



Sustained Funding for Economic Development: The Secrets to 2nd, 3rd, and 4th Campaign Success

The compelling aspect of a five-year funding initiative is that investors provide larger financial commitments to assure accomplishment of specific goals. Troubling to some CEO's, however, is that the payments committed for five years will one day come to an end, while more challenges remain. To simply state the obvious dilemma: *What is to be done when the money runs out?* A better question is: *What should be done **before** the money runs out?*

To answer that question let's look at what veteran NCDS client CEO's recommend when it's time to consider if and how to challenge investors to provide another round of major funding.

- **Don't try to "role the note"** (by just asking for a renewal)
- Consistently **document and communicate** progress/impacts of the current program
- Show a **transparent financial picture:** *income sources & broad expenditures from the past four years.*
- **Create a "Futures Task Force"** with carefully selected participants (not just your board members)
- Identify potential **new investors and engage them** in the planning
- New program can/should be **fresh & comprehensive**, but not a "grab bag"
- **Target the "fence-sitters and under-investors"** from first program for upgrades.

When successor five-year funding programs have failed to generate support to warrant a well organized campaign to acquire fresh funding, it's usually because the wise counsel above has not been heeded.

If the program has come to be viewed as "just another income stream" for the organization, investors will choose to put their scarce resources toward more urgent, well defined community needs. If the peer community leaders who first initiated the program have faded from visible, active ownership of the program, investors won't feel confident about underwriting a new initiative.

In contrast, increased funding will be available if compelling needs are identified with the input of major investors. These investors are not interested in simply maintaining "civic overhead," but they will step up with larger investments if their dollars are seen as making a significant difference in their marketplace. And, as always, success will depend on who is providing leadership and endorsement of the next bold initiative being proposed.

Looking for a best practice example? Sioux Falls, SD has conducted seven consecutive campaigns, each time raising more money. Visit www.forwardsiouxfalls.com to learn more.