustainability. As a new organization, the majority of ALTA's attention to date has been focused upon building its structure and only recently has fund development become an active topic. The sustainability of ALTA is integral to its ability to operate and thus to create effective grant processes and endowment capacity. ALTA cannot provide the calibre of member services and fulfill its 'one voice' mandate without adequate funding.

ALTA is in a challenging position with regard to fund development. As it enters into its final period of AENV funded support, ALTA does not have an established fund development program in place and is without a significant public profile. Every step is being taken to address this matter in the capacity building work, however, it must be recognized that time is of the essence and that very active engagement on behalf of all parties will be required to provide the necessary funding to achieve ALTA's vision, mission and mandate.

In situations such as ALTA's, counsel often recommends a Feasibility Study be undertaken to clearly determine funding opportunities that may be open to an organization. A Feasibility Study takes into consideration the opinions of a diversity of current and prospective funders and their interest in supporting ALTA. While this could be a prudent piece of research for ALTA to consider, the reality is that ALTA's fund development work must begin immediately. Any study that ALTA engages in would have to occur simultaneously with current development work which means that, while the Feasibility Study results would remain beneficial, much of the information will be gathered through the first direct solicitations undertaken by ALTA.

This Fund Development Plan has been crafted to direct immediate attention to ALTA's sustainability and then, once this has been established, contemplates future growth into endowments and grant allocations to members.

FUND DEVELOPMENT APPROACH

As with the Strategic Communications Plan, the Fund Development Plan relies on the leadership of ALTA's Board of Directors, membership, government departments, other stakeholders and complimentary environmental organizations. By setting an example, these people and organizations have the ability to mobilize other leaders in their respective communities to support ALTA, its vision, mission and mandate.

While this Plan focuses on fund development, many of the initiatives outlined draw significantly on the organization's ability to communicate its story effectively. In general, the Fund Development initiatives include:

- Create a fund development operational agreement between ALTA and its members, thus streamlining approaches to donors, funders and sponsors
- Create a diagram that clearly illustrates where ALTA fits in the Land Trust community (see Appendix 2)
- Promote ALTA's website as a reliable, up-to-date and easily accessible means of making a donation
- Focus on sponsorships and grants as a first significant source of funds
- Focus on annual, major and planned giving programs as significant sources of funds
- Utilize strategic approaches with a focus on the best return on investment of ALTA's time and resources with fund development initiatives
- Implementation of each stage will be phased in over time as resources are available

VISION

Alberta's future landscapes are rich in biodiversity and have strong ecological integrity.

MISSION

The mission of the Alberta Land Trust Alliance is to represent the land trust community and build capacity in land trusts to conserve diverse and ecologically important landscapes in Alberta.

DEVELOPMENT PURPOSE:

- To support and enhance ALTA's goal to build capacity within Alberta's Land Trusts
- To create sustainable funding for the Alberta Land Trust Alliance
- To create grant allocation capacity to support ALTA's members

DEVELOPMENT PROGRAM:

ALTA's development program will be founded on:

- The awareness that in order to succeed ALTA must clearly define and articulate its needs and priorities to an informed and interested audience.
- All fund development needs and priorities are approved by ALTA's board.
- Strong communications
 - Increasing the awareness of ALTA's need for private financial support
 - Increasing the awareness of ALTA's unique position as the voice and virtual service centre for Land Trusts in Alberta
- Nurturing a fund development culture within ALTA
- Creating investment opportunities
- Identification and cultivation of potential donors and supporters
- Building donor involvement and nurturing meaningful relationships
- Asking for and motivating gifts
- Supporting these activities with exemplary research, data base management, planning, evaluation, and service
- Educating ALTA's membership in appropriate, effective development work.

ALTA’S DEVELOPMENT SUCCESS IS DEPENDENT UPON:

- Donors, Sponsors & Funders - Those most likely to support its vision and mission – corporations, foundations both public and private, individuals, associations, members and others who could be encouraged to become involved as financial and advocacy supporters.
- Members – Those who look to ALTA for funding support, leadership and training.

