



The Jury Lands Foundation
CAPITAL CAMPAIGN PLAN

Confidential

Sarah Ernest
Founder, Ernest For Good Inc.
(902) 880-2-22
sarah@ernestforgood.com

INTRODUCTION

The Jury Lands Foundation (JLF), in partnership with Ernest For Good Inc., embarked in July 2025 on a comprehensive process to design a capital campaign that will help preserve one of Canada's most historically significant sites: Camp 30, the former World War II prisoner-of-war camp in Bowmanville. This plan reflects months of collaboration, discovery, and strategic analysis to determine the most effective path to raise \$1.45 million in public and individual philanthropy, funds that will serve as the cornerstone of a bold, national movement to save and restore the Camp 30 Cafeteria Building.

Since July 2025, Ernest For Good has engaged directly with members of the Jury Lands Foundation Board, key volunteers, and community partners to assess the organization's campaign readiness and uncover opportunities to mobilize support at scale. This work has included:

- Conducting multiple discovery meetings with JLF leadership, board members, and volunteer champions
- Reviewing stakeholder engagement findings led by partners such as Cobalt Connects, including public consultation summaries and community use data
- Analyzing campaign-related materials such as donor recognition policies, communication assets, historical reports, budget documents, architectural information, community engagement insights, and operational frameworks
- Assessing early fundraising practices, donor tracking systems, and gift-in-kind processes to identify strengths and gaps
- Evaluating JLF's public momentum - including media attention, petition growth, social reach, and grassroots engagement which has elevated Camp 30 into a national conversation
- Understanding municipal considerations, public policy dynamics, and pending assessments that impact campaign timing and strategy

Through this work, one truth became immediately clear: the movement to save Camp 30 has already begun. Public attention, advocacy efforts, and widespread community support have collectively created a powerful launchpad for a national campaign – one that is rooted in history, remembrance, and the preservation of a rare cultural landmark.

This Capital Campaign Plan leverages that momentum. It outlines a strategy to raise \$1.45 million in public and individual giving, forming the philanthropic foundation required to advance stabilization efforts and unlock further investment through government grants, corporate

partners, and in-kind contributors. The plan is designed to position Camp 30 not only as a local heritage site, but as a national legacy project - one worthy of protection, storytelling, and collective stewardship.

Together, The Jury Lands Foundation and Ernest For Good have shaped a campaign model tailored to the unique realities of Camp 30: a public movement evolving into a professionally led capital campaign, supported by major donors, national partners, descendants, veterans' communities, heritage advocates, and Canadians who believe in honouring and preserving the past. This is not a typical capital campaign which follows a typical capital campaign formula.

What follows is a clear roadmap for a new formula - strategic, phased, and grounded in best practices - that will guide the Jury Lands Foundation in transforming public interest into a powerful and sustainable fundraising effort, ensuring that Camp 30 is protected for generations to come.

BACKGROUND

About The Jury Lands Foundation

The Jury Lands Foundation (JLF) is a volunteer-led, registered non-profit charity based in Clarington, Ontario. Since its incorporation in 2014, the Foundation has devoted itself to preserving, protecting, and sharing the layered history of Camp 30 (formerly the Bowmanville Boys' Training School and a WWII prisoner-of-war camp). Through heritage stewardship, public education, and community engagement, JLF works in partnership with the Municipality of Clarington, local heritage organizations, and volunteer advocates to safeguard this nationally significant site for present and future generations.

Mission, Vision & Values

A Bold Mission: To rejuvenate a Canadian historic and architecturally significant site in Clarington, Ontario (Camp 30) for reuse by international, national, and local audiences; and to preserve its complex heritage of having served both as a reform school and a prisoner-of-war camp, while integrating sensitively and meaningfully with the Bowmanville community.

A Clear Vision: A future in which Camp 30 stands not only as a preserved historic landmark, but as a vibrant hub for education, remembrance, community gathering, cultural programming, and public engagement - ensuring the site's stories, architecture, and legacy are honored, shared, and woven into the fabric of community identity.

With Core Values:

- **Preservation & Respect for History:** Recognizing the importance of safeguarding tangible and intangible heritage, honoring both the institutional and wartime chapters of the site's past.
- **Community Integration:** Committing to thoughtful reuse that harmonizes with the surrounding community of Bowmanville, fostering shared ownership and local participation.
- **Education & Public Engagement:** Promoting understanding of the site's layered history through tours, research, public programming, and outreach.
- **Transparency & Accountability:** Ensuring that donations, preservation efforts, and stewardship decisions are conducted openly and responsibly, with 100% of public gifts directed toward restoration, education, and programming.
- **Collaboration & Partnership:** Working closely with municipal authorities, local heritage organizations, volunteers, historians, and community stakeholders to bring a shared vision to life.

High-Level Strategic Focus

Over the last decade, the Jury Lands Foundation has laid the groundwork for long-term preservation and renewal of Camp 30. Key strategic milestones and focus areas have included:

- **Heritage Recognition & Protection:** Camp 30's designation as a national historic site (2013) and subsequent heritage-designation of six major buildings under the Ontario Heritage Act (2017–2018) provides the legal and cultural foundation for preservation.
- **Advocacy & Public Awareness:** Through public tours, walking trails, events, and outreach, JLF has worked since incorporation to ensure Camp 30 remains visible in community memory and public discourse. These efforts have been backed by funders like the Ontario Trillium Foundation (OTF).
- **Adaptive Reuse and Community Integration:** JLF's long-term vision involves sensitively re-imagining the heritage buildings and surrounding land for community benefit which includes public programming, education, cultural events, heritage interpretation, and possibly community-oriented reuse.

- **Partnership with Municipality and Local Stakeholders:** Close collaboration with the Municipality of Clarington, local heritage and archival institutions (e.g. local museum / archives), and community advocates to shape land-use decisions, heritage management, and potential reuse plans. A collaborative and thoughtful approach to community engagement has been woven throughout the process.
- **Public Education, Historical Research & Interpretation:** Collecting, preserving, and sharing historical research, artifacts, stories and documents; offering guided tours, self-guided trail walks, educational outreach to schools and community groups, enabling deeper understanding of the site's significance.

CAMPAIGN PREPARTIONS

Since July 2025, The Jury Lands Foundation (JLF), in partnership with Ernest For Good Inc., has undertaken a structured and comprehensive preparation process to determine the readiness, opportunities, and strategic direction for a national capital campaign to save and restore Camp 30. These early milestones form the backbone of the campaign strategy and ensure that the plan is grounded in real-time insights, data-driven approaches, organizational capacity, and community momentum.

1. Discovery and Current State Analysis

A multi-layered discovery process was completed to assess JLF's current landscape and identify foundational strengths and opportunities for growth. This included:

Review of Fundraising Activities and Historical Giving Patterns

- Assessed all fundraising activities to date - including events, grassroots giving, petition-driven awareness, and small-gift contributions.
- Examined online giving history, cash donation practices, gift-in-kind contributions, and donor acknowledgement processes.
- Identified inconsistencies in donor tracking and opportunities for improved systems to support major gift fundraising.

Evaluation of Fundraising Infrastructure

Working with members of the JLF board of directors, a high-level audit was completed to understand the organization's capacity to support a multi-year national campaign, including:

- Volunteer roles and structure: Identifying strengths within the Board and volunteer teams and opportunities to establish dedicated Campaign Cabinet and Community Campaign Committee leadership.
- Systems and databases: Reviewing donor management practices, CanadaHelps usage, and opportunities to transition to more flexible and cost-effective platforms.
- Internal processes: Understanding current gift processing, donor receipting, stewardship practices, recognition policies, and financial procedures to ensure alignment with campaign expectations and an increased volume of donations.

Communications Review

A review was conducted of existing communication strategies, channels, and assets, including:

- Website structure and updates-in-progress
- Social media presence and reach
- Public messaging tied to preservation, advocacy, and community events
- Earned media coverage and the rapid growth in public awareness (including high petition engagement and social posts)

This analysis underscored a unique advantage: the public momentum around Camp 30 is already significant, offering a rare opportunity to launch a capital campaign with built-in awareness and urgency.

Local Donor Assessment and Clarington Fundraising Market Scan

To understand the external context, research included:

- Although the intention of the campaign is national, identifying philanthropic trends and giving capacity within the Clarington and Durham Region fundraising environment
- Mapping competing and upcoming campaigns (hospital, hospice, recreation facilities) to understand donor saturation
- Highlighting opportunities for differentiation by positioning Camp 30 as a *heritage, cultural, and national significance* project rather than a community-service initiative

See Appendix A – Local Donor Assessment and Fundraising Market Scan
See Appendix G – Sources and Citations

Exploring Campaign Leadership and Volunteer Opportunities

Early preparation included collaborative discussions on:

- Potential Campaign Co-Chair candidates (local leaders, heritage advocates, descendants of POWs, business owners, community influencers)
- Potential Campaign Cabinet members who bring networks, influence, giving capacity, or storytelling power
- Identification of prospective volunteers for a later-phase Community Campaign Committee
- The need for diverse representation including local, national, and international voices, to strengthen campaign credibility

These insights helped establish the recommended leadership structure for the campaign's early phases.

2. Stakeholder Engagement Insights Review

Building on prior engagement work led by Cobalt Connects and other partners, existing reports and consultation summaries were reviewed by Ernest For Good to help:

- Understand community needs and desires for the site's future use
- Capture themes from youth groups, cultural organizations, seniors' groups, and residents
- Assess expectations around heritage preservation, cultural programming, tourism potential, and community space development
- Identify potential organizational partners and user groups who may become campaign champions, donors, or advocates
- Ensure that campaign messaging aligns with community vision, not just restoration requirements

These findings confirm that the community believes in Camp 30's future, not only as a heritage asset, but as a meaningful community asset and cultural and educational destination.

