Fundraising Tools
籌款工具
Chinese Family Clan and Benevolent Societies
華裔宗親或會館組織
July 23, 2016
Part 1: The Capital Campaign

- Coalition Campaign and Charitable Status
- Preparation

Part 2: Fundraising Methods

- Special Events
- Modest Gifts
- Major Gifts

Part 3: Giving Pyramid

- Who gives?
- Identify, inform, involve, invest
- Recognition and stewardship
**What is a Capital Campaign?**

- A Capital Campaign is short, intensive asks to a few for a one-time project

- 20% of donors give 80% of total raised

- ‘Bricks and Motar’ focus (Science World, “Bridging the Science Gap” $35,000,000.00).

- Charitable status required for tax credit

  - donors need tax credit

  - most foundations and some corporations must give to charities
Benefits of Capital Campaign

• Retain cultural heritage and buildings of historical importance

• Strengthen the Societies

• Generate support in the community for the longterm
  • concrete goal, exciting, generates publicity

• Gain credibility with prospective donors

• Create a legacy for the (new members)
Consider a Coalition Campaign

• Avoid competition and donor fatigue
  • UBC - All fundraising is coordinated by Foundation Office
• Maximize cost savings and increase staff and volunteer support
• Increase publicity and community support
• Increase size and number of gifts
  • ‘Bridging the Science Gap’ raised $35 million!
• Improve level of success
• Establish charitable status for longterm
Case Study 案例分析: Science World

Bridging the Gap Capital Campaign

$35 million campaign in 2012 for renovations completed in 2015

Diamond

BC Hydro
Infrastructure Canada
Province of British Columbia
Dr Ken Spencer
Western Economic Diversification Canada

Sapphire

BMO Financial Group
Encana Corporation
Goldcorp Inc.
Peter & Joanne Brown Foundation
Taseko Mines Ltd.
TD
Westport Innovations Inc.

Platinum

ACL Services Ltd.
Appia Developments (2001) Limited
Aurizon Mines
Ross Beaty
Jim & Samantha Bosa
Ryan & Tonya Bosa
CIBC
Embassy Bosa Inc.
Norm & Pat Francis
Paul & Nicole Geyer
Great Basin Gold Ltd.
Imperial Oil Foundation
V. Paul Lee & Family
The Louis Family—Robin, Linda, Aron & Owen
Dr Lindsay Machan
MDA Corporation
John & Dana Montalbano
John Murphy & Leslie Lee
Plutonic Power
Robert Ouysterman

Gold

City of Vancouver
Haywood Securities Inc.
Lisa & Mike Hudson & Family
Lehigh Hanson Materials Limited
Silver Wheaton
David & Gaylean Sutcliffe
Anonymous

Silver

Val & Dick Bradshaw
Concord Pacific Developments Inc.
Concord Pacific Foundation
Fortis BC
Andrew Harries & Family
Caroline Jellinck & Gordon Exel
Cheryl & Randy Jesperson
Knight Piésold Ltd.
KPMG Foundation
Fasken Martineau
Bruce & Julia McLeod
Ron McNeil
Peter J. O’Callaghan
Donna O’Neill
Jim Pickles
Garry & Leanne Rasmussen
Sony Canada
Morgan & Lisa Sturdy
TELUS
Vancouver Foundation
Anonymous

Bronze

Bachechi Bros Realty Fund, administered by the Vancouver Foundation
Canadian Natural Resources Ltd.
CANTEST Ltd.
David & Debbi Cottrell
Casey & Jean Forrest
Hemmera Envirochem Inc.
KGHM International Ltd.
Levelton Consultants Ltd.
Noordin & Nancey Nanji
On Demand Production Network
Piston, Forrest & Madden Group Inc.
Eric K. Pringle
Tetra Tech
TMH Capital Corp.
Melissa & Greg Weinrauch
Anonymous