ISSUES AND CHALLENGES

1. The question of how ALTA will sustain itself and deliver on its vision and mission has only come to the surface with the draft Implementation Plan dated August 5, 2008. ALTA will be severely limited in its ability to provide the calibre of member services and fulfill its mandate without adequate funding to sustain itself.
2. Any endowment funds created by ALTA will need to address more than one purpose – ALTA’s long-term sustainability, grant allocations and land trust sustainability to name a few.
3. As it enters into its final period (ending December 2010) of AENV funded support, ALTA does not have an established fund development program in place and is without a significant public profile.
4. Alberta’s Land Trusts have limited resources and are faced with a significant overarching question:

Who is going to monitor and steward conservation easements in perpetuity?

- a. Land Trusts are not-for-profit, charitable organizations made up almost entirely of individuals who are passionate about the conservation of land, but who frequently have insufficient funding to achieve the organization’s goals.
 - b. Donated land is gifted in perpetuity. The implications, both ethically and legally, should a land trust not be able to uphold the terms of any land conservation donation agreement in perpetuity could be enormous.
 - c. A number of the larger Land Trusts have a backlog of interested land donors, but are unable to enter new partnerships without long-term funding in place to cover the costs of stewardship and monitoring in perpetuity.
 - d. The Land Trusts are looking to ALTA to find a way to secure long-term funding and/or assist them with costs such as land assessments and valuation, legal costs (particularly in the case of easements being challenged in the courts), monitoring and stewarding.
5. The current economic climate will have a direct impact on government and private funding for ALTA

TARGETS

All fund development targets for this plan are drawn from the Alberta Land Trust Alliance Implementation Plan Draft (August 5, 2008) and the Business Plan (November 7, 2006). Insights are brought to this plan from the findings of the Mini Communications Audit and the Communications Plan (Nov 2008 & Jan 2009) and the experience of counsel.

The following excerpts provide guidance to the Fund Development Plan. It is important to note that where Revenue options have been outlined, the Fund Development Plan has addressed those that form a part of active development work and thus, fees have not been addressed:

ALTA Business Plan 2006

Goal 6: Land conservation activity in Alberta is stable, credible and sustainable.
Short-term Strategies (1-2 years)

6.1 Create a strategy to achieve significant, long-term endowment funding to support the easement and land acquisition work of land trusts.

Deliverable: Effective strategy developed for land conservation fund securement and distribution.

ALTA Implementation Plan 2008-2010

Goal 1: Alberta land trusts have the capacity to operate effectively

Strategy 1.2 Develop funding models for grants supporting capacity and training, securement, stewardship and sponsorship.

Action: 1.2.1 Establish funding criteria and a revenue allocation model

Grants for Capacity and Training will support:

- Public awareness/outreach
- Organizational development
- Human resources development
- Monitoring of compliance and effectiveness

Grants for Securement will support:

- Direct purchase of land and easements
- Indirect support costs such as appraisals, legal, staff time, and baseline data

Grants for Stewardship will support:

- Short-term enhancement including fencing, restoration and site clean-up
- Management and maintenance

- Enforcement, including legal defence
- Endowments

Conference sponsorship grants will support:

- Strengthening Stewardship At Every Step July 2009 conference
- Other sponsorships approved by the ALTA Board of Directors

Goal 3: The Alberta Land Trust Alliance is sustainable

Strategy 3.1 Develop a revenue model for ALTA

Action 3.1.1 Create a revenue development model

Revenue options for consideration include:

- Fees for brokering compensation payments and transferable development credit sales
- Endowments
- Fee for service
- Membership fees
- Operational funding
- Project aligned to the Land-use Framework and Water-for-Life

TARGETS FOR THE YEAR 2009:

- ALTA will establish a prospect base including the following:
 - ___ individuals
 - ___ corporations
 - ___ foundations
 - ___ members
 - ___ other
- ALTA will have an established operational agreement between itself and its members regarding the fund development methodology being used by ALTA.
- A Case Document and Fact Sheets produced as outlined in the Communications Plan.
- An annual report will be produced that complements the Case Document as a strong accountability tool.
- ALTA's sponsorship program will generate \$_____
- ALTA's grant program will generate \$_____
- ALTA's annual giving program will generate \$_____
- ALTA's Board giving campaign will result in 50% of the Board becoming individual donors
- All accountability reports to supporters, publics, provincial and federal government groups will be completed and submitted on time

TARGETS FOR THE YEAR 2010:

- ALTA will grow its prospect base to include an additional:
 - ___ individuals
 - ___ corporations
 - ___ foundations
 - ___ members
 - ___ other
- The Case Document and Fact Sheets will be reviewed and updated.
- An annual report will be produced that complements the Case Document as a strong accountability tool.
- ALTA's sponsorship program will generate \$_____
- ALTA's grant program will generate \$_____
- ALTA's annual giving program will generate \$_____
- ALTA will initiate a monthly giving program as a part of its annual giving program.

