

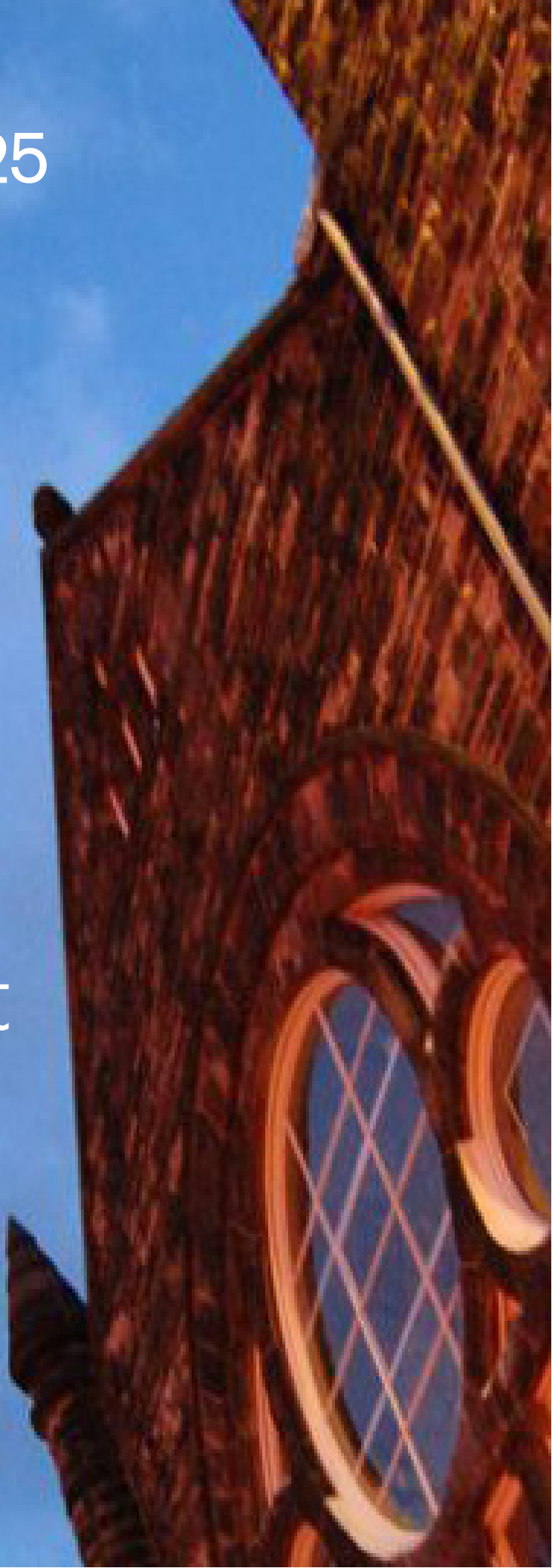
# Renewing Spirit 125

A Financial Campaign  
Celebrating 125 Years  
*of*  
Faith, Justice and the Arts  
*at Trinity-St. Paul's*

## Feasibility Study Report

December 2012

by Michael Cooke



# Renewing Spirit125

A Financial Campaign  
Celebrating 125 Years  
*of*  
Faith, Justice and the Arts  
*at Trinity-St. Paul's*

And so, the invitation stands:  
Come into the wilderness, and  
see with new eyes the beauty of  
that place. Be cleansed –  
set aside your adherence to end  
your reliance on the status quo.  
Pray for courage and strength,  
so that apparent obstacles  
become joyful challenges.

# Contents

## **4 Executive Summary**

## **6 Framing the Question**

- 6 The Essential TSP
- 7 TSP: Putting Its Arms Around the Community
- 8 Entering into the Wilderness
- 8 The Time is Now

## **10 The Process**

## **11 Overall Impressions**

## **12 Summary of Responses**

- 12 Questions 1 to 14
- 32 Additional Comments

## **34 Recommendations**

## **38 Appendices**

- 39 Appendix 1: Letter to Interviewees
- 40 Appendix 2: Sample Feasibility Questionnaire
- 41 Appendix 3: List of Interviewees
- 42 Appendix 4: Revised Table of Gifts
- 43 Appendix 5: Bloor Street Corridor Character Areas
- 44 Appendix 6: Urban Principles

# Executive Summary

What is the essence of Trinity St. Paul's? How does TSP nurture Christian faith and witness in today's context and what is the place of its building at 427 Bloor St West in that work? Where does the proposed \$1.5M renovation to the sanctuary fit in? What do TSP members think about the questions and issues that underpin the congregation's decision to proceed – or not – with a capital campaign to support this project in partnership with Tafelmusik? Is this right time for a capital campaign? Will the membership support it? What should the target be?

The Renewing Spirit 125 Committee commissioned a feasibility study to probe these questions. This report, based on 24 interviews/visits with TSP members and friends between December 6 and 14, 2012, offers some answers that can help the TSP Board reach a decision on whether or not to proceed with a capital campaign at this time and concludes with ten recommendations.

The study found that there is good support for the congregation's stated priorities. Interviewees see the building as a vehicle by which the congregation carries out its mission, but the physical structure is not synonymous with the congregation. Most indicated enthusiasm for the Centre for Faith, Justice and the Arts, while a couple want a clearer idea of what it is and how it will manifest itself in concrete terms.

## **Fiscal Viability, Community Involvement**

Interviewees generally agree that the case for giving is clear and compelling. It should be shorter and it should avoid any hyperbole or overstatement of the facts. It should emphasize how the proposed investment will enable fiscal viability, community involvement and the advancement of the CFJA. There is a strong desire to see a component to the campaign that involves the wider community.

Interviewees believe that the congregation will want to support the campaign. However, there are limits to capacity of the current members because of income and other commitments. Some want to see evidence that the operational budget is in order and assurances that, during the pledge fulfillment period, there won't be a Fall Appeal in addition to the demands for an annual commitment and a commitment to the capital campaign.

TSP has many assets that will contribute to the success of a campaign, including a highly committed membership, a strong and positive profile in the community and a pool of talented leaders. The partnership with Tafelmusik is deep and secure. There is a palpable sense of excitement among many of the interviewees that, if nurtured, would spread across the congregation, ensure the success of the campaign and build momentum for TSP's overall strategic priorities.

## **Communicating Sensitivity and Realism**

There are risks that the Campaign Team, Board and Ministers must address including a lack of energy, a sense for some that the project is not doable and a latent low morale in the face of the many challenges facing the congregation. Some members simply can't give any more. All members are facing competing financial demands, so the campaign communications must demonstrate sensitivity and realism. There is a counter risk of failing to make the case clear, compelling and urgent. Failure to be specific about the amount needed, about the accountability mechanisms and about the campaign process might also hinder its success. Many interviewees want to see more action and less talk and also less paper.

There is strong affirmation for the leadership of the current team. Many interviewees suggested that it would be good to ensure diversity in any campaign team including members with different backgrounds at TSP, representatives from Tafelmusik (TMK) and the community and people with experience in this type of enterprise.

Half of those interviewed are willing to volunteer some time in one form or another. Most are not keen to do visits. Matching interests and skills is key. There are likely enough volunteers needed to carry out the campaign if the design is light, short and conducted efficiently.

#### **Confidence in Our Target**

There is a reasonable level of confidence that the target can be met. Donors need assurances that it is enough to complete the project and that they won't be asked for 'top-up' funding in a year or two. Of the interviewees, 95% indicated a willingness to support the campaign financially. Based on a sample of 17 donors, there is a commitment to pledge over \$100,000. It is reasonable to assume that, if the campaign is well-planned and executed, a target of \$300,000 can be achieved and even surpassed.

The study underlines the importance of a clear case, the partnership with Tafelmusik, the attractiveness of a gift that will leverage other dollars and a strong focus on improving the sanctuary for the benefit of the wider community.

To achieve success, the congregation must conduct a campaign that is transparent, efficient, accountable and effective. There should be a heavy emphasis on communications, on telling the story and engaging the 'actors'. Visuals are essential. There should also be a clear plan for recognition of donors.

*Throughout this document, please note that TSP and TMK will be used interchangeably with Trinity-St.Paul's and Tafelmusik, respectively.*

To achieve success, the congregation must conduct a campaign that is transparent, efficient, accountable and effective. There should be a heavy emphasis on communications, on telling the story and engaging the 'actors'. Visuals are essential. There should also be a clear plan for recognition of donors.

## Framing the Question

What is the essence of TSP and where does the proposed \$1.5M renovation to the sanctuary fit in? How does TSP nurture Christian faith and witness in today's context and what is the place of its building at 427 Bloor Street West in that work? What do TSP members think about the questions and issues that underpin the congregation's decision to proceed – or not – with a capital campaign to support this project in partnership with Tafelmusik? Is this right time for a capital campaign? Will the membership support it? What should the target be?