Copper

Mazana Armstrong
Bruce & Brenda Beirsto
Dan & Ursula Bowditch
Lydia Burchell
Cynthia Burton, in honour of Tyler Shore Bedford
John Cairns
Jim Cameron
Stephanie Forsyth
Graham Fox, in honour of Ian Mitchell
Gage-Babcock
Jennifer Hughes
ING Direct
Doug Kinsey
Xiangxiang Kong
Stewart Ladyman
William Lang
Carol Ya Ting Lee
Stephen Lewis
Munro MacKenzie
Catherine McPherson

Mostly Individual donors

大部分為個人捐獻
Prepare for the Campaign
籌款活動準備

Key elements:

• Society mission & planning for future (Society Legacy)
• Architectural plan, costs, plan to finance
• Board leadership, membership base and staffing
• Prospective base for fundraising support; Board, members, donors, friends
• Campaign plan with costs, list of prospective volunteers, donor recognition
• Charitable status for tax credits
• Fundraising staff and/or fundraising counsel
Part 2: Fundraising Methods

• Host special events
  • Gala’s, Runs, Walks, etc.
  • Examples: ‘Night of a Thousand Stars’, $3.3 million for VGH Hospital Foundation, 2016 S.U.C.C.E.S.S. Walk with the Dragon, Tapestry Foundation Scotiabank Feast of Fortune

• Raise modest gifts through direct mail, telephone and email appeals (members and friends)
  • World Vision, Hospital Foundations, Arts Club

• Raise major gifts through personal asks of individuals with ability and interest
  • United Way Annual Appeal, ‘Bridging the Science Gap’
  • BC Children’s Hospital Foundation - Chinese-Canadian Planned Gift Committee
  • Grant proposals (government, foundations, corporations)
## Special Events

*Raise friends, not funds*

### ADVANTAGES

- publicity
- excitement
- new contacts
- participants ‘feel good’
- identify new donors

### DISADVANTAGES

- expensive
- time consuming
- exhaust volunteers
- new events usually loose money
- Sponsors are essential to cover costs

(‘Splash’, for Arts Umbrella, uses 100% of proceeds for arts education)

- Small scale events are best
Modest Gifts - many
一般捐獻 - 多種方式

Raise through direct mail, telephone and email appeals (members and friends)
通過直接郵件，電話，以及電郵的方式籌款（會員和好友）

<table>
<thead>
<tr>
<th>ADVANTAGES</th>
<th>DISADVANTAGES</th>
</tr>
</thead>
<tbody>
<tr>
<td>• involves many gifts which provides opportunity for those of modest means (members, friends)</td>
<td>• relatively expensive</td>
</tr>
<tr>
<td>• Demonstrates broad community support for Societies which encourages support from government, foundations and corporations</td>
<td>• Much competition; materials and methods must be first-rate</td>
</tr>
<tr>
<td>• Annual appeals from Canadian Diabetes - staff driven</td>
<td>• Requires a database of prospective and past supporters</td>
</tr>
<tr>
<td></td>
<td>• Requires staff support</td>
</tr>
<tr>
<td></td>
<td>• Ongoing donor recognition</td>
</tr>
</tbody>
</table>
Major Gifts 大額捐獻
Capital Campaign Focus 筹款活動重點

Raise through personal asks of individuals with ability and interest

ADVANTAGES

• Economical and effective

• Only way to raise large gifts from individuals

• Paves the way for more gifts from those on the sidelines

• Pledges provide opportunities for larger gifts
Major Gift 大額捐獻

CHALLENGES

Need committed volunteer leaders with connections

• Right person has to ask
• Fundraiser must support volunteers

Recognition

• Naming opportunities
• Donor recognitions (listings, thank you’s, events)

Charitable Status for tax benefits

Staff to receive and collect pledged gifts
Who Invests?