3. Establishing the Foundation for the Capital Campaign

Through discovery, data review, and stakeholder input, the following pillars emerged to guide campaign strategy development:

- A strong case for national relevance, given Camp 30's unique WWII history and international connections
- A public movement already underway, offering high visibility and donor energy
- Clear opportunities for leadership recruitment within both local and national networks
- Untapped donor segments, including heritage philanthropists, veterans' organizations, and German and Canadian descendant communities
- The need for strengthened internal systems to support large-scale fundraising, donor stewardship, and recognition
- Alignment with the municipality's and community's long-term vision for reuse, education, culture, and tourism

Together, these insights ensure that the capital campaign plan is not only aspirational but also operationally grounded, and built on data, informed by community voice, and strategically positioned to leverage the extraordinary momentum surrounding the Save Camp 30 movement.

Findings Summary - Local Donor Assessment

Community Profile and Giving Capacity

Clarington is one of the fastest-growing municipalities in Durham Region, with strong population growth driven by families, commuters, and newcomers attracted by proximity to major transportation routes and the Greater Toronto Area. With a population exceeding 100,000 and above-average household incomes, Clarington presents a substantial donor base with demonstrated philanthropic capacity.

Median after-tax household income exceeds \$96,000, with a significant concentration of dual-income households earning above \$100,000 annually. This affirms a strong foundation for individual giving, major gifts, and legacy giving among residents who value community impact and long-term civic investments.

Corporate and institutional giving capacity is equally robust. Major employers - including Ontario Power Generation (Darlington Nuclear), Elexicon Energy, and prominent agrifood and development companies - have active community investment programs. These organizations regularly support capital campaigns and projects, community infrastructure, and social impact initiatives across Durham Region, signaling strong alignment with values such as education, heritage preservation, community development, and economic resilience.

Philanthropic Trends and Behaviours

Like many regions across Canada, Durham faces evolving philanthropic dynamics. Fewer donors are giving overall, but those who give tend to contribute at higher levels and with greater intentionality. Donors are increasingly selective, impact-driven, and motivated by projects that demonstrate strong governance, community relevance, and long-term societal benefit.

In Durham Region, nonprofit organizations are reporting increased demand for services paired with tightening resources. Many donors are responding to urgent community needs such as healthcare, children's services, housing instability, and food insecurity, creating perceived competition for unrestricted charitable dollars. However, this environment also presents an opportunity: donors are actively seeking meaningful, place-based initiatives with visible and lasting community impact.

The Jury Lands Foundation is well positioned to meet this need through a project that aligns heritage, education, community identity, and economic development - motivators that complement, rather than compete with, the most saturated philanthropic categories.

Findings Summary - Fundraising Market Scan

The Capital Campaign for the Jury Lands Foundation will operate within a diverse and active fundraising ecosystem. Several significant campaigns are underway or recently completed across Durham Region, particularly within healthcare and hospice care, areas that traditionally attract high philanthropic engagement.

Healthcare Campaigns

Healthcare remains the most competitive philanthropic sector in Durham Region. Key initiatives include:

- Bowmanville Hospital Redevelopment ("We Care, We Can"), a major regional priority focused on expanding emergency, diagnostic, and inpatient services. As Clarington's local hospital, this campaign draws heavily from the same individual, corporate, and family donors the Jury Lands Foundation may steward.
- Lakeridge Health's Regional Campaigns, including the "Our Cancer Campaign" and planning toward a new hospital in Whitby, which aim to address transformational healthcare needs across the region. These initiatives are multi-year and attract substantial community investment.

These campaigns represent significant long-term commitments from donors; however, they also demonstrate the region's proven capacity to support major capital projects.

Hospice and Palliative Care Campaigns

The Durham Region Hospice Campaign ("Comfort, Care, Compassion") is a \$15M initiative establishing hospice residences in Whitby and Clarington. This deeply personal and community-centric cause has garnered strong municipal, corporate, and private support, particularly within Clarington.

While this sector is a close competitor for emotional and legacy-motivated philanthropy, the campaign also highlights the readiness of Clarington-based donors to contribute to capital projects that improve quality of life and strengthen the social fabric of the community.

Recreation and Community Infrastructure

The South Bowmanville Recreation Centre, the municipality's largest recreation project, is currently under development with federal, provincial, and municipal funding. While not a direct competitor for philanthropic capital, it might represent a major civic focal point and provides opportunities for complementary messaging about quality of life, community identity, and placemaking - key themes also relevant to the Jury Lands vision.

Recreation programming, accessibility initiatives, and para-sport development continue to receive philanthropic support throughout Durham Region, though these tend to be sponsorship or program-focused rather than large-scale capital fundraising.

Recently Completed Campaigns

The successful Grandview Kids "Believe Campaign" (\$20M) offers an important indicator of donor capacity and appetite for large-scale charitable investment in Durham Region. Although

pledges remain active, and some donors may have allocated multi-year budgets, the campaign success reinforces the region's ability to support transformational projects with strong messaging, community alignment, and clear impact.

Donor Saturation Considerations

The philanthropic environment in Clarington and Durham Region reflects:

- High saturation in healthcare and hospice, with multiple major campaigns drawing heavily on corporate and family/legacy philanthropy.
- Ongoing commitments to large regional projects (e.g., Grandview Kids, cancer care, future hospital plans).
- A strong and growing donor base with demonstrated willingness to invest in meaningful, community-shaping initiatives.
- Limited competition in heritage, culture, and education, creating a unique opening for the Jury Lands Foundation.

This landscape underscores the importance of differentiating the Jury Lands campaign by focusing on its national historic significance, community legacy, and long-term economic and educational impact. These are all attributes not addressed by other active campaigns.

Strategic Implications for the Jury Lands Foundation

Distinct Positioning in the Market

The Jury Lands capital campaign represents a once-in-a-generation opportunity to preserve and revitalize one of Canada's most historically significant Second World War sites. Unlike the urgent and health-focused campaigns dominating the local philanthropic environment, Jury Lands offers donors an opportunity to invest in:

- National heritage preservation
- Education and lifelong learning
- Community identity and pride
- Tourism and economic impact

- Cultural and civic legacy

This positions the campaign as complementary (not competitive) to existing priorities, appealing to a broader range of donor motivations.

Proven Donor Capacity

Donors in Clarington and Durham Region have repeatedly demonstrated the ability to contribute to major capital initiatives, often at the \$1M+ level. With the right strategy, case for support, and leadership, the Jury Lands campaign can attract similar transformational gifts, particularly from donors passionate about legacy, storytelling, national history, and community revitalization.

Prioritized Donor Segments

Based on this assessment, priority donor groups include:

- Corporate and institutional leaders, particularly those with ESG, CSR, community engagement, or heritage interests
- Mid- to high-income families and individuals seeking meaningful, legacy-defining investments
- Donors and their families with military, educational, or historical ties
- Foundations and public funders focusing on heritage, culture, tourism, and community development

A targeted approach to these segments will be essential to campaign success.

CAPITAL CAMPAIGN OVERVIEW

Campaign Philosophy

The Save Camp 30 Capital Campaign is rooted in a bold, movement-driven philosophy: **to transform national attention, public sentiment, and historic urgency into a powerful philanthropic effort that preserves one of Canada's most significant heritage sites.**

Unlike traditional campaigns that begin quietly and grow outward, this campaign is built on an already activated public mandate. Thousands of Canadians, international descendants, veterans'

communities, and local residents have voiced their desire to protect Camp 30, providing a rare foundation of awareness, energy, and emotional investment before fundraising formally begins.

Guiding principles of the campaign include:

- **History as a Shared Responsibility:** Camp 30's preservation is not solely a local issue; its WWII history positions it as a national legacy project deserving broad-based support.
- **Community-Informed, Nationally Mobilized:** While rooted in Clarington, the campaign draws strength from national and international communities who recognize the cultural importance of this site.
- **Transparency, Integrity and Stewardship:** Every dollar raised will be aligned with JLF's values of accountability, respect for heritage, and commitment to responsible preservation.
- **Momentum-Driven Engagement:** The campaign will leverage current public interest, media visibility, and digital engagement to create sustained support at multiple levels.
- **Leadership-Led Philanthropy:** A strong Campaign Cabinet and Co-Chair model will drive major gifts, inspire giving, and widen access to networks beyond the local region.

This philosophy ensures that the campaign is not just a fundraising effort - it is a collective call to action to safeguard Canada's history.

Campaign Objectives

Drawing on discovery findings, donor insights, the local fundraising market scan, and the unique public momentum surrounding Camp 30, the campaign will pursue the following core objectives:

1. Raise \$1.45 Million in Public and Individual Support

Secure \$1.45M in philanthropic revenue to anchor the capital investment needed to stabilize and restore the Camp 30 Cafeteria building. This public fundraising goal complements anticipated institutional funding streams.

2. Establish a Culture of Philanthropy at the Jury Lands Foundation

Build internal systems, structures, and practices to evolve JLF from grassroots advocacy to a sustainable fundraising organization, including:

- Improved donor tracking and stewardship
- Consistent messaging and recognition protocols
- Volunteer-led fundraising leadership

3. Attract and Acquire Broad-Based Support (Locally and Nationally)

Expand the donor base beyond historical supporters to include:

- Local and regional donors
- Heritage preservation philanthropists
- Veterans' associations
- German and Canadian descendant communities
- Historians, educators, cultural organizations
- Canadians with a passion for national memory and legacy projects

This objective capitalizes on the campaign's public-facing start and high media visibility.

4. Diversify Revenue Sources and Strengthen Fundraising Infrastructure

Reduce reliance on small, event-based revenue by developing a more diversified strategy that includes:

- Major gifts (Gifts at \$50,000+)
- Transformational Gifts (Gifts at \$250,000+)
- Foundations and cultural heritage funders
- Corporate partnerships (tapping into ESG and CSR measures)
- Gift-in-kind construction/engineering support
- Peer-to-peer, crowdfunding and digital grassroots fundraising
- Monthly and annual giving programs

This diversification is essential given the limited current donor history, emerging systems, and the competitive Clarington fundraising landscape (hospital, hospice, recreational facility campaigns).