The Renewing Spirit 125 Committee commissioned a feasibility study to probe these questions. This report, based on 24 interviews/visits with TSP members and friends between December 6 and 14, 2012, offers some answers that can help the TSP Board reach a decision on whether or not to proceed with a capital campaign at this time. The report concludes with ten recommendations.

Interviewees were unanimous in naming the important place TSP occupies in the wider community and the need to include the wider community in the proposed campaign. They see this presence and the multiple relationships that flow from it as central to TSP's mission in the city.

### The Essential TSP

In his sermon of September 16, 2012, David Fallis talked about the essence of TSP. He compared TSP to Theseus' boat. Theseus was a great hero in Athens because he managed to slay the minotaur in the labyrinth in Crete where, up until that point, Athenian youths had been sacrificed every year.

When he sailed back to Athens from Crete, he was given a huge civic welcome, and even after he died, his boat was remembered and preserved as a tribute to his liberating act. Gradually over the years, various of the boards in the ship rotted, and were replaced, because the ship was so revered. One day the last original board was replaced, and the paradox was posed: is this still Theseus' boat since none of it now is what he sailed in?

The Greek philosophers pointed out that there is a core essence that remains in anything, what Aristotle – called a final cause – which suggests that as long as the boat could still sail, as long as it was able to do what it was designed to do, it was indeed Theseus' boat.

So it is with TSP. The interviewees all agreed that the essence of TSP is not the building; it is the people, the members (past, present and future), the users, the audiences, the members of the public who pass through, the local community of which it is an essential part, and the spiritual and cultural space it creates and occupies on Bloor Street. The building is not the essence of TSP or its final cause, but it is the vessel that carries that essence, holds it afloat and enables the congregation in working toward its final cause.

Going to church doesn't  
make you a Christian  
any more than standing in a  
garage makes you a car.  
– Sa Boothroyd

### **TSP: Putting Its Arms Around The Community**

The journalist John Allemang captured the vital role of TSP in the neighbourhood and in the city. In his 2008 article in the Globe and Mail. He described it as a holy place that “co-exists cheek-by-jowl with Bloor Street’s budget sushi restaurants, pricey Annex Victorians, a Kinko’s copy shop filled with anxious students seeking some sort of quickie salvation ...” He continues:

*This is a rare downtown church that has figured out how to move not just with the times but in many ways well ahead of them – in the lead, the vanguard, when the church is doing the job its members and supporters have mapped out for it... Trinity-St. Paul's survives its way through modernity by doing innumerable things of every spiritual shape and size – if Satan finds time for idle hands, then this place of social justice dialogues and Baroque sinfonias, homeless outreach and ethical- investment discussions, Urdu classes and a pretty complete collection of 12-step programs, salsa lessons and Maundy Thursday foot-washing must be pretty well impervious to the trendy temptation of letting life go to waste.*

Trinity-St. Paul's prides itself on being inclusive, so there will always be room for faithless, godless people like me. But it works both ways. Trinity-St. Paul's is part of my mission – to live that fully human life in a real city where a cumbersome old building from Toronto the Good can still aspire to greatness.

Jane Jacobs, the great urbanist and former area resident, named four conditions required to generate 'exuberant diversity' in a city's streets and districts:

1. *The district, and indeed as many of its internal parts as possible, must serve more than one primary function; preferably more than two...*
2. *Most blocks must be short; that is, streets and opportunities to turn corners must be frequent.*
3. *The district must mingle buildings that vary in age and condition, including a good proportion of old ones so that they vary in the economic yield they must produce. This mingling must be fairly close-grained.*
4. *There must be a sufficiently dense concentration of people, for whatever purposes they may be there.*

A visioning study conducted by the City of Toronto's Planning Department in 2009, identified TSP along with its neighbours at Bloor and Spadina as a vital node that will ensure the long-term health and vibrancy of Bloor Street from Avenue Road to Bathurst Street. (See Appendix 5 & 6.)

Trinity-St. Paul's is an essential part of the fibre of the community in this area and is woven tightly into its DNA. It plays a vital role in fostering this 'exuberant diversity'. Neil Wright, President of the Harbord Street BIA, long-time real estate agent and a community leader describes TSP as 'an anchor of the community.' He points out that it attracts people who share TSP's core values to live and work in the neighbourhood. There is a spirit of commitment, grace, inclusiveness and care that emanates from TSP and permeates the entire community. As one respondent put it: "TSP puts its arms around the community and holds it secure."

## Entering into the Wilderness

TSP is living in uncertain times and the members want to make the right choices about how to proceed and where to invest the congregation's limited resources. In his Advent sermon on December 9, Hans van Nie called on the congregation to be bold:

*Don't let those mountains and valleys, those rocks and crevices, those thorns and brambles intimidate you. Don't let them stop you from going into the wilderness. Don't see them as obstacles; they are merely challenges and will turn out to be enjoyable challenges at that. They are all things of great beauty and once you start to take them on they will no longer be obstacles; the crooked path will be straight for you, the rough places plain.*

He went on to remind the congregation that the bible issues invitation after invitation into the wilderness, to climb every mountain, ford every stream, follow every rainbow. He described the "wilderness shaping up here at TSP". The congregation is entering a year that will contain substantial upheaval. He spoke of the proposed renewal of the sanctuary, of some displacement during renovations and of the unfamiliar feel of the renovated sanctuary. He also talked about substantial administrative restructuring and the impact it will have on programming, staffing and church life.

*I think we will all have moments when we feel ourselves as individuals or as a congregation to be in a wilderness of sorts. I am here to tell you, as a kind of Advent prophet, that this is a good thing. It is not out of keeping with the spirit of Christmas; it is not out of keeping with the purposes of God, to find ourselves in a place where the Author of Christmas is determined to begin something new, something different, something that will bring new life to us as individuals and as a congregation. And so, the invitation stands: Come into the wilderness, and see with new eyes the beauty of that place. Be cleansed – set aside your adherence to end your reliance on the status quo. Pray for courage and strength, so that apparent obstacles become joyful challenges.*

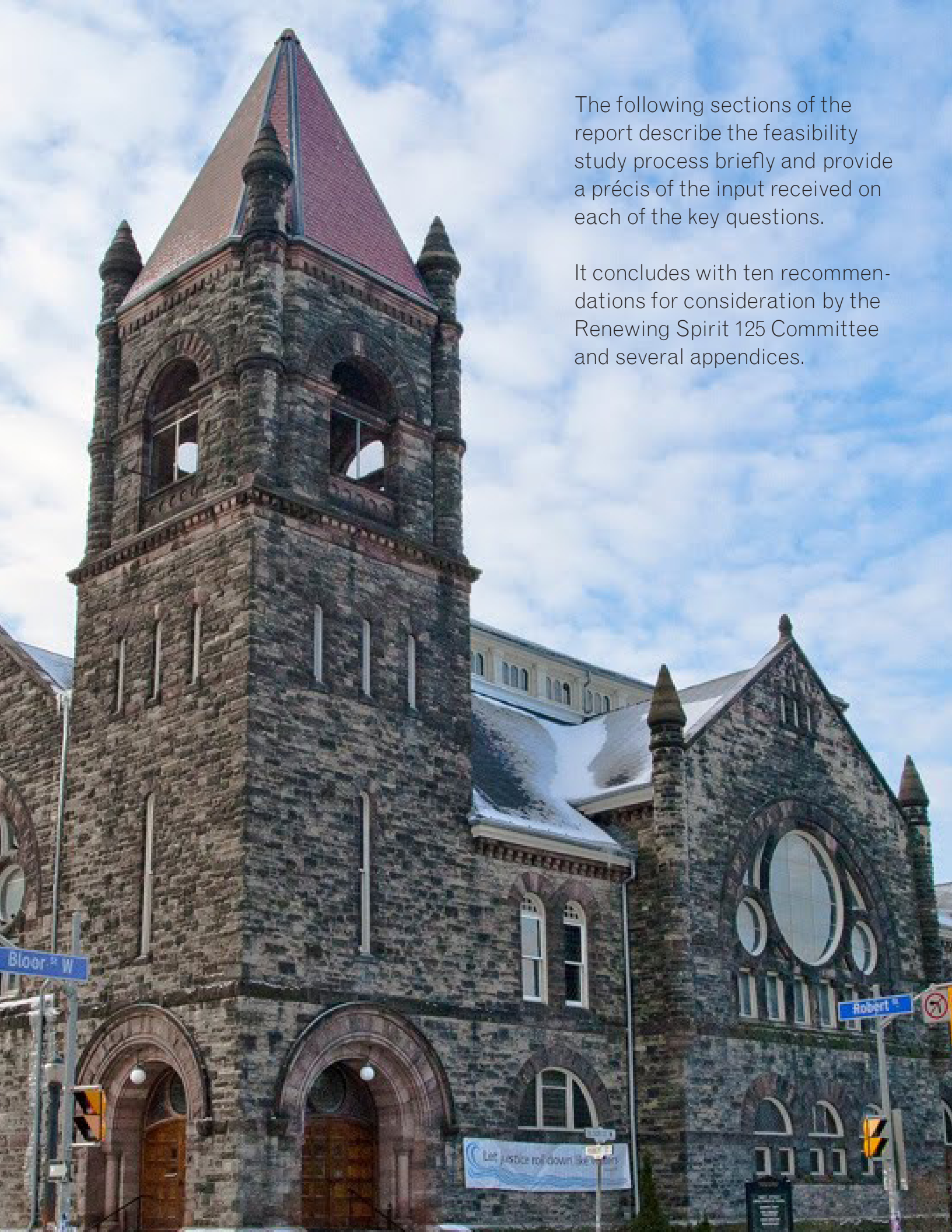
The study suggests that the congregation is ready to accept this challenging invitation.