Major gifts: 80% of goal, few in number, raised through personal asks of few individuals, plus grant proposals

- Wealthy individuals
- Public funds- various levels of government and government agencies
- Corporate and foundation grants
- Wealthy individuals

Other gifts: 20%, many gifts, raised through mail, phone, email, events

- ‘Family’ donations - Society leaders, members, friends
- Community donations - local businesses, societies, individuals
ADVANTAGES

- Fundraiser will research foundations, corporations and government agencies with shared interests
- Fundraiser will write proposals
- Volunteers may assist fundraiser if they have ‘links’
Grant Proposals 捐款提議

CHALLENGES

• Fundraiser will research foundations, corporations and government agencies with shared interests

• Society family and friends must have given

• Major gifts must be committed

• Grants may come later in the campaign, sometimes after the project is completed Many foundations will only give to registered charities
How many gifts to reach goal?
Top Ten Major Gifts

1. Identify a few wealthy individuals with strong ties
2. Campaign leaders
3. Society donors and volunteers
4. Philanthropic individuals (Family Foundations)
5. Corporations and Corporate Foundations
6. Vendors and local businesses with ties
7. Major employers
8. Foundations with stated interest
9. Various governments
10. Government agencies

<table>
<thead>
<tr>
<th>Gift Level</th>
<th># of Gifts</th>
<th># of prospects</th>
<th>Amount</th>
</tr>
</thead>
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<tr>
<td>$500,000</td>
<td>1</td>
<td>3</td>
<td>$500,000</td>
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<tr>
<td>$250,000</td>
<td>2</td>
<td>6</td>
<td>$500,000</td>
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<td>$100,000</td>
<td>4</td>
<td>12</td>
<td>$400,000</td>
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<td>$50,000</td>
<td>8</td>
<td>24</td>
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<td>$25,000</td>
<td>16</td>
<td>48</td>
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<td>$10,000</td>
<td>32</td>
<td>96</td>
<td>$320,000</td>
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<tr>
<td>$5,000</td>
<td>64</td>
<td>192</td>
<td>$320,000</td>
</tr>
<tr>
<td>$1,000</td>
<td>160</td>
<td>480</td>
<td>$160,000</td>
</tr>
<tr>
<td>Total Raised</td>
<td></td>
<td></td>
<td>$3,000,000</td>
</tr>
</tbody>
</table>

Sample Gift Chart for $3,000,000
Make Prospects Donors

• Identify your prospective donors
• Inform them of the need
• Involve them in your efforts
• Invite them to invest
Identify Prospective Donors
確定有可能的捐款人

- Update database of members, donors and volunteers - past and present
- Conduct a membership campaign
  - renew support of lapsed members
  - recruit younger members - Society Legacy
Meet prospective donors
與有可能的捐贈人會面

• Meet prospective leaders first and recruit

• Persons with stature and links

• Mail (members, past members, Society links, friends)

• Events & media (open house, news releases/contacts with media)

• Prepare campaign materials
Inform Prospective Donors
告知有可能的捐款人

- Develop the Case for Funding Support

  - based on business plan, plus architectural plans and costs, including fundraising campaign

  - how you will raise the funds, estimates how much you will raise from individuals, foundations and corporations, government, financing

  - benefits to the community and losses if you do not succeed

- recognition of donors, especially naming opportunities

- identify your campaign leaders

- use marketing language (based on facts but appealing to the emotions)
Feasibility Study 可行性研究
‘Test the Case 試驗性測試’

• Meet with 20-30 key prospects (community and business leaders, former donors and volunteers, foundation contacts, government funders)

• Staff or fundraising counsel best because those interviewed more likely to say what they think

• Seek advice

• Determine level of support (volunteer and financial)

• Ask who might support the campaign

will this work? 可行嗎？
Involve prospective donors
使有可能的捐赠人参与其中

• Recruit high profile volunteer(s)

• Leader(s) to ‘lend name’ and help meet a few key prospects; ‘open the door’ to corporate prospects

• Orient all volunteers

• Meetings (key foundations, businesses and individuals to determine interest and ask for help)

• Membership drive (strengthen family participation)

• Celebrations to kick-off campaign
Invitations to Invest

• Family gives first
  • members, friends, society board and past board, campaign leaders
  • demonstrates commitment and community support to foundations, corporations and government

• Top Ten donations requested in person

• Proposals to foundations and corporations by fundraiser

• Modest donations requested by mail, email, phone
  • fundraisers execute
Encourage Longterm Investment
鼓勵長期資助

