

Development Operating Plan FY22 Synopsis

	FY21 Budget	Fundraising FY21 10/1/20 – 08/31/21	Projected FY22 Revenue
Unrestricted	\$594,700	\$615,440	\$624,000
Restricted	\$210,000	\$188,275	\$210,000
TOTAL	\$804,700	\$803,715	\$834,000

Development Activities

Preserve, Protect, Restore

- Raise funds to support towpath resurfacing, \$20,000+ goal
- Raise funds to support preservation of rare plants in the Park, \$75,000 goal over 2022 and 2023
- Develop plan for refurbishing lockhouse(s) utilizing potential \$1 million gift over 3-5 years

Enhance Visitor Experience

- Raise funds to support Canal Community Days program through sponsorships, \$45,000 goal
- Install 15 donor-sponsored benches in the Park

Build a Community of Support and Stewardship

- Raise funds to support the Park's Canal Classrooms program, \$30,000+ goal
- Foster a sense of individual and collective ownership and responsibility for the Park through donor-centric communication and outreach
 - Continue to improve database functionality
 - Mail year-end and spring direct solicitations
 - Participate in Giving Tuesday and Washington County Gives
 - Refine website messaging
- Increase the Trust's physical presence in the Park
 - Further develop C&O Canal Giving Days in conjunction with Canal Community Days
 - Install C&O Canal Trust signage at high traffic entrances to Park
 - Host community-building events
 - William O. Douglas Society Reception
 - Park After Dark
 - TowpathGO

Achieve Operational Excellence

- Work with Park leadership to implement DO-21
- Calendarize development programs with cash flow needs to provide stable levels throughout the year
- Secure and steward increasing numbers of major donors committed to the missions of the Park and the Trust
 - Send Donor Impact Reports to WODS members and \$500-\$999 donors
 - Further develop stewardship initiatives for major donors, middle range donors, and new donor prospects
 - Modestly increase the number of members in Patowmack Society

FY22 OPERATING PLAN -- DEVELOPMENT			
FY22 Fundraising Goal:			
Unrestricted	\$624,000		
Temporarily Restricted	\$210,000		
TOTAL	\$834,000		
Protect, Preserve, Restore			
Strategic Goal	Key Development Moves FY22	Actions FY22	Quarter
Improve the surface of the Towpath for a safer, more accessible trail	1. Raise funds annually to support resurfacing the 80 miles of Towpath most in need of rehabilitation.	a. Continued placement of signage as further sections are resurfaced. Goal: \$20,000+. Potential PAD paddle raise.	Ongoing
		b. Combine advocacy outreach with email solicitation.	Q2
Preserve, protect, and restore the C&O Canal and its historic buildings and infrastructure through innovative programs and advocacy.	1. Raise funds to support the preservation and protection of rare, threatened, and endangered plant species in the Park.	a. Develop and implement campaign to raise \$75,000 over a two-year period. Campaign to launch in Q2 of FY22. Potential PAD paddle raise.	Q2 & Ongoing
		2. Raise funds to support the preservation of historic lockhouses, and the expansion of Canal Quarters program.	a. Develop plan for refurbishing lockhouse(s) utilizing \$1 million potential gift over the course of 3-5 years.
Enhance the Visitor Experience			
Strategic Goal	Key Development Moves FY22	Actions FY22	
Improve aesthetics, usability, and access of high visitor use areas of the Park.	1. Raise funds for Canal Community Days program through sponsorships. FY22 Goal: \$45,000	a. Send FY21 Canal Community Days Impact report to 2021 sponsors.	Q1
		b. Solicit FY21 sponsors for FY22	Q2

		c. Expand sponsorship pool through outreach to new corporate partners.	Q1
	2. Place donor-sponsored benches in the Park for the comfort of visitors.	a. Negotiate new bench sponsorship agreement with Daofeng & Angela for 10 new benches to be installed in 2023.	Q3
		b. Continue to market bench sponsorship program. FY22 goal = 15 benches for installation in 2023.	Ongoing
		c. Complete transition of bench program administration to Development Associate.	Q1
Build a Community of Support and Stewardship			
Strategic Goals	Key Development Moves FY22	Actions FY22	
Engage the next generation of Park Stewards	1. Provide vital financial support to Canal Classrooms. FY22 Goal: \$30,000+	a. Gain guidance from the Park on future of Canal Classrooms and on its funding priorities both near term and long term.	Q1
		b. Renew foundation and major donor support for program.	Ongoing
		c. Provide excellent donor stewardship by scheduling site visits for major donors when possible and by sending a Canal Classrooms Donor Impact Report at the conclusion on the school year.	Q4