## The Time is Now

The interviews and visits affirmed the deep commitment of members to the essence of TSP, an understanding of the unique and vital role it plays in the community and a willingness to take the risk of launching a new capital campaign. Interviewees expressed tremendous gratitude for the many gifts they receive through their participation in the life and work of the congregation. They also affirmed a clear understanding of the role of the building as the vessel for TSP's 'final cause'. The interviewees understand their role as stewards of this vessel and are ready to do what they can to preserve it and pass it forward.

The exercise provided solid evidence that the members are willing to embark on a capital campaign with a target of \$300,000 and that such a campaign will be successful on the following conditions:

1. *The leadership needs to develop and implement a clear, compelling and sustained communication program leading up to, during and following the campaign.*
2. *The campaign communications need to convey in plain language and with strong visual support exactly what will be done, when it will be done and what impact the work will have in the short and longer terms.*
3. *The campaign process needs to be simple and relatively short so as not to draw unduly on the congregation's human resources, which are already heavily taxed.*
4. *The congregation needs to have a clear understanding of how the funds raised will be spent and accounted for.*



The following sections of the report describe the feasibility study process briefly and provide a précis of the input received on each of the key questions.

It concludes with ten recommendations for consideration by the Renewing Spirit 125 Committee and several appendices.

# The Process

The Renewing Spirit 125 Committee met on November 1, 2012 to outline the process and the necessary list of actions to be undertaken:

1. *Approve the Feasibility Study plan;*
2. *Agree on the key elements of the Case for Giving;*
3. *Review a draft questionnaire protocol and letter to interviewees;*
4. *Outline the profile of interviewees; and*
5. *Agree on roles and responsibilities*

The Committee reviewed three drafts of the Case for Giving and approved a final version as well as the final version of the letter of invitation on November 19, 2012. Allison Savaria mailed packages to all the invitees in the following week.

Michael Cooke conducted the interviews between December 6 and 14, 2012. Each interview began by thanking each participant and giving overview of process. Each interviewee was assured that the interview was confidential and that no comments would be attributed.

Betsy Anderson, Barbara Lloyd and Lynne Brennan spoke with each of the interviewees and confirmed a timetable for the interviews. Of the 20 original invitees, two declined to be interviewed for personal reasons and one couple was withdrawn from the list due to a death in the family. Those slots were filled with alternates.

The interview followed the questionnaire protocol attached in Appendix 2. Michael sent a follow-up e-mail or personal note to each interviewee expressing thanks for their input and inviting any further comments.

The study included the following:

- *16 interviews/visits – generally 40-60 minutes in length*
- *22 persons interviewed*
- *10 individuals*
- *6 pairs (12 individuals)*
- *5 telephone interviews and 11 in-person interviews*
- *I also made two informal visits to senior members of the congregation*
- *Participation in the service on Sunday, December 9, 2012*
- *12 brief conversations with people after the service*

The report provides an overview of the responses followed by a summary of the responses to each of the questions and ten recommendations for consideration by the Renewing Spirit 125 Committee.

## Overall Impressions

- There are varying levels of awareness of campaign, its goals, and its implications. Awareness and information needs to be raised considerably in order to carry out a successful campaign.
- Awareness levels notwithstanding, there is a healthy degree of commitment to the proposed campaign.
- There is a big appetite for specifics among some interviewees including visuals, details re the timing and impact of the renovations, costing, mitigation strategies to address potential cost overruns and accountability mechanisms.
- There is a strong desire for candor/transparency in messaging and clarity re where money will be spent. Some interviewees feel such candor re costs, risks and the current threats facing the congregation is not adequate.
- Most interviewees put a heavy emphasis on the desire for clear, simple messages and a light, efficient process. There is a perceived over-emphasis on process and considerable fatigue/frustration with the amount of committee work and the time it takes to reach a decision.
- There is a strong desire to involve the broader community in the campaign in appropriate and visible ways.
- Many interviewees expressed caution/hesitancy re the capacity of members to give more on top of what they already give. Still there was near unanimous support for a target of \$300,000.
- Interviewees expressed a normal level of anxiety re asking for money.
- There were many very positive suggestions on how to frame the campaign and how to engage donors within and beyond the congregation.
- The feasibility study process has already engaged those participants more deeply in the consideration of the campaign and advanced their commitment to it. They can all become ambassadors in one way or another. At the same time, the process has increased expectations that something is going to happen soon and that more information will be forthcoming soon.
- It would be important to thank the interviewees formally soon and to make sure they receive regular updates on the project.

The feasibility study process has already engaged those participants more deeply in the consideration of the campaign and advanced their commitment to it.

## Summary of Responses

### Question 1.

Do you support the four priorities TSP has set for the next 5 years?

There is good support for the four priorities. Interviewees see the building as a vehicle by which the congregation carries out its mission, but it is not synonymous with the congregation. Some interviewees want to see more emphasis on supporting the faith journey and others worry about financial viability. Most indicated enthusiasm for the Centre for Faith, Justice and the Arts, while a couple want a clearer idea of what it is and how it will manifest itself in concrete terms.

- Reflects the meetings I've been at. We're on track. This is what we're doing. It's ambitious and it has to be.
- TSP has been consistent in pursuing these goals. That's why we stay.
- They are right and all equally important.
- They are fine. Language is too 'highfalutin'. Could help to sharpen / shorten the wording of each objective to focus on the key aspects (centre, social justice, faith, financially-viable)
- Absolutely. We're doing 1 through 3. Number 4 is the challenge.
- We are adapting to changing realities. We need to proceed joyfully.
- They are motherhood statements. How could I complain? However, TSP has failed to be fiscally responsible.
- Yes, that makes sense, given the identity of the congregation.
- I think they are the right priorities. The building is always a concern. Never know what will go next. A minor concern – we can decamp. I don't have a thing about the building.
- They cover the really important things. #4 is more instrumental. I am not attached to buildings. You can have great church without having a building.
- Church can't be tied to real estate.

- Put less emphasis on building to support congregation and instead make the building self-sustaining and free the congregation. Don't put too much emphasis on the building as the home for TSP. We can move if we want. Consider incorporating the building as an independent United Church entity.
- It's a period of great uncertainty. I'm concerned about the age profile of the congregation. We need to increase membership and also learn how to make it work with fewer people.
- Financial sustainability is really important. Financial viability is a huge issue. Nobody wants to cut anything. We find it hard to make the tough decisions.
- Our biggest priority should be to take what we have and multiply it, promote it, make TSP the most stellar UC congregation in the city, grow the numbers. We don't promote or advertise. The walls keep us in and people out. All the people in building don't translate into new members. We need an aggressive membership campaign.
- I needed a place of sanctuary and worship. Sometimes it gets lost; geared toward political activism. Some people feel excluded but it's a place where you can challenge what people say.
- We're very active, not putting enough focus on personal faith journey.
- It's amazing how the congregation ebbs and flows.
- The brilliance is in the people who go to TSP. You never know what you're going to get when you go there.
- CFJA makes sense. Local and global dimension are important. Priorities speak to these. TSP has a unique and important mission as a presence and witness in the local community and the wider world.
- CFJA is rooted in the soil of the congregation. The congregation is the beating heart.
- Numbers 2,3 and 4 are good. Don't know what CFJA is; has no resonance. Is it a building? Is it a series of programmes? I'd like more specifics.
- The wider community may not be interested in faith/church going, but they value TSP's presence highly. It respects and cherishes the values TSP holds, its physical presence and the security it adds. People want to know that somebody is holding the torch.
- When I think of TSP's presence in the community, I am reminded of Thomas Merton's quote: "The trees in the dark are purifying the air."

## Question 2.

Does the Case for Giving explain the need in a compelling manner? Are you in support of these plans?