• Thank you, thank you, thank you

• Personal contact from campaign leaders, board and staff

• Permanent recognition opportunities - naming, listing

• Ongoing involvement - good stewardship of gifts
Chinese Family Clan and Benevolent Societies
華裔宗親或會館組織

Fundraising and Financing Workshop
籌款及融資研討會
July 23, 2016
Workshop Topics
研討會提要

- Capital Planning 資金規劃
- Sources & Uses of Funds 資金來源及用途
- Critical Loan Factors 貸款關鍵因素
- Loan Process and Key Terms 貸款過程及重要條款
- Construction Financing 建設融資
- Community Bonds 社區債券
Review of Business Plan Concepts

- Organizational information (Strategy)
- Project information (Opportunity)
- Operational information (Feasibility)
- Financial information (Financing)
Business Plan Components
商業計劃的構成

- Financing 財務
- Opportunity 機會
- Business Plan 商業計劃
- Strategy 策略
- Feasibility 可行性
Capital Planning
資本規劃
Capital Planning 資本規劃

- Built off your Project Budget
  (From the Business Plan Workshop)

  - Be sure to include the costs of financing:
    - loan fees
    - interest costs during construction
    - appraisal costs
    - legal costs of doing security and loan documents
## Project Budget Template

<table>
<thead>
<tr>
<th>Building Condition Report Fee</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction Costs</td>
<td></td>
</tr>
<tr>
<td>Structural repairs</td>
<td></td>
</tr>
<tr>
<td>Exterior repairs</td>
<td></td>
</tr>
<tr>
<td>Interior building system upgrades</td>
<td></td>
</tr>
<tr>
<td>Interior finishing</td>
<td></td>
</tr>
<tr>
<td>Total Construction Costs</td>
<td></td>
</tr>
<tr>
<td>Design &amp; Engineering</td>
<td></td>
</tr>
<tr>
<td>General Site Costs</td>
<td></td>
</tr>
<tr>
<td>Construction contingency (10%)</td>
<td></td>
</tr>
<tr>
<td>Financing Costs</td>
<td>融資</td>
</tr>
<tr>
<td>Total Project Budget</td>
<td></td>
</tr>
</tbody>
</table>

*Note: The table is designed to be filled in with specific values for each category.*
Capital Planning 資本規劃

- Considers the total amount of money needed to complete the project
- Needs to identify where the funding will come from
- What you will spend the money on and how you will pay it back
- Sources and Uses of Capital chart (template from Business Planning Workshop)
## Sources & Uses of Capital

### Sources of Funds

- Society savings account
- Building reserve account
- Project donations
- Grant - City of Vancouver
- Grant - other
- Bank Mortgage
- Community Bond

### Uses of Funds

- Building condition assessment
- Construction Costs
- Design, Engineering and Admin
- General site costs
- Contingency

### Total Sources of Funds

### Total Uses of Funds
Possible Sources of Capital

Organization savings or reserve account

Fundraising activities

Government grants

Private donations

Mortgage or long term loan

Construction Financing

Community Bond

(refer to the first part of this Workshop)
Mortgage Financing
按揭融資
Loan Application Process

1. Application 申請
2. Business Plan 商業計劃
3. Financial Statements 財務報表
4. Interview 面試
5. Additional information requests 額外信息要求
6. Approval by the credit department 信貸部門批准
Critical Loan Application Factors

Operating Budget worksheet
- important for debt financing request
- shows the ability to pay back the loan over time
- proves to you and the lender that you will be able to make loan payments

Debt Service Ratio – ability to make annual loan payments

Debt Service Ratio Calculated as:

\[
\frac{\text{Annual Surplus}}{\text{Total Annual Financial Payments}}
\]
Operating Budget 運營預算

- Establish the sources of revenue
- Determine the costs of operating the building
- Set out any staffing or management costs to operate the building
- Demonstrate that there will be sufficient cash flow to make required loan payments
- Clearly state your assumptions

| Revenues 收入 | Surplus 盈餘 | Expenses 支出 | Available to pay mortgage 可用於償還貸款 |

Note: should be 1.20 times the monthly mortgage payment
注意：應為每月月供額度的1.20倍
### Operating Budget