- ALTA's Board giving campaign will result in 75% of the Board becoming individual donors.
- ALTA will initiate a major and planned giving program targeted at select, qualified donor prospects.
- ALTA will establish an endowment program with an active, qualified donor prospect base of _____.
- All accountability reports to supporters, publics, provincial and federal government groups will be completed and submitted on time.

TARGETS FOR THE YEAR 2011:

- ALTA will grow its prospect base to include an additional:
 - ___ individuals
 - ___ corporations
 - ___ foundations
 - ___ members
 - ___ other
- An annual report will be produced complimenting the case document as a strong accountability tool.
- The case document and fact sheets will be reviewed and updated.
- ALTA's sponsorship program will generate \$ _____
- ALTA's grant program will generate \$ _____
- ALTA's annual giving program will generate \$ _____
- ALTA will ask its monthly donors to increase their monthly contributions and continue to seek to move annual donors into the monthly giving program.
- ALTA's Board giving campaign will result in 100% of the Board becoming individual donors.
- ALTA's major and planned giving program will have an active, qualified donor prospect base of _____.
- ALTA will establish an endowment program with an active, qualified donor prospect base of _____.
- All accountability reports to supporters, publics, provincial and federal government groups will be completed and submitted on time.

FUND DEVELOPMENT CULTURE

- **Understanding** – ALTA’s internal constituency (board, staff, and volunteers) is fully aware that our pursuit of excellence is dependent on our collective ability to generate support from the stakeholder community. Everyone at ALTA views each and every contact and interaction as an opportunity to get our vision-driven message out and to nurture the associations and relationships that ultimately evolve into donor and/or funder commitment. We know that every area of support signals the potential for a life-long and increasingly significant relationship with the donor and/or funder.
- **Commitment** – Board and staff leadership demonstrates strong commitment to fund development, each individual contributing annually, protecting time to ‘be there’ as priority prospects are cultivated and the ‘ask’ is made. Each individual assumes a leadership role in motivating and being a part of the team. All constituency members are given the opportunity to make a gift each year and the majority responds. We willingly and proudly accept our role as ambassadors for ALTA in the community – together promoting ALTA as the ‘cause of choice’ when donations and other financial support are considered.
- **Resources** – ALTA appreciates the need to invest in the resources necessary to get the development job done – a critical mass of highly qualified staff, the seed funding, first class support systems and technology. ALTA is prepared to utilize its resources to support its development work at critical stages of its growth.
- **Working Together** – We know that our financial goals and collective ambitions will only be realized through collaboration and cooperation. ALTA is committed to a team effort in pursuit of common goals – together accountable for the success or failure of development initiatives and results. Each individual who is a part of ALTA realizes and acts on the key contribution they can make to fund development success – utilizing their contacts to augment the messages and support the priorities of ALTA. Together we strive to place ALTA squarely in the priority agendas of our diverse stakeholder communities.
- **Focused on Results** – As the fund development culture takes hold, ALTA’s constituents will be positioned to build relationships and to spot opportunities to match donor and funder interests with its priority needs. Increasingly, the role of the team will be to provide support and coordination to ensure that the collective cultivation and ask efforts are informed, coordinated and targeted at appropriate levels – serving as support to friend building throughout the stakeholder community.

Signature

Date

FUND DEVELOPMENT CULTURE

Goal: ALTA will strive to create and nurture a fund development culture throughout the organization

Experience has taught us that fund development cannot be left to the professionals alone. The success of any fund development program is directly related to the extent to which the beneficiary community and internal constituency becomes involved in the overall effort.

Critical Success Factors:

1. Every individual involved with ALTA begins to see themselves:
 - **As donors** – having a responsibility to support ALTA and that they are proud to be a part of ALTA
 - **As ambassadors** – knowing that every contact with ALTA’s stakeholders is an opportunity to create a positive image and to begin the ‘friend building’ process that ultimately generates support
 - **As active supporters** – inviting others to invest in the vision and the future of ALTA
2. Every individual is aware of and agrees to the Fund Development Culture.