Interviewees generally agree that the case is clear and compelling. It should be shorter and it should avoid any hyperbole or overstatement of the facts. Make the case 'short and sweet'. Emphasize how it will enable fiscal viability, community involvement and the advancement of the CFJA. Most respondents support the case. Many would like to see a community component to the campaign.

### **Does the Case for Giving explain the need in a compelling manner?**

- Makes sense to me.
- It's exciting. It's a good opportunity and we're a risk-taking congregation.
- It's compelling. I like the combination of arts, faith, justice.
- Yes, It's important to do this now given the evolution of the Centre. It's evolving into a community centre of sorts – that's a good thing.
- It's an extraordinary opportunity. Great to benefit from Tafelmusik's expertise and contribution. We need to take advantage.
- We won't get another opportunity like this and we don't have another idea.
- TMK-TSP relationship is clear. It makes the congregation and the building unique. Really important and exciting. A great opportunity to leverage a significant contribution for TSP's mission.
- Yes. Good time to do something for the building, especially given TMK's plans. We should do as much as we can.
- The case is convincing. Making the sanctuary more accessible for rentals is important. We need to strengthen TSP's appeal as a venue. I'm enthusiastic about improving acoustics and lighting. Upgrade to the sound system is key.
- It seems well thought out. Sanctuary work is a no brainer. Stop talking and get on with it. We're waiting for the change to happen.

- It's instrumental. It's reasonable. The work is worthwhile.
- I'm not sure about the changes and how they will impact worship and availability. I want to see what it looks like. We're attached to the familiar.
- Not as compelling as I could imagine. Make the connection of the space to the work, clearer. Think of George MacLeod's rebuilding of Iona. Tell me why do we need to spend money on the building; don't force me to make the leap.
- What is TSP without the church? The building is entrusted to us but TSP is beyond that. The two are not married.
- The document is overstated and factually incorrect in places. Concerned that we're lying. For example, we're not improving handicapped access. We haven't decided re organ.
- Parts of it are (e.g. - Allemang and Fallis quotes) are catchy, while parts are repetitive. Some language is over the top.
- The case statement is a bit long. Tell me 1-2-3 what you want and what you want of me.
- What isn't clear is how much the campaign and the project depend on TSP. Make it clearer.
- The case puts the cart is before the horse. We're not doing good planning. The building management committee can help

### **Are you in support of these plans?**

- I love the fact that TSP is open; people come for assistance. We are moving in the right direction. We need to reach out more aggressively to the community and connect with them.
- We do need a capital campaign. We have responsibilities to our primary tenant.
- I am in support of the plan, especially given the 4:1 ratio.
- The campaign plan feels very traditional. I don't see evidence of CFJA vision.
- We're focusing too narrowly at our traditional donor base. We should use this campaign to recruit the support of the wider community. They don't know how tenuous the situation is. We should get them excited about the evolution of this space.
- It's time to create the 'Friends of the Centre'. Essential to realization of the CFJA vision. Involve the community in the process.
- I prefer doing capacity building; I'm not as motivated by building structures.
- I want to make the building viable, self-sustaining. I wouldn't support because the congregation needs, if it's all about the congregation.
- I want to support the programs and the things that are happening. I support M+S 50%. I also Support TMK and Toronto Consort who in turn are tenants. I have a lower level of enthusiasm for capital. I could contribute a moderate amount. I prefer making a one-time gift.

### Question 3.

If TSP launches a capital campaign, how receptive will TSP supporters be?

Interviewees believe that the congregation will want to support the campaign. However, there are limits to their capacity because of income and other commitments. Some want to see evidence that the operational budget is in order and assurances that, during the pledge fulfillment period, there won't be a Fall Appeal in addition to the demands for an annual commitment and a commitment to the capital campaign.

- I think they will be quite receptive. Most people find it an engaging place and will want to do what they can.
- Most members will support.
- There are a lot of elderly people who are on fixed incomes. Young people are mobile; they are not necessarily here for the long term.
- Some people are waiting to be asked. The mushy middle needs to be convinced. TMK can reach a different audience; that works too.
- Look at *Noye's Fludde*. I saw lots of enthusiasm and an infusion of new life and new creativity.
- We want to be faithful to our inheritance.
- They will be receptive. The building is central to the cohesion of the community. That building is 125 years old. It's about the building and the people it puts its arms around.
- Table of giving is really helpful in understanding the challenge.

- We are competing for limited dollars. They might go elsewhere.
- Receptive yes; not sure about capacity. People are giving to many causes.
- There are a lot of women in the pews. Often their partners don't attend and don't share commitment.
- Younger members don't have the means.
- Not in close enough contact to judge. Concerns of older members for assisted living. If it relies on older folks, it might be a stretch.
- I find that hard to judge since I'm not a regular participant. Standing back, it seems like a reasonable amount of money to raise and with such a compelling case, it should be motivating for people to get on board.
- The congregation will be supportive, but I'm not about how able members are to give. TSP members are not really wealthy. The numbers scare me. The Fall campaign is already asking for an extra. There is a risk of donor fatigue. We need assurance that our regular giving will cover the operations. We have to avoid a relentless request for money.
- Not sure. Compared to a lot of churches, there is less emotional attachment to the building. However, the building has become an activity hub and people want to support the hub.
- I hope so. The campaign benefits every member to some extent. This is the way we can build CFJA. Everyone feels a bit burnt out. But we did it before and we can do it again. We need advocates to explain and build momentum.
- I'm fearful that some will stand aside, due to lack of capacity or commitment.
- TSP needs to show a decisive plan on the operational budget.
- Better than putting in a McDonalds at the ground level. The last time [21st C Campaign], I remember having some negative feelings on why we were spending on this building. I thought maybe we should be meeting in a church basement and focus on outreach. But now I feel differently. The church is a terrific asset to us and to the community at large. It is a valuable outreach in and of itself. It provides a beautiful space for people to gather.
- Things are different now compared to 21st Century Campaign. I'm not sure how successful it will be. My hope is they will support.
- I don't know. We need to consider how to invite people to participate. Some will do it because of their commitment to TMK. We need to be sure there is a good balance between the needs of the congregation and the needs of the arts community.
- What role will Bathurst take?
- The support always comes through in the end.

#### Question 4.

In your opinion, what are TSP's greatest strengths that would help it be successful in this campaign?

TSP can count on a highly committed membership, a strong and positive profile in the community and a pool of talented leaders who can help ensure the success of the campaign. The partnership with Tafelmusik is deep and secure. They are making a major commitment to the renovations and creating a unique opportunity for collaboration.

There is a palpable sense of excitement among many of the interviewees that, if nurtured, would spread across the congregation, ensure the success of the campaign and build momentum for TSP's overall strategic priorities.

- Extremely committed community within and beyond the church. There are others in the community who might give if they knew it wasn't just for worship. TSP has credibility in its role as an arts venue.
- Easy to see that you could reach outside – community and former members. Legacy and life insurance might also help.
- Commitment of members, depth of feeling is strong.
- There are some members who are well-connected and could appeal beyond the congregation.
- Many of the members are good communicators. They can talk with the non-TSP constituency.
- TSP has an exceptional capacity for pastoral care and Christian outreach; the constant support of members is endearing; we feel an obligation to give back.
- TMK contribution is great – they are coming through.
- Leverage is very appealing. Not exactly a challenge grant but has the qualities of one. Huge asset. Huge bang for our buck. We want to be a shareholder/partner – we have to step up to the table and contribute.

- The potential for borrowing from conference.  
*(Note: One interviewee is strongly opposed to this and might not support in this case.)*
- Leadership from Betsy and Barbara
- Reputation in the community.
- Very dedicated and generous congregation. Punches above its weight. But there are quite a few who feel that TSP is not doing anything with the money.
- Effective the way it's put; TMK is our anchor tenant. We'll benefit. Good case.
- Very strong commitment of core members, including me who recognize it's unique. We are not a passive congregation.
- We're called into the wilderness and God will come and meet us there.
- The relative diversity of the congregation and our lead on being an affirming congregation.
- The Spirit in the building and many friends in the community (e.g. - Ann-Marie MacDonald).
- Our location, our partnership with TMK and our willingness to be creative about the use of the building.
- One-on-one conversations.
- Knowing that it makes an immediate difference. Tangible nature of the project; seeing where the money's going. Also it's finite.
- Exciting to be part of something bigger with TMK.
- Partnership with TMK – internationally renowned company. Our credibility is high. Our accountability is high. Our profile is high.
- TSP is vibrant and alive. Compared to so many other Christian religious organizations. I am amazed at how vibrant TSP is.
- Patience and being in things for the long haul. A high tolerance for ambiguity and discussion “(both a strength and a weakness). A physically high-profile place in the local community.
- The long history TSP has with many of its affiliates (high donor attachment).
- TSP as ‘sanctuary’. The whole church is a sanctuary. People come and see it as a place that is alive, safe, good, warm.
- TSP has roots that extend far out into the community.