<table>
<thead>
<tr>
<th>Revenue</th>
<th>Opening</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
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</thead>
<tbody>
<tr>
<td>Residential rent</td>
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<tr>
<td>Commercial rent</td>
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<tr>
<td><strong>deduct Vacancy Allowance</strong></td>
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<tr>
<td>Operating cost recovery (commercial)</td>
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<tr>
<td>Grants</td>
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<tr>
<td>Other revenues</td>
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<td><strong>Total Revenue</strong></td>
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<table>
<thead>
<tr>
<th>Expenses</th>
<th>Opening</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries &amp; Wages</td>
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<tr>
<td>General &amp; Administration</td>
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<tr>
<td>Marketing costs</td>
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<tr>
<td><strong>Building Expenses</strong></td>
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<tr>
<td>Property Management expense</td>
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<tr>
<td>Utilities</td>
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<tr>
<td>Insurance</td>
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<tr>
<td>Property Taxes</td>
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<tr>
<td>Maintenance &amp; Repairs</td>
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<tr>
<td>Cleaning/Janitorial</td>
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<tr>
<td>Security</td>
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<td>Garbage/Recycling</td>
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<td>Fire Safety system/inspections</td>
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<tr>
<td>Other building expenses</td>
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<tr>
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</table>

<table>
<thead>
<tr>
<th>Excess of Revenue over Expenses</th>
<th>Opening</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
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<td>0</td>
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</table>

<table>
<thead>
<tr>
<th>Financing costs</th>
<th>Opening</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
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<tbody>
<tr>
<td>Mortgage Payments</td>
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<td>0</td>
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<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>Community Bond Interest</td>
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<tr>
<td>Community Bond Principal</td>
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<tr>
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<td>0</td>
<td>0</td>
<td>0</td>
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<td>0</td>
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</table>

<table>
<thead>
<tr>
<th>Increase (decrease) in net cash flow</th>
<th>Opening</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
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<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>Closing cash position</td>
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<td>-0</td>
<td>-0</td>
<td>-0</td>
<td>-0</td>
<td>-0</td>
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</tbody>
</table>

Debt Service Coverage Ratio: #DIV/0!  #DIV/0!  #DIV/0!  #DIV/0!  #DIV/0!
# Cash Flow Worksheet (example)

<table>
<thead>
<tr>
<th></th>
<th>Opening</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Excess of Revenue over Expenses</strong></td>
<td></td>
<td>23,000</td>
<td>35,000</td>
<td>18,000</td>
<td>28,000</td>
<td>21,000</td>
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<tr>
<td><strong>Capital Budget</strong></td>
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<tr>
<td><strong>Financing Proceeds</strong></td>
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<tr>
<td>Bank Mortgage</td>
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<tr>
<td>Community Bond Bond</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Financing Proceeds</td>
<td>430,000</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Financing costs</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mortgage Payments</td>
<td>5.00%</td>
<td>19,642</td>
<td>19,642</td>
<td>19,642</td>
<td>19,642</td>
<td>19,642</td>
</tr>
<tr>
<td>Community Bond Interest</td>
<td>3.00%</td>
<td>4,500</td>
<td>4,500</td>
<td>4,500</td>
<td>4,500</td>
<td>4,500</td>
</tr>
<tr>
<td>Community Bond Principal</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total Financing costs</td>
<td>0</td>
<td>24,142</td>
<td>24,142</td>
<td>24,142</td>
<td>24,142</td>
<td>24,142</td>
</tr>
<tr>
<td><strong>Increase (decrease) in net cash flow</strong></td>
<td>5,000</td>
<td>-1,142</td>
<td>858</td>
<td>-6,142</td>
<td>3,858</td>
<td>-3,142</td>
</tr>
<tr>
<td>Opening cash position</td>
<td>0</td>
<td>5,000</td>
<td>14,715</td>
<td>8,573</td>
<td>12,431</td>
<td>9,288</td>
</tr>
<tr>
<td>Closing cash position</td>
<td>5,000</td>
<td>3,858</td>
<td>14,715</td>
<td>8,573</td>
<td>12,431</td>
<td>9,288</td>
</tr>
</tbody>
</table>