5. Position JLF as the National Leader for Camp 30's Preservation

Elevate the Foundation's profile as the authoritative voice and steward of Camp 30 by:

- Strengthening brand identity and narrative

- Enhancing public trust through transparency
- Demonstrating leadership in heritage protection and advocacy
- Showcasing the feasibility, urgency, and impact of restoration work

This objective aligns with the discovery insight that the public is looking for clear leadership and a credible roadmap for saving the site.

6. Increase National Profile and Public Awareness

Build upon the extraordinary public momentum that is already underway, including strong social media engagement, strong petition support, and media coverage, by:

- Implementing a consistent communications plan
- Launching a bold national campaign announcement
- Leveraging storytelling, history, and lived experiences
- Engaging digital audiences through tailored content, videos, and updates

Visibility is a key asset that differentiates this campaign from other local capital initiatives.

7. Engage a New Wave of Volunteers, Donors, Advocates, and Ambassadors

Strengthen and expand community involvement by:

- Recruiting Campaign Co-Chairs and a 7–10-member Campaign Cabinet
- Building a future Community Campaign Committee
- Engaging new volunteers through grassroots events and advocacy channels
- Creating opportunities for donors and supporters to get involved beyond giving
- Harnessing the passion and credibility of descendants, veterans, local historians, educators, and community partners

This objective supports centers attracting new supporters for long-term sustainability and deepens public commitment to Camp 30's future.

8. Deliver Exceptional Stewardship and Donor Experience

Foster lasting donor relationships through:

- Timely acknowledgement and recognition practices
- Meaningful impact reporting to campaign supporters

- Personalized stewardship journeys for major donors
- Public celebration of supporters and community champions
- Transparency in progress updates, use of funds, and restoration milestones

In philanthropy, exceptional stewardship builds trust. It is essential for retaining donors and encouraging repeat giving to enable long-term organizational growth.

LEADERSHIP COMPOSITION FOR THE CAPITAL CAMPAIGN

A successful capital campaign is powered by strong, strategic, values-aligned leadership. For the Jury Lands Foundation (JLF), the preservation of Camp 30 requires a campaign model that not only raises transformational gifts but also embodies credibility, influence, and community trust. Volunteers, particularly those in formal leadership roles, play a key role in shaping the campaign's visibility, momentum, and philanthropic outcomes.

To support a campaign of this scope and national importance, a clear leadership structure has been designed to maximize impact, align with best fundraising practices, and reflect the unique advocacy-driven nature of the Save Camp 30 movement.

The Importance of Strategic Campaign Leadership

Capital campaigns depend on leaders who can inspire confidence, open doors, build relationships, and elevate the campaign's message. These leaders serve as both ambassadors and strategic partners, helping to:

- Engage donors and cultivate relationships with major gift prospects (\$50,000+)
- Represent the campaign across networks, events, and community spaces
- Demonstrate philanthropic leadership through their own support
- Provide guidance, oversight, and credibility during key phases
- Bridge communication between the Board, campaign volunteers, and community stakeholders

As outlined in *Appendix B - Co-Chair Terms of Reference*, these leaders serve as *visible champions* for the campaign, setting the tone for giving and helping to mobilize support across local, national, and international audiences.

Complementing them, members of the Campaign Committee serve as mission-aligned advisors, ambassadors, and connectors who help expand the campaign's reach and influence. Together, these volunteer leaders form the backbone of the capital campaign's philanthropic engine.

Recommended Leadership Model for the Jury Lands Foundation Campaign

Based on best practices and the Foundation's goals, public momentum, and donor landscape, the recommended structure includes:

A Campaign Co-Chair Model: Two highly respected individuals to serve as the public and strategic leaders of the campaign, providing:

- Visionary leadership
- High-level relationship building
- Donor engagement at the major gifts level
- Public representation at events, media opportunities, and campaign milestones
- Division of responsibilities to share the load as key volunteers

Co-Chairs will be deeply involved from the Leadership Activation Phase through campaign completion, ensuring continuity, influence, and momentum.

A Campaign Cabinet (Silent/Leadership Phase): The Campaign Cabinet will include a select group of 7–10 influential, well-connected volunteers who drive the major gifts strategy to include gifts of \$50,000+. Their primary role is to secure major gifts, support relationship cultivation with major donors and prospects, and provide strategic input and advice during the early phases of the campaign.

Key qualities of campaign cabinet members include influence, affluence, credibility, and passion for heritage preservation. This group is intentionally small and strategic to allow focused, high-level engagement.

Community Campaign Committee (Public Phase): The Community Campaign Committee will include a larger group of 10–20 ambassadors, event volunteers, and community champions who will activate broad public engagement once major gifts momentum is established.

Their role is to extend reach across local, regional, and digital spaces, support small and mid-level giving and amplify campaign messaging. This group brings breadth, grassroots visibility, and storytelling strength to the campaign.

Rationale for This Leadership Model

This model is specifically designed to reflect:

The unique campaign environment

- The campaign is entering the fundraising phase with public visibility already high.
- Leadership must harness momentum, not rebuild it.

The donor assessment insights

- Strong local and regional pride in Camp 30
- Interest from national and international heritage and veterans communities
- A need for credibility to secure major gifts early
- Limited previous fundraising infrastructure requiring a leadership-driven approach

The Clarington fundraising market scan

- Competition with other major campaigns (hospital, hospice)

- A need for differentiation and elevated positioning
- The importance of leaders who can extend reach beyond the local community into national networks

The combination of a high-level Cabinet and a broad-based Community Campaign Committee ensures the campaign remains strategic during the early phases while also achieving widespread public participation during the later phases.

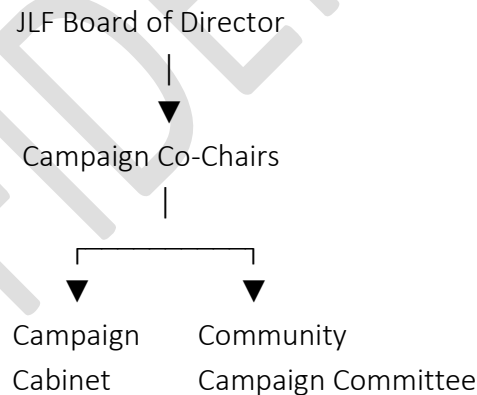
Appendix B – Volunteer Recruitment Guide

Appendix C – DRAFT Campaign Co-Chair Terms of Reference

Appendix D – DRAFT Campaign Cabinet Terms of Reference

Reporting & Governance Structure

To ensure clarity, accountability, and alignment with best practices, the following reporting delineations are recommended:



- Campaign Co-Chairs serve as the bridge between the campaign and the Board.
- Campaign Cabinet handles strategy, major gifts, and high-level relationship-building.
- Community Campaign Committee handles grassroots engagement, public-phase activities, and broad donor participation.
- JLF Board of Directors, staff/administration provides coordination, systems, and campaign support across all groups.

CAMPAIGN PHASES AND TIMELINE

The capital campaign to save and restore Camp 30 requires a phased, strategic approach that leverages the public momentum already underway while building the leadership, systems, and philanthropic pathways required to raise \$1.45m in public and individual giving. Unlike traditional capital campaigns that begin quietly and grow outward, the Jury Lands Foundation's campaign strategy has been intentionally adapted to reflect a highly activated public environment.

The following phases outline a roadmap for the Jury Lands Foundation from campaign preparation to completion, ensuring that JLF moves forward with confidence, credibility, and momentum.

PHASE 1: Campaign Planning and Infrastructure Development

Timeline: July 2025 – November 2025

This foundational phase established the campaign's strategic direction and organizational readiness. Key activities included:

- Comprehensive discovery process
- Review of internal fundraising systems, donor data, and gift tracking practices
- Community and stakeholder insights analysis
- Fundraising market scan and donor assessment
- Development of campaign leadership structure and volunteer role definitions
- Early prospect identification and research
- Creation of Terms of Reference, recruitment tools, and campaign frameworks
- Review of campaign case messaging and advice on communications
- Preparation of the capital campaign plan

This phase laid the groundwork for leadership recruitment and positioned JLF to capitalize on the public movement surrounding the Save Camp 30 campaign.

PHASE 2: Public Momentum → Formal Campaign Announcement

Timeline: December 2025 – January 2026

Unlike most capital campaigns, Camp 30 enters the fundraising landscape with significant pre-existing public visibility, including media coverage, petition support, social media engagement, and community advocacy.

This phase transitions the movement into a formalized capital campaign by:

- Announcing the campaign publicly with refined messaging and a clear fundraising goal
- Positioning the campaign as a response to public call-to-action, not the start of awareness-building
- Introducing the Campaign Co-Chairs and the vision of the campaign
- Highlighting urgency, national relevance, and community impact
- Launching the new campaign microsite and donation portal
- Strengthening relationships with municipal partners, heritage organizations, and public supporters

The goal of this phase is to sustain public energy while signaling strategic readiness and leadership.

PHASE 3: Leadership Activation Phase (Modified Silent Phase)

Timeline: January 2026 – April 2026

This phase replaces the traditional silent phase with a hybrid model that blends public visibility with high-level donor engagement behind the scenes.

Key activities include:

- Recruiting and onboarding the Campaign Cabinet (7–10 members)
- Training and orienting volunteers using campaign toolkits, messaging, and briefing materials
- Conducting major donor discovery and qualification
- Developing individualized cultivation plans for top prospects
- Beginning one-to-one cultivation led by Co-Chairs and Cabinet members
- Preparing major gift materials (naming opportunities, gift tables, proposals)
- Securing early leadership gifts to build internal momentum
- Coordinating early stewardship and donor recognition strategies

Although the campaign is public, solicitation efforts remain focused and strategic. This phase is dedicated to building the philanthropic foundation required for a successful public campaign.