### Question 5.

What factors might hinder a successful campaign?

There are risks that the Campaign Team, Board and Ministers must address including a lack of energy, a sense that the project is not doable, a lack of full participation by everyone or generally low morale given the many challenges facing the congregation. Some members simply can't give any more. All members are facing competing financial demands, so the campaign communications must demonstrate sensitivity and realism.

There is a counter risk of failing to make the case clear, compelling and urgent. Failure to be specific about the amount needed, about the accountability mechanisms and about the campaign process might also hinder its success. Many interviewees want to see more action and less talk and also less paper.

- A sense of hopelessness re the future of main-stream liberal churches. A feeling that it's time to hunker down.
- A lack of sense of call. Some may feel that it's too large of a project. Maybe there isn't the critical mass required.
- Ability to give. A weak economy.
- People will budget what they're going to give. They are maxed out.
- Senior members dying. Large donors are being replaced by people who drop a toonie into the plate. I worry about that. How deep are the pockets?
- Donor fatigue. People feel they already give lots.
- A belief that this isn't where we get the best bang for our buck.

- Thin participation. Many key members are rarely here. Attendance at stewardship meals is low.
- My biggest disappointment is that we only have 200 on a Sunday.
- Failure to make the urgency of the situation clear. Reticence about saying that we're in tenuous situation. Failure to engage people.
- There might be people who don't find the leadership compelling.
- We haven't replaced the major donors to the 21st Century campaign.
- The Board tends to dither. It needs to take a leadership role. Some donors won't be very receptive as a result. Act not talk.
- Timing is a big problem. I thought it was a great idea a couple of years ago. I assumed it would be done before we started the drawings. We have to take a large percentage of the Trust funds and hope that the campaign can repay it.
- Not many people compelled by capital expenditures.
- Burying people in reams of paper that doesn't tell a simple, compelling story.
- Draining human energy. Communication that is dysfunctional.
- If they think the money is being mismanaged.
- Failure to show results.
- Lack of professional support, difficulty staying focused, unclear articulation of targets and strategy for the campaign, lacking a communication plan or poor execution of it.
- Busyness of the people who lead, both retirees and the working folk.
- You can be rude and stupid, but so far people have been respectful and thoughtful.
- Some of the social justice messaging makes those who work in the private sector feel criticized or excluded. This is ironic for a congregation that espouses inclusivity so strongly.

### Question 6.

Who should be part of the leadership of this campaign?

There is strong affirmation for the leadership of the current team. Many interviewees suggested that it would be good to ensure diversity in any campaign team including members with different backgrounds at TSP, representatives from TMK and the community and people with experience in this type of enterprise. Interviewees suggested a number of individuals within TSP and beyond for consideration.

- The Board has to be the leader.
- I don't see who else would be better. The current team is very strong.
- I can't think of anybody. It's a good group.
- The current team is excellent.
- Volunteer energies are low. See volunteer task group report.
- Need a mix of backgrounds. Include somebody from the community.
- Doers have to be top-notch administrators. Hard to pull off with volunteer energy only.
- The team should include: experience successfully running campaigns of equivalent size or greater, a faith perspective, a Tafelmusik perspective, experience with business planning, experience with successful fundraising communications in a comparable urban setting/target demographic (print, social media, and whichever formats are most suited for the target donors), a perspective from the Centre (not TSP or Tafelmusik) and someone who has strong 'moral' support from TSP.
- There are different groups in the church. They hang with each other. Women's group. Gay-lesbian group. Middle Eastern group. Identify leaders from each group and get commitment from various groups.
- New members. Choir members.

- Leadership should be diverse. Young/old/in-between. Collaboration is the TSP way.
- Someone who has a long history with the congregation.
- Friends of TSP. Invite people interested in the community join the committee for one month out of ten.
- Ask Susan Craig for suggestions; she knows who is well-respected.
- Someone who cares beyond TSP; it is a house of prayer for all nations.
- Mixed gender.

Interviewees identified a number of members of the congregation whom they believe could help the success of the campaign by taking on a leadership role. These names have been forwarded to the Committee for its consideration. Similarly, some interviewees suggested the names of people from the community who might take on a leadership role.

### Questions 7 & 8.

Without making a commitment, would you consider volunteering to assist with the campaign? Would you be willing to visit some potential donors?

Half of the interviewees are willing to volunteer some time. Most are not keen to do visits.

There are likely enough volunteers needed to carry out the campaign if the design is light, short and conducted efficiently. Matching skills and interests is essential.

### **Interviewees willing to volunteer time:** (12 in total)

- Would stuff envelopes.
- Willing to assist in connecting with community leaders.
- I would help to make the community ask. I would be better asking on behalf of the Centre.
- Interested in the concept of approaching the community and coordinating with TMK; I am not a good asker.
- I might be willing to host a small gathering and to ask someone in my family who has the means to give.
- Yes. I also want to challenge others with some project.
- Willing to speak publicly or to participate in small group discussions.

### **Interviewees unable to volunteer time:** (10 in total)

- Doesn't appeal much to me. I like activities that are different than work. I stay off boards and committees.
- Living out of town.

### Question 9.

Do you have suggestions regarding persons, foundations or other organizations we should approach for donations?

Interviewees made a small number of general suggestions and recommended a few individuals who might be approached. Generally, interviewees recognize that most of the money has to come from members and adherents, present and past.

Interviewees also suggested a number of individuals outside TSP who might contribute to the campaign. These names have been forwarded to the Committee.

- Work closely with Tafelmusik.
- Toronto Community Foundation.
- Individual family foundations.
- People and businesses in the surrounding community (e.g. - via local BIAs or other prominent community figures).
- Social media (e.g. - think of the Twitter buzz surrounding Atwood and libraries).
- The city. The building is a landmark.
- Entertainers like Mary Lou Fallis.
- United Church Council.
- Franchise owners in the area.
- BIAs might sponsor an event.
- CBC for coverage.
- Banks won't participate.

Question 10.

Is this a campaign you would be willing to support financially?

Based on a sample of 21 of 22 interviewees, 95% indicated a willingness to support the campaign financially.

Question 11.

Without committing yourself, can you suggest what range of gift you would consider over a three to five year period?

Based on a sample of 17 potential donors (across 16 interviews in which one interview was held with two individuals), there is a commitment to pledge close to \$100,000. It is reasonable to assume that, if the campaign is well-planned and executed, a target of \$300,000 can be achieved and even surpassed. See the conditions expressed in the responses to Question 13.

<b>Level</b>	<b># of Gifts</b>	<b>Cumulative</b>
\$25,000	1	\$25,000
\$15,000	1	\$40,000
\$10,000	2	\$60,000
\$5,000	6	\$90,000
\$2,500	4	\$100,000
\$1,250	1	\$101,250
\$500	1	\$101,750
\$0	1	\$101,750
<b>TOTAL</b>	<b>17</b>	<b>\$101,750</b>



### Question 12.

What would be the most important factor in determining the amount of your personal/corporate gift?

Responses to Question 13 reinforce the importance of a clear case, the partnership with Tafelmusik, the attractiveness of a gift that will leverage other dollars and a strong focus on improving the sanctuary for the benefit of the wider community.

- The package was good. This is our part of a bigger project that we're all going to benefit from.
- The Centre is the future. That's what is most important to me.
- Focus on mission; compelling vision for the connection between the project and TSP's mission.
- TSP is a public space; I love it. Make clear how this project contributes to preserving and expanding it.
- Feeling of excitement about making something happen.
- Solidity of the 4:1 ratio.
- I don't want to throw money at something that isn't achieving its goals.
- I don't mind if we lose the pews, etc. This is a win-win.
- Knowing that we are part of the congregation.
- I want it to be a church. I don't want it to be more of a theatre than a church.
- The possibility of another performance space and keeping it as a multi purpose space.
- I'm attached. I'll do it.
- Improve the space for the long term. If it's just for us, we're less interested. Just for worship is not enough. It has to serve the larger community.

- Assurance that it will lead to the sustainability of the building.
- Keep in mind what the competition looks like (e.g. - Koerner Hall, the new Opera House). We have to compete. We need TMK. We need to work with them. We have to do our part. It would be great to improve efficiency of our space for different uses.
- Make clear the need for financial resources. Also be mindful of expenses. An old building; needs lots of maintenance. Responsible stewardship requires investment. Important for us to be here as CFJA for the community.
- Where it fits in the competing priorities for my charitable giving; smaller /weirder are my priority.
- Personal needs/other demands.
- Personal finances in the next 12 months.

Of course, all donors are juggling competing demands and some degree of uncertainty. These only underline the need to engage the whole community in this enterprise.

### Question 13.

Do you think it's possible to raise \$300,000 through this campaign?

