



## MEMO

**To:** Vickery Bowles, Acting City Librarian  
**From:** Heather Rumball, President, Toronto Public Library Foundation  
**Date:** July 25, 2008  
**Re:** **Toronto Reference Library Capital Campaign Naming Opportunities**

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The Toronto Public Library Foundation (TPLF), a registered charity, is embarking on a capital campaign in support of the \$34.2 million revitalization of the Toronto Reference Library (TRL). This multi-phase, integrated campaign, of which the City of Toronto will contribute a total of \$14.2 million between the years 2008 and 2012 and of which the Government of Ontario has contributed \$10 million, is the first broad-based, private-sector capital campaign in the 125-year history of Toronto Public Library (TPL). It is also the most ambitious undertaking in the Foundation's eleven-year history. This initiative will serve to realize significant new private sector investments for the TRL and greatly accelerate the project completion.

Organizational goals of the re:vitalize capital campaign are threefold:

1. For the Toronto Public Library Foundation to raise \$10 million towards the \$34.2 million project total;
2. To secure the private sector fundraising goal within three years (2008 – 2010) while recognizing that pledge fulfillment may extend a further one to three years;
3. To leverage the campaign to engage community leadership, to increase annual support, and to set the stage for future campaigns.

The campaign will be led by a cabinet of high profile volunteers who will assist in opening doors to a broad range of potential donors.

## **Categories of Potential Donors**

The most successful and cost effective capital campaigns are major gift campaigns, i.e. when 90% of the fundraising goal is achieved from 10% of the donors. It is the Foundation's goal to realize a successful major gift capital campaign in support of the Toronto Reference Library revitalization.

Individual gifts are expected to fund 90% of the total goal; it is anticipated that corporations and private foundations will contribute 10% toward the project goal.

### **Individuals**

It is expected that individual donors will be comprised of city builders, community leaders and philanthropists, many of whom will have made significant contributions to other major cultural projects such as Renaissance ROM, Transformation AGO, and the new Four Seasons Centre for the Performing Arts.

### **Private Foundations**

Private foundations (those established by individuals and/or families) generally have specific areas of giving focus; many preclude gifts to capital campaigns or giving levels that would be associated with naming opportunities. Those private foundations that do give to capital campaigns will be cultivated and approached.

### **Service Clubs**

Service clubs (such as Rotary, Kiwanis, Lions, etc.), whose mandate includes giving to capital campaigns, will be approached although it is anticipated few, if any would have the capacity to give at the naming opportunity level.

### **Corporations: Financial Institutions and Insurance Companies**

Based on a scan of corporate sector giving to other Toronto capital campaigns, it is clear that few corporations give leadership-sized campaign gifts (Telus and Bell Canada gifts to the Royal Conservatory of Music and the Festival Centre projects, respectively, being the exception). It is also clear that corporate gifts are often few in number and, on average, fall within the \$25,000 - \$100,000 giving range.

While industry-wide trends show that corporations are demonstrating greater generosity to the philanthropic sector, many corporations prefer to support the delivery of programs and services rather than "bricks and mortar" building projects.

A corporate sector campaign for the revitalize campaign will succeed by strategically focussing efforts on a select number of corporate prospects, many of which already have a connection to TPL.

Specifically, financial institutions and insurance companies – particularly those with an existing history of giving to the Foundation - will be targeted for leadership or major gifts. It is anticipated that, at most, one to two corporate gifts would be at the level of \$250,000 or more.

It is also expected that Campaign Cabinet members will bring their own individual, foundation and corporate connections to the prospect table. Strategies for approaching other prospects will be developed in concert with Cabinet members.

### **Donor Recognition Program**

To ensure a successful campaign, and to encourage giving at the highest possible level, a comprehensive donor recognition program will be established by the Foundation for the TRL campaign, based on the Foundation's approved Donor Recognition policy. This recognition may include any or all of the following elements: naming opportunities; plaques; token appreciation gift; listing on donor walls, in print materials and/or on web-sites; bookplates; media releases; special library cards; invitations to events; special mailings and/or newsletter subscriptions. The recognition provided will be commensurate with the level of support.