PHASE 4: Major Gifts & Institutional Fundraising Phase

Timeline: April 2026 – December 2026

Once leadership is activated, the campaign advances into a targeted major gifts phase focused on transformational philanthropy.

Goals of this phase include:

- Securing gifts at the \$25,000–\$250,000+ level
- Conducting joint donor meetings with Co-Chairs, Cabinet members, and JLF leadership
- Engaging foundations, corporations, and heritage/cultural funders
- Pursuing government programs (e.g., heritage grants, federal legacy funding)
- Exploring international donor opportunities (POW descendants, veterans' groups, historians)
- Documenting all donor activity to strengthen stewardship and reporting
- Achieving 70% min of the \$1.45m campaign goal prior to hard pushing public giving

This phase positions JLF for a powerful public launch and ensures that broad community fundraising begins from a place of demonstrated success.

PHASE 5: Community Campaign & Public Phase

Timeline: January – September 2027

Once major gifts momentum is achieved, the campaign expands into a broad-based public effort fueled by community engagement, storytelling, and grassroots fundraising.

Key activities include:

- Recruiting and launching the Community Campaign Committee
- Public launch events, press releases, and community activations
- Social media campaigns, peer-to-peer challenges, and digital giving drives
- Partnerships with schools, clubs, veterans organizations, and cultural groups
- Ongoing donor recognition, impact updates, and community storytelling
- Expanding the donor base through small and mid-level gifts (gifts \$1 - \$10,000)
- Event-based fundraising and onsite experiences at the Camp 30 property

This phase leverages the power of collective giving and allows supporters at all levels to participate in preserving Camp 30.

PHASE 6: Campaign Completion, Celebration & Transition to Stewardship

Timeline: September – December 2027

The final phase celebrates success, strengthens relationships, and transitions donors into long-term supporters of JLF.

Activities include:

- Public announcement of campaign results
- Recognition event for donors, volunteers, and partners tied to the Holidays
- Permanent acknowledgment of leadership and major donors
- Stewardship reporting on impact, financial transparency, and next steps
- Transitioning campaign volunteers into ongoing roles within JLF (as appropriate)
- Internal evaluation of campaign performance, lessons learned, and future recommendations

This phase reinforces donor trust, builds momentum for future fundraising, and positions JLF as a capable steward of heritage preservation projects.

Phase	Timeline	Focus
Phase 1	Jul - Nov 2025	Discovery, readiness, planning
Phase 2	Dec 2025 - Jan 2026	Public movement → campaign announcement
Phase 3	Jan - Apr 2026	Leadership Activation (Modified Silent Phase)
Phase 4	Apr - Dec 2026	Major gifts solicitation, institutional funding
Phase 5	Jan – Sept 2027	Community Campaign & Public Phase
Phase 6	Sept – Dec 2027	Completion, celebration, stewardship

See Appendix E – DRAFT Capital Campaign Calendar

Gift Range Chart - To Raise \$1.45 Million in Public and Individual Philanthropy

Capital campaigns are intentionally top-heavy, with the largest gifts setting the tone and securing early campaign momentum. The chart below reflects a proposed balanced and realistic model

for the Jury Lands Foundation’s donor landscape which draws on major gift potential, mid-level donors, and broad-based public support during the community phase.

High-level Gift Table

Gift Level	# of Gifts	Total at Level	% of Goal
\$250,000	1	\$250,000	17%
\$150,000	1	\$150,000	10%
\$100,000	2	\$200,000	14%
\$50,000	4	\$200,000	14%
\$25,000	6	\$150,000	10%
\$10,000	10	\$100,000	7%
\$5,000	20	\$100,000	7%
\$2,500	25	\$62,500	4%
\$1,000	75	\$75,000	5%
<\$1,000 (Community Giving)	1,000+	\$162,500	11%
TOTAL		\$1,450,000	100%

Detailed Gift Table

Gift Range	# Needed	Cumulative Total	Notes & Strategy
\$250,000	1	\$250,000	Anchor gift; priority prospect for Co-Chairs
\$150,000	1	\$400,000	Secured early in silent/major gifts phase
\$100,000	2	\$600,000	Top prospects with strong ties or heritage values
\$50,000	4	\$800,000	Key business, corporate, or philanthropic families
\$25,000	6	\$950,000	Mid-range major gifts; often unlocked via Campaign Cabinet relationships
\$10,000	10	\$1,050,00	Leadership annual giving tier (create mid-level club)
\$5,000	20	\$1,150,00	Community leaders, service clubs, small corporate gifts
\$2,500	25	\$1,212,50	Engaged supporters with philanthropic capacity
\$1,000	75	\$1,287,50	Entry-level mid-tier donors; ideal for P2P or events
Under \$1,000	1,000+	\$1,450,00	Broad base of supporters; community campaign backbone

Gift Chart Analysis and Rationale

1. Top-Level Gifts (\$150K–\$250K+)

Assumptions - These will likely come from:

- Major donors with connection to heritage, history, WWII legacy
- Philanthropic families or local business leaders
- High-net-worth donors activated through Cabinet relationships
- Veterans' descendants or international supporters with historical ties

These top three or four gifts establish campaign credibility and momentum early in Phase 3 & 4.

2. Mid-Level Major Gifts (\$25K–\$100K)

Assumptions – These will likely have a strong alignment with:

- Local philanthropists
- Heritage and cultural preservation donors
- Corporate giving (regional businesses, construction, engineering, security partners)
- Academic, museum, or archival supporters
- Descendant communities

These donors will likely engage through personalized proposals and one-on-one cultivation with Campaign Co-Chairs.

3. Leadership Annual Gifts (\$5K–\$10K)

Assumptions - This level may likely resonate with:

- Community leaders
- Local business owners
- High-engagement volunteers or history advocates
- Service clubs and foundations with modest grant ranges

These donors will likely be secured through existing local relationships with campaign volunteers. A strong stewardship plan is essential to retain these donors and convert them into long-term annual supporters.

4. Broad-Based Community Giving (<\$1,000)

The campaign's current public momentum with advocacy campaigns (change.org), social media engagement and attendance to community events suggests strong grassroots fundraising potential if individuals are thoughtfully engaged.

Assumptions - These gifts are most likely to be received through:

- Online giving
- Peer-to-peer fundraising
- Campaign events
- Petition signers and social media followers
- Younger donors, families, and community groups
- Micro-campaigns (think "sponsor a brick" type campaigns)

During this portion of the public phase, the key is to attract a high volume of supporters donating at lower amounts. More than 1,000 donors is realistic given the petition volume and digital reach.

CAMPAIGN BUDGET RECOMMENDATION

A successful capital campaign requires strategic investment in staffing/counsel, leadership support, donor engagement, communications, and operational infrastructure. While the Jury Lands Foundation (JLF) has historically operated with minimal fundraising expenditure and a volunteer-led model, the scope and national significance of the Save Camp 30 Capital Campaign necessitate a dedicated campaign budget to ensure professional execution and long-term success.

To meet the campaign's goal of raising \$1.45m in public and individual philanthropy, while also supporting the systems, leadership, materials, and public engagement efforts required, it is recommended that JLF adopt an industry-standard approach by incorporating a modest campaign expense allocation into the overall fundraising framework.

Recommended Budget Approach

Based on sector benchmarks and JLF’s current operational capacity, it is recommended that the campaign allocate 12% of the public fundraising goal toward campaign expenses. This percentage reflects:

- JLF’s limited internal fundraising infrastructure
- The need to support a national, multi-phase campaign
- The unique hybrid model combining major gifts and large-scale grassroots engagement
- The importance of high-quality storytelling, donor stewardship, and public communications
- Reliance on volunteer leadership supported by professional consulting (if desired)

This model results in:

- Public Campaign Goal: \$1,450,000
- Campaign Expense Allocation (12%): \$174,000
- Internal Working Goal: \$1,624,000

Under this structure, the campaign remains publicly positioned at the \$1.45M level, while internally ensuring that all necessary costs are supported through the campaign itself – which a common and widely accepted capital campaign practice.

Suggested Campaign Budget Summary

Category	Amount
Staffing & Professional Services	\$70,000
Communications & Marketing	\$36,000
Donor Engagement & Stewardship	\$25,000
Technology & Systems	\$14,000
Volunteer Leadership Support	\$12,000
Contingency	\$17,000
TOTAL	\$174,000

Suggested Campaign Budget Division Breakdowns

1. Staffing and Professional Services

Total: \$75,000

Item	Description	Cost
Campaign Consulting & Project Management	Project management support and oversight of all campaign phases, case development, leadership support, donor strategy, plan execution	\$60,000
Administrative / Campaign Coordinator Support	Part-time administrative support for donor tracking, scheduling, communications, event coordination	\$10,000
Graphic Design & Creative Support	Branding, collateral creation, templates, digital layouts, asset refinement	\$5,000

2. Communications, Marketing and Campaign Materials

Total: \$36,000

Item	Description	Cost
Case for Support Suite	Full suite: printed case, digital case, one-pagers, major donor leave-behinds	\$8,000
Campaign Microsite / Web Enhancements	Build-out of campaign landing pages, donation integration, storytelling modules	\$7,500
Video Production	2–3 short videos: campaign story, donor testimonials, historical narrative, footage from the site	\$12,000
Photography	Professional photography for donor meetings, events, campaign storytelling	\$2,500
Social Media / Digital Promotion Budget	Paid promotion to amplify national reach, heritage audiences, petition signers	\$6,000

3. Donor Engagement and Stewardship

Total: \$25,000

Item	Description	Cost
Campaign Launch Event	Public announcement, media, venue, audio, signage	\$7,500

Major Donor Cultivation Events (x2)	Private tours, receptions, briefings for high-capacity prospects	\$6,000
Donor Hospitality & Meetings	Catering, small gifts, meeting logistics	\$3,500
Donor Recognition	Plaques, physical acknowledgements, digital donor wall	\$8,000

4. Technology and Systems

Total: \$9,000

Item	Description	Cost
Donation Processing, CRM & Data Infrastructure	Improvements to donor database, tracking, reporting; licensing or upgrades	\$6,000
E-mail Marketing / Communications Tools	MailChimp or equivalent upgrades	\$3,000

5. Volunteer Leadership Support

Total: \$12,000

Item	Description	Cost
Campaign Toolkit Development	Messaging guides, volunteer handbooks, templates	\$3,500
Leadership Orientation & Retreat	Cabinet + Co-Chair training and onboarding session	\$4,500
Meeting Expenses	Venue rentals, refreshments, supplies for Cabinet/Committee meetings	\$2,500
Travel & Engagement Costs	Mileage or small travel costs for donor or leadership meetings	\$1,500

6. Contingency (8%)
Total \$17,000

Item	Description	Cost
Contingency	Reserved for increased design or production costs, additional donor events, unexpected infrastructure needs, media or promotional opportunities that arise unexpectedly, etc.	\$17,000

PERFORMANCE BENCHMARKS AND KEY PERFORMANCE INDICATORS (KPIs)

To ensure the Save Camp 30 Capital Campaign is executed with accountability, transparency, and strategic focus, a clear framework of performance benchmarks and KPIs will guide decision-making and measure progress throughout all phases of the campaign.