**Debt Service Coverage Ratio:**

<table>
<thead>
<tr>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.95</td>
<td>1.45</td>
<td>0.75</td>
<td>1.16</td>
<td>0.87</td>
</tr>
</tbody>
</table>
Critical Loan Application Factors

Key Financial Ratios  主要財務指標

- Debt Service Ratio – ability to make annual loan payments
- Loan to Value Ratio – strength of the loan security to collect on default

Loan to Value Ratio Calculated as:

\[
\text{Loan to Value Ratio} = \frac{\text{Total Loan Approved}}{\text{Appraised Value of the Building}}
\]

- Maximum is in the range of 60% – 65%

All lenders are not the same
Terms of Financing 融資條款

- Total loan authorization
- How it will be advanced
- Interest rate
- Regular repayment terms
- Amortization
- Security
- Outside guarantees
- Annual reporting
Construction Financing
建設融資
Construction Financing 建設融資

- Total authorization
- As money is spent on construction more of the loan is available (progress draw)
- Cash flow needed to move through construction
- Reporting as construction progresses
- Holdbacks
- Final advance of the loan
Community Bonds
社區債券
Community Bond – Definition

Community Bond provides **aligned supporters** another way to provide financial support to the work of the organization

Money is **paid back** to the investor in the future

Modest **financial return** can be provided

Capital is available to the non-profit to expand their **work in community**

Connected to a defined community project – the ultimate “buy-local” investment strategy

Similar to the way money was raised to buy your building in the beginning
Community Bond Seeks a Blended Return on Investment

Social Return on Investment

Return on Investment

Blended Value Return on Investment

Financial Return on Investment

CapacityBuild Consulting
Investor Perspective on Community Bonds
從投資者的角度

Seeking community and financial returns
尋求社區與財務回報

Positive Community Returns
積極回報社區

Invest directly with Non-profit
直接與非盈利機構共同投資

Non-profit Organization
非盈利機構

Community benefits
社區受益

Financial returns
財務回報

Invest using RRSP account
使用RRSP賬戶投資

Bond Certificate
債券證書

RRSP Tax Credit
RRSP稅收抵免

Repayment of Bond Principal
債券本金償還

Bond Interest Payments
債券利息支付

CapacityBuild Consulting
Community Bond Is Different than a Grant
社區債券與補助的區別

- It is Debt – a loan (from members of the community)
- Requirement to repay principal
- Usually a modest financial return (may come later)
- Issuer of the Community Bond can decide how the funds will be used
- Expectation funds will create a source of cash flow
- Usually used to build financially self-supporting projects
Community Bond Process

- Evaluate the need for financing
- Assess finances and cash flow scenarios
- Design Bond terms
- Create package of information for investment opportunity
- Develop specific documentation and partners
- Market the Bond to investors
- Receive proceeds and put them to use
- Follow up with interest and/or principal payments
Community Bond Development Process 社區債券發展流程

Define the Project 定義項目

Assess Potential 潛能評估

Mission Alignment 一致目標

Financial Analysis 財務分析

Resources & Expertise Available? 資源及專業人士

Design Bond Terms 設計債券條款

Prepare Information for Investors 為投資者準備訊息

Seek Input from Aligned Investors 尋找加盟投資者的投入

Sales Process 銷售過程

Community Meetings 社區會議

Investor Discussions 投資者討論

Leveraging Existing Networks 充分利用現有的網絡

Securing Investor Commitment 確保投資者的承諾

Transaction Closing Date 交易截止日

1–3 mos.  2–4 mos.  1–2 mos.  2–6 mos.  4–12 mos.
Benefits of a Community Bond
社區債券的好處

- Larger pool of capital available than donations
- More flexible terms than a conventional mortgage
- A different way to engage with financial supporters – they don't give up their capital permanently
- Leverages your existing network of supporters
- Puts the value of the asset in the hands of community members
Questions?
提問時間

For more information on Community Bonds see the white paper at
更多關於社區債券的信息請瀏覽白皮書
www.capacitybuild.ca