There is a reasonable level of confidence that the target can be met. Donors need assurances that it is enough to complete the project and that they won't be asked for 'top-up' funding in a year or two.

- Is it enough? Has there been enough engineering to be sure that the numbers are sufficient. Is there a contingency?
- Realistic. May be a bit low. I see a lot of couples in their late 40s. Seems they could give to make sure we meet the target.
- Make sure it's the right amount. We can't go back to the well. Project management and cost control are really important. Need to reassure donors.
- Overall target is doable.
- I hope so. I remain positive.
- Shouldn't be too difficult. Young people may not have ability to give.
- Seems reasonable.
- I don't have a deep sense of people's capacity to give.
- Nowhere near what we need to stabilize the endowment fund or the renovation. We are going to lose our strongest donors. There is no one to follow them.

- I think so. Other churches do way more. TMK partnership should drive 4 to 1. Do the members have the means? I don't know.
- No idea. Sounds reasonable. Seems fair. It feels huge. Scares me.
- That shouldn't be a problem.
- I wouldn't go less. Go for it.
- Yes, if run with sufficient professional support.
- I have no idea re ability to give.
- Every year we've asked for 5% and we get it. Still, the total we need may not be there.
- I don't know.
- I'm not sure we can make the target.
- TSP only meets my social justice objectives indirectly.
- My priorities are shifting.
- We need to engage others in the community to help us.
- We can operate the building without a church. But if the congregation is going to survive it has to stand up and get new members.

#### Question 14.

What should the committee do to ensure that it has a successful campaign?

Conduct a campaign that is transparent, efficient, accountable and effective. Put a heavy emphasis on communications, on telling the story and engaging the 'actors'. Visuals are essential. Develop a clear plan for recognition of donors. Get professional help.

- Recognition is important.
- Get people behind it – simply, directly.
- Don't exhaust us with too much bureaucracy.
- Do it efficiently. Not too many meetings.
- Show that we have the capability to deliver well.
- Create conversations.
- Keep us updated.
- Communicate.
- Tell members what we are doing. Make clear it is not self-serving but to be of service to the community. If we are doing it for us, it's not going to be effective.
- Interviewing is excellent. Good first step.
- Keep highlighting the opportunity. Hold in good tension with need.
- Need to be aligned with TMK re community ask. May be cases for a joint ask.
- Need better accountability.
- Be as transparent as possible. Show more detailed package.

- I also see other possibilities for fundraising – celebrations, special events, etc. People will step up to the plate in creative ways.
- Approach it in a different way. Be honest and transparent. Emphasize the opportunity.
- Explain what happens if the costs are higher.
- Giving chart is helpful. Show how it compares with past giving.
- People need to understand what level of giving is required.
- Don't be controversial.
- Some people want lots of information. People want to discuss. Make sure there are places for them to get the info they need.
- Give people visual, architectural drawings.
- There will be pain. Will help people get through it.
- Be mindful of each member's financial situation.
- Involve the community.
- Connect to the community. Tell them about it (i.e. - Residents' Associations, political leaders, etc.) Give the community a stake in the project.
- Pictures.
- Provide a timeline that parallels the expense line.
- Don't borrow at 0%; it makes me angry.
- A more imaginative document.
- Visual and oral presentations.
- Something visible like Aija's tree.
- Recruit the right visitors.
- This isn't just about TMK; emphasize the usefulness to the wider community.
- Consider how the university might be involved.
- Use professional help.

## Additional Comments.

The additional comments reinforce the commitment of TSP to the building, the vital importance of the building in the neighbourhood and the readiness to take on a campaign. They also reinforce certain reservations about the messaging, the process and the amount of energy required/available.

- The church is an anchor of the community: its cultural roots and its commitment to social justice are part of the fibre of the neighbourhood. It is one of the reasons why the area is so attractive to writers and other members of the cultural community. (e.g. - Ann-Marie MacDonald, Deepa Mehta, Rachel McAdams, Christie Blatchford)
- TSP protects the neighbourhood as a livable area. It adds stability.
- I'm excited. Thrilled that this is being proposed. The acoustics are so important. The openness for change is great. In my setting, there is such a resistance to change.
- Could be very exciting for TSP and broader community especially if vision is sharp and communications are compelling.
- Great to look ahead and be creative with the building and what goes on inside.
- I still don't have a commitment to the stones.
- Timing coincides with staff review. Will consume time and energy. Will challenge ability to communicating thriving rather than surviving.
- Consider a benefit, like the *Out of the Cold* concerts.
- What happened to the aborted capital campaign several years ago?

- Some Board members don't have the skills required. We need good management. The work needs to be done in a business-like manner. We're not quite there.
- Watch the burnout of the volunteers. Look at the difficulty Susan has filling all the positions. Monday night study group has shrunk and is folding.
- People are getting old and will die. People have also given much time to lead. They can't do more.
- Bricks and mortar have a bigger appeal than the ongoing work of the church.
- Very impressed with congregation and compassion for people who are suffering. We need to support it financially. TSP members are so sensitive and caring. The church serves the wider community too.
- I'm glad to support. Some of us are big talkers but we don't praise. We need to recognize what we have here and we need to share it.
- Let's celebrate as we go along.
- Don't over think it. It saps energy.
- Don't waste time on planning and policy. Just do it.

- One interviewee provided the following written commentary:

*One might think that this indicates a building that bustles with activities connected with these concepts, and that these laudable activities are in some way subsidized by the congregation through low rent for space in the building. This isn't true.*

*The building rental has no connection to any Circle, or to the Board. The building is being rented for maximum income and with little regard for the type of activity. The spaces within the building are often dismal, badly maintained, cell-like. There is no connection between user groups other than passing in the hallway. There is a sense of isolation within the users. Building Management knows it shouldn't rent to for-profit groups participating in mining, resource extraction, pornography, gambling, but many users are for profit and some of the ones that are non-profit are also non-effective and have to be chased for rent. There is a disconnect between what some in the congregation may think is going on and reality.*

*The building is a version of a community hall: 12-step programs, salsa dancing, for-profit counseling, a Montessori school, a communist bookstore, choirs, an orchestra. This is all fine; nothing wrong with it. But what in that package needs to be uniquely supported by me, with my unique history, sense of good and evil, my particular slant on social justice?*

*We started out being on the forefront of LGBTQ rights and participation; that is thankfully more common in the general population now. We did some Out of the Cold; that is no longer done. There is a sub-group that meets occasionally for Restorative Justice.... that is important to me.*

*I love the building; I feel very comfortable there. It suits me. But how much should it cost for a couple hours on Sunday morning? How much am I really paying for nothing more than my own emotional feelings on Sunday morning?*

## Recommendations

This section proposes ten recommendations that should ensure a successful and manageable campaign.

1. **Recommend to Board that TSP proceed with a campaign to be carried out between February and May 2013.**
2. **Recommend a target of \$300,000 to the Board subject to the four conditions outlined on page 8 ('The Time is Now') of this report.**
3. **Commit to sending a handwritten thank-you note to each interviewee by January 1, 2013 or earlier.**
4. **Provide the congregation with a report on the Feasibility Study by January 15 orally, in writing and on the website.**

**5. Simplify and focus the case.**

- a) Key themes:
  - The building is a hearth and gathering place for the congregation – its mission and influence emanates from it.
  - The building is an anchor and an essential element of the larger community
  - The campaign will allow us to advance the CFJA vision in a very concrete way.
  - Faithfulness to our partnership with TMK demands that we do our part.
  - The opportunity to carry out a \$1.5M improvement is huge and unique. We should seize the opportunity. (Reference the story of the talents.)
  - This is an urgent and imperative step in the viability of the congregation.
- b) Get the case on one-page summary with a detailed companion piece not exceeding five pages.
- c) Include lots of visuals.
- d) Invite the Building Management Committee to review and comment.
- e) Recruit a strong writer within the congregation to act as editor.
- f) Use professional talent for layout and production.

**6. Develop a powerful and well-constructed communication program**

- a) Develop and finance jointly with TMK .
- b) Install strong visuals inside and on the exterior of the building.
- c) Ensure persistent, positive oral messaging throughout the campaign.
- d) Use a range of spokespersons – one testimonial each Sunday in February, March and April. (Use the Minute for Mission format.)
- e) Send a joint letter from TSP and TMK to BABIA, HVRA, HBIA, ARA explaining the campaign, inviting input and asking for donations.

**7. Establish the Campaign Champions Team made up of one Co-Chair, one TSP member with a private sector background and a leading member of the community.**

**8. Include past members and adherents.**

- a) Send a personalized letter to everyone on the Renewing Spirit 125 mailing list.
- b) From this list, identify a group of high potential donors who would receive a special letter and follow-up phone call.