These indicators will help the Jury Lands Foundation (JLF) assess campaign momentum, identify areas requiring additional support, celebrate milestones, and maintain donor confidence.

The suggested KPIs are divided into four key areas:

1. Financial & Fundraising KPIs
2. Leadership & Volunteer Engagement KPIs
3. Donor & Stakeholder Engagement KPIs
4. Communications & Public Awareness KPIs

1. Financial & Fundraising KPIs

Revenue Performance

- Total dollars raised to date (toward the \$1.45M goal)
- Funds raised by phase (Leadership Activation → Major Gifts → Public Campaign)

- Percentage of goal secured vs. projected timeline
- Cash received vs. pledges committed
- Average gift size
- Gifts secured across gift ranges (alignment with gift chart)

Pipeline Development

- Number of qualified prospects in each tier (alignment with gift chart)
- Number of active prospects under cultivation
- Prospect-to-donor conversion rate

Major Gift Metrics

- # of major donor meetings held (per month/quarter)
- # of proposals delivered
- # of solicitations made
- Major gift close rate (%)
- Largest gift secured to date

Expense Management

- Campaign expenses vs. budget
- Budget utilization by category (staffing, communications, stewardship)

2. Leadership and Volunteer Engagement KPIs

Campaign Cabinet Performance

- # of Cabinet members recruited (goal: 7–10)
- # of Co-Chair-led introductions and meetings
- % of Cabinet members making leadership gifts
- # of donor prospects identified by Cabinet
- # of donor meetings attended or led by Cabinet

Community Campaign Committee Engagement

- # of volunteers recruited

- # of community activations/events supported
- # of donors acquired through community-led efforts
- Social media/influencer engagement metrics

3. Donor & Stakeholder Engagement KPIs

Stewardship & Donor Experience

- # of stewardship touchpoints delivered
- Timeliness of donor acknowledgements
- # of donors attending tours, events, or briefings
- Feedback satisfaction metrics (surveys, follow-up calls)

Stakeholder Engagement

- Engagement of municipal partners
- Participation of heritage, veterans, and descendant groups
- Cross-sector collaboration metrics (schools, organizations, cultural groups)

4. Communications & Public Awareness KPIs

Campaign Visibility

- Website traffic to campaign pages
- Conversion rate from site visits to donations
- Social media impressions, engagements, and shares
- Follower growth on key platforms

Media & Advocacy

- # of media stories secured
- # of mentions in regional/national outlets
- Video views, reach, and engagement

Email & Digital Communications

- Email open rates and click-through rates
- Email list growth (especially from petition signers)
- Engagement with updates and campaign announcements

Campaign Phase-Specific Benchmarks

Leadership Activation Phase (Silent Phase)	Major Gift Phase	Public/Community Campaign Phase
<ul style="list-style-type: none"> • Cabinet recruitment completed (7–10 members) • Co-Chairs publicly announced • 100-150 qualified prospects identified • 10-15 leadership gifts secured • 35% of goal raised or pledged 	<ul style="list-style-type: none"> • 60–70% of the fundraising goal secured • 50+ major donor meetings • 20-30 proposals delivered • 75% of Cabinet members actively engaged in cultivation 	<ul style="list-style-type: none"> • 1,000+ donors acquired • 20-25 community activations/events • Significant digital reach (organic + paid) • Monthly giving and peer-to-peer programs launched • Final 30–40% of goal secured

DONOR ENGAGEMENT CYCLE: BEST PRACTICES IN FUNDRAISING

A successful capital campaign relies on a well-defined and intentional donor engagement cycle. This cycle ensures that supporters are not only identified and asked for a gift, but meaningfully connected to the mission, invited into partnership, and stewarded with care. For the Jury Lands Foundation (JLF), understanding and applying best practices in each stage of the cycle will be essential to building a sustainable culture of philanthropy.

The donor cycle consists of four core phases:

Identification & Research → Cultivation → Solicitation → Stewardship

Each phase plays a critical role in achieving the campaign’s financial goals and strengthening long-term donor relationships.

1. IDENTIFICATION AND RESEARCH

How you find and understand your supporters.

This is the foundational step of the fundraising cycle. Strong prospect identification ensures that time and resources are focused on individuals and organizations most likely to support the campaign at meaningful levels.

Purpose of this Stage

To build a robust and accurate prospect pipeline that ensures JLF is cultivating the right donors with the right strategies.

Best Practices

- **Map your networks:** Begin with those closest to the project – think about existing board members, volunteers, advocates, descendants, historians, heritage groups, and community partners.
- **Use a tiered prospect list:** Categorize potential donors by capacity (ability to give), inclination (interest level), and connection to Camp 30.
- **Look beyond local geography:** Given Camp 30’s national and historical significance, prospects could include:
 - Canadians with WWII ties
 - Veterans’ communities
 - German POW descendants
 - Cultural and heritage philanthropists
 - National foundations
 - Refer to the 3I’s activity completed by JLF and Cobalt Connects to get started
- **Conduct light research:** Gather publicly available information on:
 - Giving history
 - Professional background
 - Personal interests
 - Community involvement

- Indicators of affinity for heritage or cultural preservation
- **Qualify prospects:** A qualified prospect is someone with:
 - Capacity to give
 - Connection to the cause
 - Interest or potential to become engaged
- **Use volunteers carefully:** Cabinet members can be essential in identifying and vetting prospects based on personal knowledge.

2. CULTIVATION

How to build meaningful relationships before asking for support.

Cultivation is where trust, interest, and emotional connection are built. It prepares donors for a thoughtful and well-received solicitation.

Purpose of this Stage

To develop meaningful, values-based relationships that lead to informed and inspired giving.

Best Practices

- **Create intentional touchpoints:** Invitations to tours, briefings, updates, and conversations deepen donor engagement.
- **Personalize the experience:** Tailor interactions to donor interests - military history, community development, cultural preservation, education, or architecture.
- **Share stories, not statistics:** People give to emotion and mission. Highlight:
 - The history of Camp 30
 - The urgency of preservation
 - The community vision for reactivation
 - Stories from descendants and veterans
 - The impact that it will make possible in the lives of locals and beyond
- **Engage leadership:** Co-Chairs and Cabinet members should be visibly involved in cultivation meetings.
- **Set a relationship plan:** Track each donor's:
 - Touchpoints
 - Interests

- Next steps
- Meeting notes
- **Listen deeply:** Donor motivations often emerge through conversation. Ask thoughtful questions and allow space for their perspectives.

3. SOLICITATION

How to make the ask - clearly, confidently, and respectfully.

Solicitation is the pivotal moment when a donor is invited to make a financial contribution aligned with the impact they want to achieve.

Purpose of this Stage

To invite donors into meaningful partnership and secure gifts that reflect both their capacity and the needs of the campaign.

Best Practices

- **Make a personal or face-to-face ask** whenever possible - especially for gifts of \$5,000+.
- **The ‘asker’ should be the right person:** Ideally someone with influence or an existing relationship (Co-Chairs, Cabinet members, or a peer).
- **Be clear and specific:**
 - The amount you are requesting
 - The purpose of the gift
 - The impact the gift will have
 - Why *now* is the moment to give
- **Use campaign tools:** Develop and provide a case for support, project visuals, recognition opportunities, and a tailored proposal for the individual your seeking funds from.
- **Practice before asking:** Preparation increases confidence and effectiveness.
- **Welcome silence:** After the ask, allow the donor time to consider.
- **Follow up promptly:** Clarify next steps, document the conversation, and maintain momentum.

4. STEWARDSHIP AND RECOGNITION

How to thank, recognize, and report - which helps build lasting donor relationships.

Stewardship is essential for retaining donors, encouraging future giving, and strengthening trust. For JLF, exceptional stewardship will be especially important in demonstrating professionalism and gratitude.

Purpose of this Stage

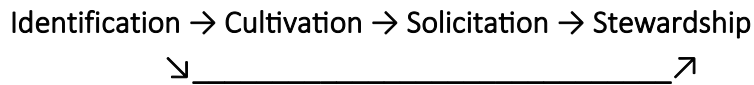
To ensure donors feel valued, informed, and connected - reinforcing long-term commitment to JLF's mission.

Best Practices

- **Thank quickly and personally:**
 - Within 48 hours for leadership gifts
 - Personalized messages from Co-Chairs or Board Chair
- **Report impact regularly:** Donors should hear:
 - Project updates
 - Milestones reached
 - How their gift is making a difference
- **Recognize donors meaningfully:**
 - Naming opportunities
 - Donor wall
 - Public acknowledgments (if desired)
 - Physical or digital recognition
- **Offer engagement opportunities:**
 - Invitations to tours
 - Behind-the-scenes updates
 - Donor-only briefings
 - Ribbon-cuttings or celebration events
- **Create predictable stewardship systems:** Track touchpoints and ensure no donor is overlooked.
- **Celebrate donors, not dollars:** Focus on their role in preserving history and community heritage.