### **Naming Opportunities**

Presently at the Toronto Reference Library, there exist a number of named collections and spaces, as follows: The Baldwin Room, The Arthur Conan Doyle Collection, the TD Gallery, and the Toronto Star Newspaper Centre. The gift towards the establishment of the Toronto Star Newspaper Centre was made in 1999 and the centre itself opened in 2001 and was the first major element of the TRL revitalization project. Naming of the Centre was approved by the TPL Board.

Other new features of the revitalized Toronto Reference Library, and existing spaces within the building, offer a select number of high profile and appealing naming opportunities to realize – and potentially exceed - the campaign goal of \$10 million in the most timely and cost-effective manner.

The opportunity to name a space or an element within the revitalized TRL is reserved for gifts of \$250,000+. The name of the Reference Library itself is not available as a recognition opportunity through this campaign.

The elements proposed to be made available for naming are listed below. The monetary level of gift associated with each naming opportunity is outlined in the confidential Attachment 2.

### **Naming Opportunity**

Event Space  
Glass Entrance Cube  
Atrium  
Special Collections Rotunda & Reading Room  
5th Floor Naming: Specials Collections and the Arts  
4th Floor Naming: Language, Literature and Periodicals  
3rd Floor Naming: Business, Science and Technology  
2nd Floor Naming: Social Sciences and Humanities  
Browsery (expanded)  
Gallery (revitalized and expanded)  
Information Commons  
Communications Tech-Tree  
Performance Stage

Any additional naming opportunities that arise as a result of donor interest would be brought back to the TPL Board for approval.

Naming opportunities will be for a period not less than 10 years, and will remain until such time that the space is materially changed.

### **Information Sharing Protocol**

The Foundation is committed to providing progress updates to internal stakeholders (primarily TPLF and TPL Boards, City Librarian, Directors, Steering Committee members) with an interest in campaign success.

It is equally important that the Foundation have a clear protocol for managing what information is shared and with whom in order to respect the confidentiality of prospective donors during the cultivation and solicitation phases, and to achieve the campaign communication objectives in terms of announcing confirmed gifts.

The Information Sharing Protocol details the Foundation's recommended approach to information sharing. In the interests of maximising the success of the campaign, all materials prepared and shared with appropriate internal stakeholders must be marked "Confidential":

- During the solicitation process, respecting the individuals' right to privacy, it is essential that prospective donor names not be shared with anyone but Campaign Cabinet, the City Librarian, Foundation staff and other key TPL staff who might be involved in the process.
- For good stewardship, it is essential that Foundation staff work with campaign donors to determine when and how they would like their gift announced to the public including requirements for anonymity.
- To maximize campaign profile and to maintain momentum, it is important that fundraising successes be publicly announced as part of a larger communications plan.

For the pre-public launch phase of the campaign, it is recommended that:

- Individual and corporate prospect names be shared only with those involved in the solicitation process; this would primarily consist of the Campaign Cabinet, the City Librarian and Foundation staff
- Names of individual and corporate donors to the campaign are to be kept in confidence by the Campaign Cabinet, the City Librarian and Foundation staff, until such time that donor approval has been received and a the public launch strategy has been determined
- Names of volunteers who join the Campaign Cabinet are to be shared with appropriate internal stakeholders, including Directors and Steering Committee members
- Foundation staff are free to share information to appropriate internal stakeholders on the full range of campaign activities (proposals being developed, the number of meetings that are being scheduled, the kind of work being undertaken) as long as names are not shared
- Foundation staff can share with appropriate internal stakeholders the amount of money raised in support of the campaign as long as the names of individual or corporate donors are not divulged

For the post-public launch, all these protocols would remain. Campaign gifts received after the public launch would be held in confidence by the Foundation and announced when timing is deemed appropriate.

## **SIGNATURE**

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Heather Rumball, President, Toronto Public Library Foundation  
 Tel: 416-393-7134; E-mail: [hrumball@torontopubliclibrary.ca](mailto:hrumball@torontopubliclibrary.ca)