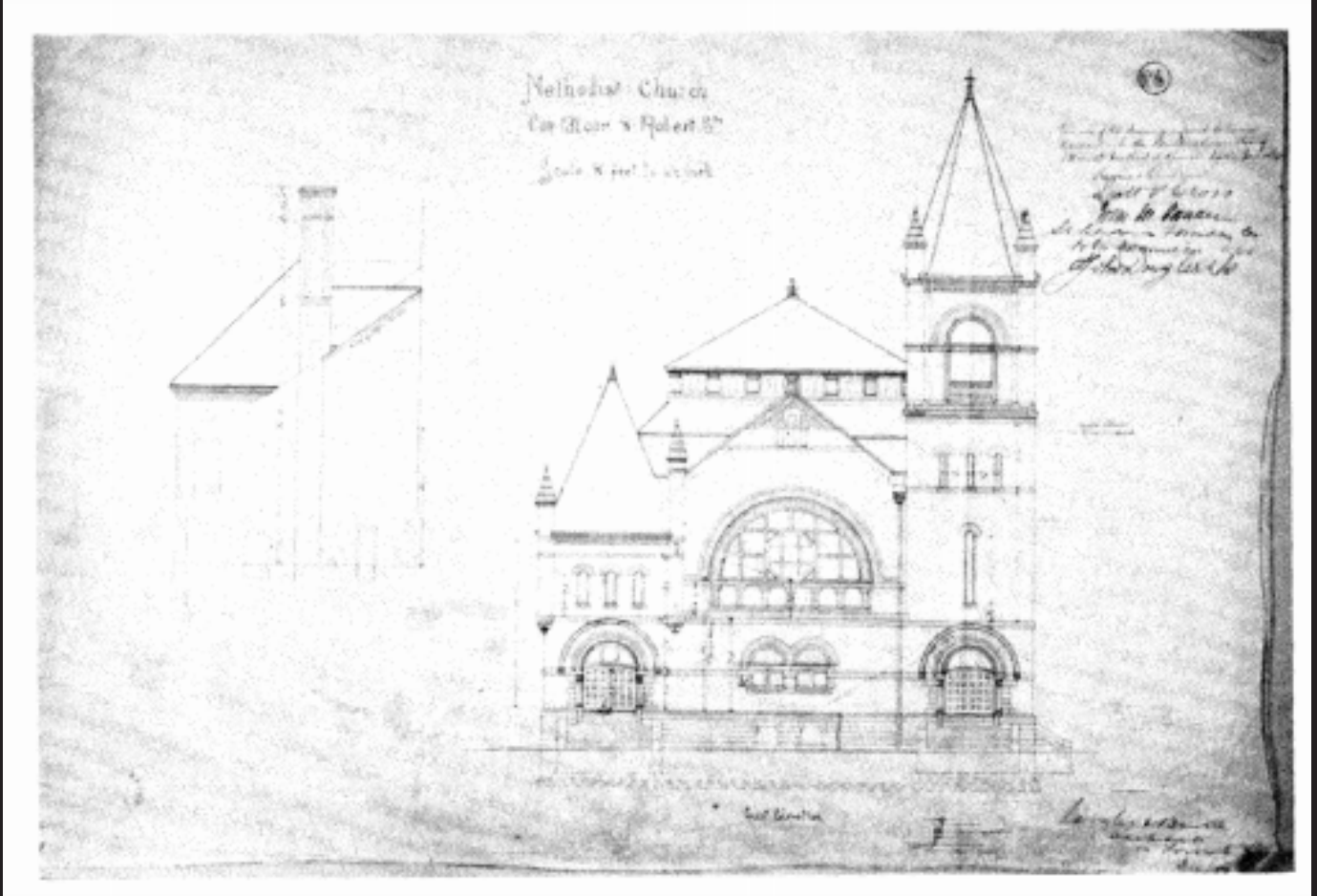
**9. Simplify campaign ask.**

- a) Get commitment from committee by February 1, 2013
- b) Quietly ask 10 lead donors for their commitment by February 28, 2013.
- c) Plan and develop a congregational ask built into or following a service in March 2013 using a small group format animated by trained facilitators.
- d) Visit remaining potential donors in April 2013.

**10. Define and develop a clear plan for recognizing donors and celebrating the results.**

*BABIA* - Bloor Annex Business improvement Area  
*HVRA* - Harbord Village Residents' Association  
*HBIA* - Harbord Business Improvement Association  
*ARA* - Annex Residents Association

Appendices



Appendix 1:  
Letter to Interviewees



**Trinity-St. Paul's United Church and  
Centre for Faith, Justice and the Arts**

427 Bloor Street West Toronto ON M5S 1X7 416 922 8435 tsp@trinitystpauls.ca

***Celebrating 125 years of Faith, Justice and the Arts***

November 19, 2012

<first name> <last name>  
<street>  
<city> <postal code>

Dear <first name>:

***Renewing Spirit 125  
Committee***

***Honorary Co-Chairs***  
Kay Fallis  
Walter Pitman

***Co-Chairs***  
Betsy Anderson  
Barbara Lloyd

***Members***  
Paul Bagnell  
Lynne Brenman  
Don Chong  
Michael Cooke  
Jane Cooper

As you likely know, the Board at Trinity-St. Paul's has proposed a capital campaign as part of the Renewing Spirit 125 celebrations. This important anniversary coincides with the receipt of a major grant by Tafelmusik and presents a unique opportunity to embark together on a significant renewal of our spaces for worship, public gathering, arts events and hospitality.

In our five-year plan, we have committed to taking the next steps in the development of our Centre for Faith, Justice and the Arts, to growing the diversity of our membership, to expanding our engagement in justice issues, to supporting the congregation on our journey of faith and to operating a financially viable facility that will serve as a hub for these commitments. The proposed campaign represents a key vehicle for raising the funds to make the required improvements to our 125-year old building.

The vision includes a major renovation of the sanctuary that will enhance the warmth and intimacy of the space while improving acoustics, accessibility, flexibility, and efficiency of use. The organ console will be made moveable and the pipework will be thoroughly cleaned. The seating, aisles and sight lines will be improved dramatically. A new sound system will be installed. All the renovations will meet current safety codes and environmental efficiency will be improved.

TSP proposes to raise \$300,000 as its contribution to this ambitious project. Tafelmusik has already secured a grant of \$500,000 and plans to raise a further \$700,000 for a total contribution of \$1.2 M. This means that Tafelmusik will contribute 80% of the costs and TSP will contribute 20%, enabling a scope of work that the congregation could not realize on its own.

Prior to initiating the campaign, we have engaged Michael Cooke who helped lead our successful 21st Century Fund Campaign in 2005 and who has significant fundraising experience, to conduct a feasibility study. The study will seek the advice of congregational members and other interested parties to determine the direction our campaign should take.

A member of the Renewing Spirit 125 Committee will contact you shortly to request a 30 to 45 minute interview with Michael. This will be scheduled at a time most convenient to you in order to hear your comments on the proposed plans. This is a confidential information gathering session only and you will not be asked to make a financial commitment at this time.

The attached Case for Giving outlines the proposed project and rationale in greater detail. We would ask you to read it prior to this interview.

We believe that your input will be invaluable in helping us to determine the scope and direction of this campaign.

Sincerely,

Don Chong  
Campaign Lead  
(416) 877-3859

Barbara Lloyd  
Renewing Spirit 125 Co-Chair  
(416) 242-9460

**Enclosure:** Case for Giving  
Sample Table of Gifts

Appendix 2:  
Sample Feasibility Questionnaire

## Questionnaire

Person Interviewed: \_\_\_\_\_

Date: \_\_\_\_\_

Affiliation: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone: \_\_\_\_\_

Email: \_\_\_\_\_

1. TSP has set the following priorities for the next five years. Do you support these priorities?
  - a. *To strengthen our Centre for Faith, Justice & the Arts*
  - b. *To nurture a vibrant and diverse congregation who will have a significant impact on local and national social justice issues,*
  - c. *To engage and support the congregation on its journey of faith*
  - d. *To operate a financially viable facility that supports the congregation's mission and vision*
2. *Having read the Case for Giving, does it explain the need in a compelling manner? Are you in support of these plans?*
3. If TSP launches a capital campaign, how receptive will TSP supporters be?
4. In your opinion, what are TSP's greatest strengths that would help it be successful in this campaign?
5. What factors might hinder a successful campaign?
6. Who should be part of the leadership of this campaign?
7. Without making a commitment, would you consider volunteering to assist with the campaign?
8. Would you be willing to visit some potential donors?
9. Do you have suggestions re persons, foundations or other organizations we should approach for donations.
10. Is this a campaign you would be willing to support financially?
11. Without committing yourself, can you suggest what range of gift you would consider over a three to five year period?
12. What would be the most important factor in determining the amount of your personal/ corporate gift?
13. Do you think it's possible to raise \$300,000 through this campaign?
14. What should the committee do to ensure that it has a successful campaign
15. Additional comments:

Appendix 3:  
List of Interviewees  
(in alphabetical order)

1. Merlyn Beeckmans
2. Michael Bourgeois
3. Lois Brown (T)
4. Theresa Cooke
5. David Craig (T)
6. Robin Craig (T)
7. Lyn Gaetz
8. Denis Grey (T)
9. Moira Hutchinson
10. Roger Hutchinson
11. Tom Hutchinson (T)
12. Sumiko Jin
13. Marilyn Legge
14. Carolyn Lemon
15. Janet Mairs
16. Don Middleton
17. Ann Nikkel (T)
18. Roger Townshend
19. Cathy Watson
20. Jane Wood (T)
21. Clayton Wilson
22. Neil Wright

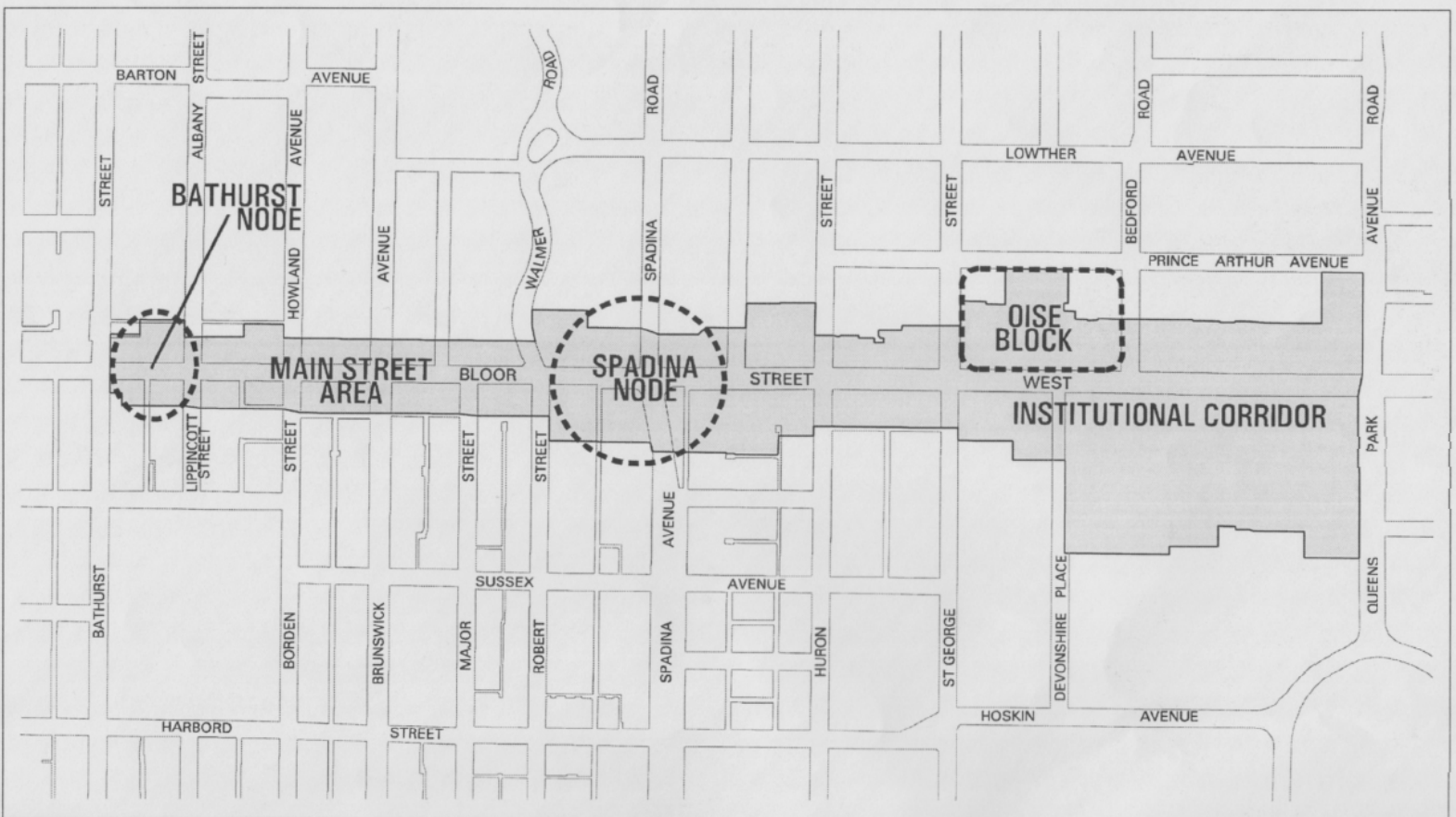
*Note:*  
*"T" indicates that the interview was conducted by telephone.*

Appendix 4:  
Revised Table of Gifts

<b>TSP Renewing Spirit 125 Recommended Table of Gifts December 2012</b>					
	<b>Gift Amount</b>	<b>Weekly pledge over 5 years</b>	<b>Weekly pledge over 3 years</b>	<b>Number of Gifts Required</b>	<b>Cumulative Total</b>
1.	\$30,000	\$115	\$195	1	\$30,000
2.	\$25,000	\$100	\$165	0	\$30,000
3.	\$15,000	\$60	\$95	3	\$75,000
4.	\$12,500	\$50	\$80	3	\$112,500
5.	\$10,000	\$40	\$65	3	\$142,500
6.	\$5,000	\$20	\$32.50	15	\$217,500
7.	\$2,500	\$10	\$16.25	20	\$267,500
8.	\$1,250	\$5	\$8	26	\$300,000
				71	

The above table is intended to illustrate the number and size of gifts required to reach campaign targets of \$300,000. It also provides the estimated weekly payment for pledges made over three and five year periods. These are shown as examples only. Donors often choose other plans and timeframes for fulfilling their pledges.

Appendix 5:  
Bloor Street Corridor Character Areas



**TORONTO** City Planning  
Map 1: Bloor Corridor Character Areas

Bloor Corridor Visioning Study  
File # 05\_162541

Urban Design Principles



**1**  
**Sustainability**  
 As Bloor Street changes, it will build on its prime location within the City and its exceptional public transit access to become a model for sustainable living and development. Bloor Street will promote sustainability in all aspects of living, including movement, energy use, building technology, and “green” infrastructure, and implement creative solutions to challenges of tree planting, and greening in general.

**2**  
**Diversity**  
 Bloor Street will continue to support a wide variety of retail, residential, employment, institutional and open space land uses, and will integrate them to ensure an active, well-used street at all times of the day and all seasons. Mixed retail at grade, including institutional buildings should co-exist with existing office and employment uses, and a variety of housing types, sizes, and tenures.

**3**  
**Transition**  
 Buildings along Bloor Street will transition in height and built form on a site-by-site basis, along the corridor, as well as within the City of Toronto, to visually knit together different building forms to create a legible and navigable corridor. That is to say, building heights will step down as one moves north and south of Bloor Street, and step down from Avenue Road towards Bathurst Street.

**4**  
**Public Realm**  
 Bloor Street will be an active, inviting and beautiful street for all users, providing a cohesive public environment while linking the distinct identities that exist along it. It should protect, enhance and expand parkettes and places to sit. It will provide active at-grade uses that are safe, accessible, and interconnected with co-ordinated street furnishings, and that which supports year-round, day-round activities.

**5**  
**Built Form**  
 Buildings will contribute to the coherence of the streetscape through high quality design, appropriate transitions between buildings and to their surrounding context. New buildings will minimize negative impacts on neighbourhoods by ensuring continued light, views, privacy, and sky views, and density will be directed to transit nodes to create high-quality public interfaces.

**6**  
**Movement**  
 As a destination, Bloor Street will accommodate all modes of travel. As a corridor, Bloor Street will balance its vehicular capacity with a high quality, continuous pedestrian realm. Additional vehicular traffic along Bloor St. and surrounding neighbourhoods will be discouraged. Surface parking will be redeveloped while parking demands will be met through other creative solutions.

**7**  
**Heritage & Culture**  
 Heritage patterns of block structure, built form and street character, as well as cultural heritage, will be maintained and enhanced in as much as they support the overarching vision for Bloor Street. Tangible (built form) and intangible (values, spirit of place, character) heritage elements will be maintained and enhanced to add to the character of the corridor.

**8**  
**Process**  
 Bloor Street should evolve in a manner that allows for all stakeholders to participate in its evolution. Partnerships will be captured that exist to ensure a continuing dialogue between all stakeholders. Incentives will be provided to inspire development that responds to Bloor Street’s primary principle on sustainability.



# Renewing Spirit 125

A Financial Campaign  
Celebrating 125 Years

*of*  
Faith, Justice and the Arts  
*at Trinity-St. Paul's*