The Donor Cycle as a Continuous Loop

The donor engagement cycle is not linear. Stewardship naturally flows back into Identification and Cultivation, creating sustained donor relationships that extend far beyond a single campaign.



- A stewardship success becomes a future cultivation opportunity.
- A donor can be re-engaged for future phases or projects.
- Strong stewardship builds organizational credibility, yielding future prospects through referrals and word-of-mouth.

CAMPAIGN COMMUNICATIONS

Effective communication is central to the success of the Save Camp 30 Capital Campaign. As a national heritage project with global resonance, the Jury Lands Foundation (JLF) must communicate its mission, impact, and vision with clarity, consistency, and emotional depth. Strategic communications and brand alignment will help to build awareness, inspire investment, strengthen credibility, and mobilize a broad community of supporters across Canada and beyond.

This section outlines the campaign's communications philosophy, goals, recommended tools, and best practices for executing a compelling, high-impact campaign.

Importance of Campaign Communications

Campaign communications do more than share information; they shape perception, build trust, and inspire action. For JLF, strong communications will:

- Establish national credibility for the preservation of Camp 30
- Articulate the urgency and significance of the site's restoration
- Translate historical and cultural value into philanthropic motivation
- Ensure consistent messaging across volunteers, partners, media, and stakeholders
- Support major gift cultivation through compelling narratives and visuals

- Maintain public momentum throughout the multi-phase campaign
- Enhance stewardship by keeping donors informed and appreciated

Communications become a vital engine that fuels donor engagement, strengthens volunteer capacity, and ensures both visibility and transparency at every stage of the campaign.

Campaign Communications and Marketing Goals

The Save Camp 30 Campaign will be best positioned when designed to achieve the following goals:

A. Build a strong, unified campaign identity

Create consistent visuals, messages, and storytelling frameworks so the campaign is immediately recognizable and aligned with JLF's mission.

B. Increase awareness and credibility

Position Camp 30 as a national treasure worthy of preservation, reaching broad audiences through media, digital platforms, and partnerships.

C. Inspire philanthropic action

Use compelling narratives, emotion, and impact stories to motivate donors at all giving levels.

D. Support major gift cultivation

Provide high-quality, tailored materials that help Co-Chairs, Cabinet members, and campaign volunteers engage donors effectively.

E. Empower campaign volunteers

Equip volunteers with clear messaging, talking points, and branded resources to confidently advocate for the campaign.

F. Maintain momentum throughout all campaign phases

Ensure steady visibility and community engagement from pre-launch through public campaign conclusion.

Suggested Communications Vehicles & Campaign Collateral

Aligned with the approved campaign budget, JLF should develop a suite of communications tools to support donor engagement, volunteer leadership, stewardship, and national visibility.

Below is a recommended set of deliverables and channels.

Core Campaign Collateral

1. Case for Support (Print & Digital)

A polished, storytelling-driven document that is critical for major donor meetings articulating:

- What Camp 30 is
- Why it matters
- What must be preserved
- Why philanthropy is essential now
- How donors can make an impact

2. Campaign Microsite or Landing Page

Build out the current JLF website to feature:

- The campaign story and vision
- Donation portals aligning with fundraising strategies
 - Major Gifts
 - Corporate Engagement
 - Individual Giving (Peer-to-Peer, Monthly Giving)
- Timeline and milestones
- Historical imagery and video
- FAQ and media content

- Impact updates

3. Campaign Video(s)

Short, high-impact storytelling pieces featuring:

- Historic context and site footage
- Personal stories from descendants, historians, veterans
- A call to action

4. Campaign One-Pagers / Briefing Documents

Tailored for different audiences (major donors, veterans, heritage groups, community supporters, educators).

Donor Engagement Communications

5. Major Donor Proposal Templates

Customizable proposals for gifts at \$25K, \$50K, \$100K+.

6. Donor Recognition Framework

Outlining:

- Proposed naming opportunities
- Acknowledgment tiers
- Stewardship commitments

See Appendix F – Campaign Recognition Matrix

7. Quarterly Campaign Updates

Sent to donors, stakeholders, and partners to report progress and maintain trust.

Digital Communications

8. Social Media Strategy & Assets

A cohesive digital plan including:

- Campaign storytelling themes
- Short-form video
- Impact posts
- Volunteer spotlights
- National Heritage and WWII history content
- Calls to action

9. Email Marketing Campaign

A structured email series for:

- Announcements
- Donor updates
- Behind-the-scenes stories
- Giving Day pushes
- Community campaign launches

10. Paid Digital Promotion

Low-budget, targeted social ads to reach:

- History enthusiasts
- Veterans' groups
- Local residents
- National donors with heritage interest

Public Relations & Outreach

11. Press Releases and Media Kits

Prepared for:

- Campaign launch
- Major gift announcements
- Milestones
- Public events

12. Partnership Toolkits

For museums, veterans' groups, schools, and allied organizations to share the campaign story.

Best Practices for Campaign Communications

Lead with Story, Not Structure

Communications should focus on:

- Human stories and emotional impact
- Historical significance of Camp 30
- The urgency of preservation

Consistency is Crucial

Every campaign volunteer and leader should use:

- The same key messages to ensure clarity and consistency across campaign communications. Update talking points regularly.
- Unified branding for the overall campaign

Use High-Quality Visuals

Strong photography and video elevate credibility, donor confidence, and media appeal.

Communicate Regularly

Donors and public audiences should hear from JLF consistently and in alignment with the provided Stewardship and Recognition Matrix.

- Monthly digital updates
- Quarterly donor reports
- Social posts 2–3 times per week
- Timely responses to inquiries

CONCLUSION

The Save Camp 30 Capital Campaign represents a transformative opportunity for the Jury Lands Foundation (JLF), the Municipality of Clarington, and all who believe in the power of history, memory, and community legacy. Through this campaign plan, JLF is equipped with a new roadmap to activate national support, mobilize volunteer leadership, engage donors meaningfully, and raise the \$1.45 million required to preserve and reimagine Camp 30 for generations to come.

Through discovery, stakeholder engagement, market analysis, and the development of a comprehensive campaign framework, JLF now stands ready to execute a bold and credible fundraising effort. The recommended campaign phases, leadership structure, communications strategy, budget framework, KPIs, and donor engagement tools provide the organization with a purposeful foundation for success.

With strong volunteer leadership, a compelling public vision, and a strategy anchored in philanthropic best practices, the Jury Lands Foundation is well positioned to inspire donors locally and across Canada to join in safeguarding this extraordinary piece of Canadian history.

Ernest For Good Inc. is grateful for the trust placed in us to support this work. It has been a privilege to partner with the Jury Lands Foundation, its Board of Directors, community partners, and passionate advocates who have contributed to shaping this strategy. We commend your dedication to preserving Camp 30, your commitment to community leadership, and your belief in the power of philanthropy to reshape what is possible.

Thank you for the opportunity to support this meaningful and historic initiative.

Appendix A



Donor Assessment and Fundraising Market Scan

Local Donor Assessment – Clarington and Durham Region

Community profile and giving capacity

Population and growth

- Clarington is a fast-growing lower-tier municipality in Durham Region, with a 2021 population of **101,427** (up from ~92,000 in 2016 – roughly 17.5% growth). It is part of the Oshawa CMA and the eastern edge of the GTA.
- Growth has been driven by families and commuters attracted by relatively more affordable housing and proximity to the 401/407 corridor and GO Transit.

Household income and wealth indicators

Clarington sits above Ontario averages on household income:

- Median household income (2020): \$112,000 (after-tax median \$96,000). [Statistics Canada](#)
- In Durham Region overall, median household income is about \$107,000, with Clarington and Whitby having the highest individual median incomes (~\$48,000). [Durham](#)
- Over 17,000 households in Clarington report incomes of \$100,000+, indicating a substantial middle- to upper-middle-income donor base. [Statistics Canada](#)

These numbers suggest strong individual giving capacity, particularly among dual-income families and professionals commuting to the GTA.

Economic base & corporate philanthropy

Clarington's economy is anchored by energy, agriculture, agrifood, and growing services:

- Darlington Nuclear Generating Station (Ontario Power Generation) in Bowmanville generates ~20% of Ontario's electricity and employs 3,000+ people, positioning OPG as a major local employer and institutional donor with a formal community investment program (Power for Change grants, multi-year donations, sponsorships).
- OPG explicitly funds registered charities and community initiatives in host communities (Clarington–Oshawa corridor), with a focus on strong communities, nature, reconciliation, and youth.
- Elexicon Energy (regional electricity distributor) invested \$360K of operating income in 2023 into local communities through its corporate giving program, including health, women's, children's, and social service agencies.
- Algoma Orchards (major agrifood employer in Clarington) has a visible record of community support (e.g., donations to Feed the Need in Durham and a six-figure gift to Durham Region Hospice – Clarington).

Alongside these anchor institutions are numerous mid-sized businesses, developers, and farms; many are already participating in local philanthropy (hospice, hospitals, children's health), signaling a strong culture of corporate and family-business giving.

Local public and community funding

- The Clarington Community Funding Program provides municipal grants to organizations that align with the municipality's 2024–27 Strategic Plan priorities, adding a modest but important layer of local support for community initiatives.
- Durham Community Foundation (DCF) has granted over \$5.5M to 300+ charities since 1994 and now uses Vital Signs and a Vital Data Dashboard to identify community priorities, including poverty, food insecurity, and housing.