Strategic Initiatives:

1. ALTA will publish a description of its Fund Development Culture as a part of the Fund Development Plan, and will seek to have it personally signed and endorsed by the Board.
2. Educational opportunities will be developed to familiarize the ALTA constituency with the Fund Development Plan, the definition of a fund development culture, the principles of modern fund development, and each individual’s role.
3. Opportunities will be created for ALTA’s constituency to participate – increased effort will be placed on the recruitment and support of volunteers to assist in fund development activities.
4. ALTA’s donors and funders will be recognized as per the Donor Recognition & Stewardship Policy and the Sponsorship Policy.
5. Senior leadership will be asked to demonstrate its commitment with establishing a 100% track record of supporting ALTA.
6. ALTA will ensure that every constituent has a copy of the Case Document and Fact Sheets.
7. ALTA will craft an organizational relationship diagram that clearly indicates ALTA’s place in the Land Trust and environmental communities.

THE FUND DEVELOPMENT PROGRAM

Goals:

1. To address the fund development needs of ALTA as identified in its Business and Implementation Plans and approved by the Board of Directors.

To date, ALTA is committed to creating funding for:

- ALTA Operations
 - Endowment to support ALTA sustainability and that of its members
 - Grants to support members
 - Annual Conference
 - Others as identified
2. To establish an operational agreement with its membership regarding fund development approaches to all constituents.

Critical Success Factors:

1. Case Document and Fact Sheets, based on board approved priorities, complete, tested and endorsed through a motion of the board
2. Operational agreement in place
3. Campaigns initiated
4. Donation management software in place
5. Donation tools in place
6. ALTA's Board of Directors and staff are committed to implementing an active fund development program.

Strategic Initiatives:

1. Introduction and enhancement of Sponsorship, Grantsmanship, Board giving, Annual giving, Major Gift and Planned giving programs.
2. Ensure that the proper resources are in place within the Development Office to support the fund development initiatives (Case document, policies & procedures, donation forms, call reports, donation management software, etc.).
3. Negotiate and establish an operational agreement between ALTA and its membership regarding fund development priorities, prospect clearance and prospect approaches. Emphasis will be placed upon the 'one voice' role of ALTA and its positioning as a province-wide organization 'on behalf' of its membership

4. Fund development initiatives will formally begin as soon as the Operational Agreement, Fund Development Policies & Procedures and the Case Document and Fact Sheets (see Communications Plan) are in place.
5. On an annual basis, the Board of ALTA will review the priorities for fund raising as a part of its Strategic Planning processes.
6. Establish a visible presence in the community through implementation of its Communications Plan.
7. A network of fund raising volunteers will be recruited, trained and provided with the resources and support necessary to do the job – clearly positioned to identify prospects, get the fund raising message out, and assist with the 'ask'.
8. Host fund development workshops and training sessions
9. Provide Development Volunteers and Board members with position descriptions and tools to assist with their role in the development process
10. Utilize the most modern technologies to stimulate, support and coordinate campaign initiatives
11. Capitalize on learning from pacesetting campaigns that set the tone for development work in Alberta.

MEASUREMENTS OF SUCCESS

1. The achievement of an organization-wide fundraising culture that sees every stakeholder contact as an opportunity to create and nurture support.
2. A clearly articulated Fund Development Plan that is read and implemented by ALTA, its leadership volunteers and its members.
3. A clearly articulated, board-endorsed Case Document that attracts support and demonstrates how the stakeholder community can partner in ALTA's progress and achievement of its vision and mission.
4. A clearly articulated agreement between ALTA and its membership regarding fund development priorities, prospect clearance and prospect approaches.
5. Achieving tangible results in the form of support from corporations, foundations, individuals, granting agencies and funding from other sources.
6. ALTA's membership is well educated and informed about ethical and appropriate fund development practices and has the tools and templates to implement this knowledge.
7. Regular contact with donors, prospects, members, board members both past and present, corporations, public and private foundations, associations, service clubs and others as appropriate.
8. The successful implementation of ALTA's Strategic Communications Plan.
9. An organizational commitment to attracting and keeping fully qualified experienced team members working as a strong and dynamic group supporting every aspect of fund development.
10. ALTA's demonstrated belief in the value of first class fund development research capabilities and a comprehensive data base that keeps the organization in touch with supporter profiles, interests and coordinates supporter contacts while at the same time adhering to provincial and federal privacy laws.
11. Understanding why donors and sponsors support ALTA and, within the vision and mission of ALTA, delivering the benefits sought, creating life-long commitments and nurturing stewardship