		d. Solicit donations through <i>Canal Connection</i> , and social media.	Q3
Grow philanthropy, volunteerism, and advocacy among Park users and stakeholders by building a broad and inclusive C&O Canal community.	1. Through donor-centric communications and outreach, foster a sense of individual and collective ownership and responsibility for the Park that results in increased giving, volunteerism, and other support.	a. Work with Communications team to maintain database functionality improvements to enable us to more easily segment donors for targeted messaging and solicitations through social media, Canal Connection, Canal Quarterly, and other communications.	Ongoing
		b. Direct mail solicitations – end of year 2021; spring 2022.	Q1 & Q3
		c. Participate in Washington County Gives & Giving Tuesday to the extent merited.	Q1 & Q3
		d. Work with Communications team to refine messaging on website, and provide the most up-to-date and engaging content.	Ongoing
	2. Increase the Trust’s physical presence in the Park to connect with Park users “where they are” in the Park.	a. Further develop annual C&O Canal Giving Days. Schedule in conjunction with public Canal Community Days events.	Q3
		b. Widen reach of campaign through greater engagement with local businesses and other constituents – signage, sponsored prizes, flyers, etc.	Q2 & Q3

		c. Install C&O Canal Trust signage at high traffic entrances to Park.	Q1
	3. Host community-building events that bring together different Park constituencies.	a. William O. Douglas Society reception	Q1 or Q3
		b. Park After Dark	Q4
		c. TowpathGO! 3.0	Q3
Achieve Operational Excellence			
Strategic Goals			
Grow the synergistic partnership between the C&O Canal Trust and the C&O Canal National Historical Park.	1. Work creatively with Park leadership in the implementation of DO-21.	a. Seek out new ways to provide donor recognition in the Park.	Ongoing
		b. Implement Donor Recognition Plan.	Ongoing
Increase development revenue sufficient to meet organizational growth objectives.	1. Improve positive cash flow to accommodate seasonal and programmatic revenue and expense fluctuations.	a. Calendarize development programs with cash flow needs to provide stable levels throughout the year.	Q1
	2. Secure and steward increasing numbers of major donors committed to the missions of the Park and the Trust.	a. Send Donor Impact Report to WODS members and \$500-\$999 donors.	Q1

		b. William O. Douglas Society reception.	Q1 or Q3
		c. Seek out one-on-one meetings with donors to include both Trust staff and Park leadership where appropriate.	Ongoing
		d. Identify existing WODS members with the capacity to give more and develop cultivation plan to secure increased annual giving.	Ongoing
		e. Identify top new donor prospects among high net worth individuals, and develop cultivation plan for each.	Ongoing
		f. Identify middle range donors (\$500-\$999) who are major donor prospects, and implement cultivation and solicitation strategy to bring them into the William O. Douglas Society.	Ongoing
		g. Modestly increase the number of members in our legacy-giving program.	Ongoing
		h. Mail Trust legacy program brochure to William O. Douglas Society members and donors who have given for at least three consecutive years.	Q2
		i. Continue to publicize program in Canal Quarterly. (Ongoing)	Ongoing
		j. Include Patowmack Society members in all William O. Douglas Society invitations and mailings.	Ongoing

	1. Balance fundraising resources between funding Trust operations and Park priorities to sufficiently meet annual needs.	a. Work with database consultant to improve prospect management process to identify donor interests.	Ongoing
	2. Grow sponsorship programs in terms of numbers, revenue, and geographic reach.	a. Establish more structured corporate outreach program with a view to expanding corporate sponsorships for Canal Community Days and Park After Dark and building corporate support for Canal Classrooms and Canal For All.	Q2 & Q3
		b. Compile a comprehensive list of new corporate prospects, with a dossier for each outlining POC, potential synergies between corporate interests and the Park/Trust, preferred approach, and fiscal year.	Q2
Increase communications impact through branding, using engaging content targeted to varied constituent groups.	1. Working with Communications Director, complete new William O. Douglas brochure and fundraising brochure.		Q1