Philanthropic trends & pressures

National and provincial giving trends

- Nationally, charitable giving has been on a 25-year downward trend in participation: the share of Canadians donating fell from 82% to 54% over the past decade, while total donations dropped from \$16.4B (2013) to \$13.4B (2023, inflation-adjusted).
- CanadaHelps' 2024/2025 Giving Reports and related analysis show:

- Fewer Canadians are donating, but those who do often give larger amounts; monthly giving is slowly increasing.
- Giving as a share of income has declined, and younger donors are not yet replacing older generations at the same rate.
- The Ontario Nonprofit Network (ONN) notes that charitable giving has reached a historic low, with affordability pressures and inflation leading many nonprofits to report decreased donations and higher demand for services.

Durham Region conditions

Durham-specific data from Durham Community Foundation (DCF) and the Ontario Nonprofit Network (ONN) shows a similar pattern with some local nuances:

- DCF’s “Give Local” campaign notes that in 2022, 55% of nonprofits in Durham Region reported donations were down compared to pre-pandemic levels, even as demand for services rose.
- DCF’s Vital Signs report (2023) and the 2024 Focus on Food update highlight rapid population growth, housing pressures, and food insecurity as major local issues, and emphasize that nonprofits are stretched thin by rising demand and limited unrestricted funding.
- The 2024 ONN–Durham State of the Sector survey shows:
 - Demand for nonprofit programs remains high while capacity remains constrained.
 - About one quarter expect finances to worsen in the next year, with only a similar proportion expecting improvement.

What this could mean for donor behaviour

- Fewer, more selective donors: There are fewer donors overall, but remaining donors tend to be more strategic and values driven. They look for clear impact, strong governance, and alignment with personal or corporate priorities.
- Competition for unrestricted dollars: Local charities are experiencing competition for limited funding resources as a major barrier, particularly for operating support.
- Health, children, and poverty remain priority causes: Durham’s giving patterns (e.g., Grandview Kids, Lakeridge Health, food security) suggest donors are particularly responsive to healthcare, children/youth, and basic needs.

For the Jury Lands Foundation, this environment suggests capacity exists, but donors will need a compelling reason to support heritage, education, and community development alongside pressing health and social needs.

Fundraising Market Scan - Competing and Upcoming Fundraising Campaigns

This section focuses on large or visible capital and major fundraising campaigns in Durham Region that compete most directly for major gifts and long-term pledges, especially from Clarington- and Durham-based individuals, corporations, and family businesses.

Hospital and healthcare campaigns

a) Bowmanville Hospital / Lakeridge Health – “We Care, We Can” and site redevelopment project

- Lakeridge Health is Durham’s lead hospital network, supported by four hospital foundations, including the Bowmanville Hospital Foundation.
- The “We Care, We Can” campaign, led by the Bowmanville Hospital Foundation, is a major fundraising initiative to support the redevelopment of Bowmanville Hospital, expanding emergency, diagnostic, and other services.
- The redevelopment is at the core of broader provincial investments in Lakeridge’s capital program, and the local share will rely heavily on philanthropy from Clarington residents and businesses.
- In addition, Durham is seeking planning work for a new Whitby Hospital, with Lakeridge Health Foundation holding funds and preparing a major campaign. Early gifts have already totaled about \$4.46M toward the future hospital fund, with a broader system transformation campaign in development.

Potential Implications: Local health care philanthropy is very active, and the Bowmanville hospital’s redevelopment is a direct competitor for Clarington’s major donors - especially corporate and families accustomed to supporting healthcare.

b) Lakeridge Health - “Our Cancer Campaign” and system-wide initiatives

- **Our Cancer Campaign**, led by Lakeridge Health Foundation, funds new equipment, capital projects, research, and education across the Durham Regional Cancer Centre and related services. The campaign taps donors across Durham Region and emphasizes transformative impact on cancer diagnosis and treatment.

Potential Implications: This adds another large regional health campaign competing for major gifts, particularly from donors motivated by health, research, and “transformational” capital projects.

c) Grandview Kids – Believe Campaign (completed, but legacy pledges)

- Grandview Kids (Children’s Centre) in Ajax serves children with physical, communication, and developmental needs across Durham.
- Its “Believe Campaign” was a \$20M community capital campaign to build a new Grandview Kids headquarters (the Jerry Coughlan Building) in Ajax.
- The campaign involved contributions from all Durham municipalities and major donors; recent reporting notes that the campaign successfully reached its \$20M goal, with deep regional donor engagement.

Potential Implications: While the capital goal has been reached, many donors are still honouring multi-year pledges which means their philanthropic dollars may be tied up. The campaign demonstrates proven capacity for large-scale giving in Durham, but also means significant donor commitments are already “assigned” to children’s health care and infrastructure.

Hospice and palliative care

Durham Region Hospice – “Comfort, Care, Compassion” capital campaign

- Durham Region Hospice (Whitby & Clarington) launched the “Comfort, Care, Compassion” capital campaign in 2018 with a \$15M goal: \$10M for a 10-bed Whitby hospice and \$5M for a 5-bed hospice in Clarington.
- The Municipality of Clarington donated land in Newcastle, and local business leaders (e.g., Algoma Orchards, Syvan Developments) contributed \$500,000 collectively.
- As of 2023, Clarington Council approved a \$1.25M donation, moving the Clarington hospice closer to groundbreaking, and reinforcing strong local support.

Potential Implications: This campaign directly targets many of the same Clarington corporate and family donors that Jury Lands will likely approach when soliciting locally.

- Hospice care is historically perceived as an emotionally compelling, urgent cause with a clear capital need, making it a high-priority competitor for major gifts and naming opportunities.

- On the positive side, it demonstrates that heritage-adjacent donors (e.g., land donors, local family businesses) are willing to make six- and seven-figure commitments when the case is strong.

Recreation, sport, and community infrastructure

South Bowmanville Recreation Centre (municipal capital project)

- The South Bowmanville Recreation Centre is described as Clarington’s largest community project yet, with Phase 1 now under construction and opening projected for 2026.
- The project includes:
 - A FIFA-sized multi-sport dome with indoor walking track.
 - Two FIBA-sized accessible courts for basketball, volleyball, pickleball.
 - Durham Region’s first outdoor refrigerated skating trail.
 - Multi-purpose fitness and program rooms, with a future aquatics centre including a therapeutic warm-water pool.
- Ontario has committed \$10M to the project through its Community Sport and Recreation Infrastructure Fund. Municipal and regional funds cover the remainder; there is no publicly advertised philanthropic capital campaign at this time, though sponsorships and naming opportunities may emerge later.

Other recreation/para-sport initiatives in Durham

- Durham Region and Durham Community Foundation together launched the Durham Region Para Sport & Recreation Opportunities Fund, a flow-through fund seeded to expand para-sport and recreation access in the region.

Potential Implications:

- Recreation infrastructure is currently heavily government-funded, with philanthropy playing more of a complementary role (sponsorships, donor recognition, program funds) rather than a central capital driver.
- This means less direct competition with Jury Lands for large capital gifts, but:
 - Municipal projects do compete for public attention and “civic pride” dollars, especially through sponsorship and program funding.
 - The Recreation Centre will increase Clarington’s profile as an active, family-oriented community, which can enhance the attractiveness of Jury Lands as part of a broader destination (heritage, culture, sport).

Other significant campaigns in the broader Durham ecosystem

While not all are immediate competitors, they help define the **overall fundraising climate**:

- Whitby New Hospital - Lakeridge Health & Town of Whitby are actively preparing a major fundraising campaign for a new hospital.
- Grandview Kids Believe Campaign (Ajax) - Now successfully completed, but a good example of a \$20M community goal being reached, with major gifts from the Region of Durham, Town of Ajax, and philanthropists.
- Numerous ongoing hospital equipment campaigns, gala events, and lotteries (e.g., Split the Pot Ontario) support Durham hospitals and further normalize regular giving to health.

Key Takeaways for the Jury Lands Foundation

Donor saturation

- High competition in health and hospice:
 - Bowmanville Hospital redevelopment (“We Care, We Can”).
 - Durham Region Hospice – Clarington / Whitby (“Comfort, Care, Compassion”).
 - Regional campaigns for cancer care and future hospital infrastructure.
- Significant, but more diffuse competition in recreation and community infrastructure, led primarily by government-funded projects (e.g., South Bowmanville Recreation Centre) with some sponsorship opportunities.
- Legacy commitments to children’s health (Grandview Kids) mean some donors will have already allocated multi-year philanthropic budgets to previous capital campaigns.

But, at the same time:

- Clarington and Durham have above-average incomes, a growing population, and a demonstrated history of funding large capital projects in health, hospice, and children’s services.
- Corporate players (OPG, Elexicon, Algoma, developers) have clear, ongoing community investment programs, suggesting room for a well-positioned heritage/community project with strong ESG and tourism benefits.

Positioning opportunities for The Jury Lands Foundation Campaign

1. Jury Lands meets a different need than health/hospice campaigns

- a. Where hospitals and hospices address urgent health and end-of-life care, Jury Lands focuses on:
 - i. Preservation of nationally significant WWII heritage (Camp 30).
 - ii. Education, remembrance, and civic identity for Clarington and Durham.
 - iii. Tourism and economic development potential (heritage tourism, events, programming) that can drive long-term benefits for the municipality and region.
- 2. There is appetite for transformational, “place-based” projects**
 - a. Donors have already backed large, transformative projects (Grandview Kids, hospice, hospitals) at the \$10M–\$20M+ level, proving the region’s capacity for major campaigns when the case is strong and well-organized.
- 3. The campaign can tap into different donor motivations**
 - a. Heritage, veterans, education, reconciliation, and community pride are distinct but complementary motivations to health/children’s causes.
 - b. The campaign can be framed as:
 - i. Preserving a one-of-a-kind national asset.
 - ii. Creating a learning campus for schools and post-secondary partners.
 - iii. Contributing to Durham’s tourism and economic diversification, benefiting residents and businesses.

Based on the scan, priority segments might include:

- Local corporate and institutional donors (OPG, Elexicon, local developers, industrial employers, financial institutions) who already invest in community infrastructure and can see the reputational/tourism upside.
- Mid-to-high-income households in Clarington and eastern Durham who value local heritage, history, and education, and may already support health/hospice but are open to a second “legacy project”.
- Families and estates that have connections to WWII, veterans, or Camp 30 as a unique opportunity for naming and legacy giving.
- Regional funders (Durham Community Foundation, provincial/federal heritage and tourism programs) that prioritize place-based, historically significant projects.

Appendix B



Camp 30 Capital Campaign Volunteer Recruitment Guide

Why This Guide:

This guide is designed to help the Jury Lands Foundation strategically recruit volunteers for the Campaign Cabinet and the Community Campaign Committee - two key groups with distinct roles, responsibilities, and skill sets in the \$1.45M capital campaign to preserve the Camp 30 Cafeteria Building.

Campaign Cabinet (Silent Phase)

Purpose:

Drive transformational and major gifts, establish campaign credibility, and provide strategic guidance during the Silent Phase of the campaign.

Key Attributes to Look For:

- **Influence:** Well-connected individuals with access to networks of high-capacity donors.
- **Affluence:** Ability to make a personally meaningful leadership gift (Typically defined as gifts \$25,000+)
- **Reputation:** Trusted community leaders or philanthropists with credibility and standing.
- **Passion:** Genuine interest in historical preservation, WWII heritage, and cultural legacy.
- **Commitment:** Willing to invest time and energy in strategic fundraising efforts and major donor cultivation.

Ideal Roles:

- Board members, community leaders, or corporate executives
- Historians, museum curators, or academics with ties to WWII history
- Descendants of veterans or POWs with strong community influence
- Established philanthropists with giving history aligned to heritage preservation

Responsibilities:

- Provide strategic guidance and campaign oversight
- Make leadership gifts to set the tone for the campaign
- Solicit transformational and major gifts from their networks
- Act as campaign ambassadors at high-level meetings and events

Recruitment Tips:

- Leverage current donors and board members to identify individuals with capacity and interest. Review lists of those who have already shown support and demonstrated interest in the project's success.
- Use personal invitations from staff, board, or existing cabinet members
- Emphasize exclusivity, leadership opportunity, and the impact of preserving an irreplaceable piece of Canadian history

Community Campaign Committee (Public Phase)

Purpose:

Drive awareness, community engagement, and large-volume donations; build broad participation during the Public Phase of the campaign.

Key Attributes to Look For:

- **Community Engagement:** Strong local/international ties and active participation in social or civic initiatives. Known community connectors, influencers, advocates within the sector or individuals with access to traditional and social media to broaden awareness.
- **Organizational Skills:** Comfortable coordinating events, communications, and volunteer activities with a passion for sharing and promotion while on-site.
- **Advocacy:** Passionate about promoting historical preservation and sharing about the campaign's mission to encourage others to support.

- **Relationship-Building:** Able to engage a broad base of supporters, including smaller donors.
- **Commitment:** Motivated to participate in public-facing campaign efforts and outreach.

Ideal Roles:

- Volunteers with event management and communications experience
- Community leaders and local/international influencers
- Workplace giving champions or local business representatives
- Members with strong social networks to help amplify campaign messages

Responsibilities:

- Organize and promote events and initiatives to engage the community
- Promote the campaign and communicate its importance to potential donors
- Help secure smaller or mid-level gifts and ensure broad participation (typically gifts under \$10,000)
- Support donor stewardship and campaign visibility

Recruitment Tips:

- Use local networks, community organizations, and professional associations
- Highlight opportunities for public engagement, skill-building, and visibility
- Emphasize the collective impact of community-driven giving and participation

Key Differences Between the Two Groups

Feature	Campaign Cabinet	Community Campaign Committee
Primary Focus	Transformational & major gifts	Awareness & large-volume donations
Phase	Silent / private	Public / broad engagement
Size	Smaller, 7-10 members	Larger, flexible size (10-20)
Skills Needed	High-level relationship-building, strategic thinking, philanthropy	Event planning, communication, community engagement
Commitment	Time-intensive, leadership role	Public-facing, volunteer engagement
Ideal Candidates	Influential, affluent, historically passionate	Community-oriented, organized, connected

Practical Steps for Recruitment

1. **Develop a Prospect List**
 - a. Cabinet: Prioritize high-capacity donors, influencers, and individuals with credibility in heritage preservation.
 - b. Community Committee: Identify engaged community members, event organizers, and connectors with broad reach.
2. **Qualify Volunteers**
 - a. Ask about interest, availability, skills, and previous experience
 - b. Ensure alignment with campaign goals and values
3. **Strategic Outreach**
 - a. Cabinet: Personal invitations, one-on-one conversations, utilize Recruitment Sheet
 - b. Community Committee: Group outreach, public meetings, social media promotion, Utilize Recruitment Sheet
4. **Define Expectations Clearly**
 - a. Outline roles, responsibilities, time commitments, and impact
 - b. Utilize Committee Terms of Reference to formalize commitment
 - c. Provide orientation and campaign toolkit for both groups
5. **Ongoing Support & Stewardship**
 - a. Maintain engagement through regular updates, recognition, and follow-ups
 - b. Ensure coordinated approaches for all prospect outreach and stewardship touchpoints
 - c. Provide support for outreach and volunteer coordination

Key Takeaways

- Both groups are essential to a successful capital campaign, but they require very different skills, networks, and levels of commitment.
- The Cabinet is the strategic engine driving major gifts, while the Community Committee fuels public awareness and participation.
- Recruiting intentionally and using clear criteria ensures the campaign has the right people in the right roles for maximum impact.

Appendix C



Campaign Committee Co-Chairs

Terms of Reference

Purpose

The Camp 30 Preservation Campaign Co-Chairs (“Co-Chairs”) will provide visionary leadership and strategic support to help raise \$1.45m and guide the successful execution of the Jury Lands Foundation’s capital campaign to preserve the historic Camp 30 Cafeteria Building in Bowmanville.

As influential ambassadors and relationship-builders, the Co-Chairs will inspire confidence, mobilize philanthropic support, and work alongside the Campaign Committee, Jury Lands Foundation team members, volunteers and key stakeholders where appropriate to meet the campaign’s objectives.

The Co-Chairs play a central public and strategic role - setting the tone for the campaign, opening doors, and demonstrating their personal commitment to preserving Canada’s WWII history.

Term of Service

The Campaign Co-Chair role is active from the launch of the Silent Phase through to the campaign’s close and wrap-up.

Key Responsibilities

Leadership & Strategic Guidance

- Provide visible, values-driven leadership for the campaign, publicly supporting the Jury Lands Foundation's mission and campaign goals.
- Co-chair Campaign Committee meetings, helping to set agendas, drive engagement, and facilitate discussions.
- Serve as a campaign thought partner to the Jury Lands Foundation Board of Directors and Campaign Committee on planning and execution.

Ambassadorship

- Act as a public face of the campaign - representing it at internal and external events, meetings, and engagements.
- Deliver brief remarks or introductions at campaign-related events (e.g., campaign launch, donor meetings, public tours, closing celebration).
- Allow name, photo, and testimonial to be used in campaign materials.

Philanthropic Engagement

- Make a personally meaningful campaign contribution and help set the tone for giving across the Campaign Committee.
- Cultivate and solicit 5-10 major gift prospects during the campaign, supported by Jury Lands Campaign Committee and/or others where appropriate.
- Participate in donor meetings, thank-you calls, and stewardship efforts for key supporters and funders.

Committee Engagement & Support

- Work closely with Jury Lands Foundation team and consultant to identify, recruit, and engage Campaign Committee members.
- Help maintain committee momentum by supporting member engagement, accountability, and recognition.
- Foster an inclusive, respectful, and historically-minded culture throughout the campaign.

Qualifications & Attributes

Ideal Co-Chairs will:

- Be passionate about preserving Canadian history and cultural heritage, particularly WWII legacy.
- Possess experience in philanthropy, advocacy, leadership, or community organizing.
- Be comfortable with public speaking and high-level relationship-building.
- Have an active network of contacts and a willingness to leverage it in support of the campaign.
- Bring a collaborative, respectful, and culturally informed leadership style.

Support Provided

Campaign Co-Chairs will be supported by:

- Jury Lands Foundation Board of Directors
- Campaign Committee members
- Communications and administrative support from the Foundation team
- A Campaign Toolkit including case for support, messaging materials, and outreach templates

Code of Conduct

All Campaign Committee members are expected to:

- Represent the Jury Lands Foundation with integrity and alignment to its mission, vision, and values.
- Respect the confidentiality of donor information and internal campaign discussions.
- Comply with the Foundation's organizational policies, values, and code of ethics.

Campaign Co-Chair

Date

Jury Lands Foundation Board Chair

Date

Appendix D



Campaign Committee

Terms of Reference

Purpose

The Camp 30 Preservation Campaign Committee (“Campaign Committee”) is a group of dedicated volunteers, community champions, and mission-aligned leaders who will support the Jury Lands Foundation in achieving its \$1.45M capital campaign goal to preserve the historic Camp 30 Cafeteria Building.

Committee members will serve as ambassadors for the Jury Lands Foundation and the campaign, helping to raise awareness, secure philanthropic support, and build momentum to protect this important piece of Canada’s WWII history.

The Campaign Committee’s role is advisory and ambassadorial, with members offering expertise, networks, and influence to further the success and impact of the campaign.

Composition & Membership

- Members will be recruited and selected by the Camp 30 Preservation Campaign Co-Chairs and members of Jury Lands Foundation Board of Directors where appropriate.
- The Committee will consist of 7-10 individuals representing a diverse mix of sectors, experiences, and communities committed to historical preservation.
- Committee members may include current or former board members, volunteers, descendants of WWII veterans, historians, cultural leaders, and philanthropic supporters.
- The Committee will remain active until the conclusion of the active campaign phase.
- Support will be provided by Jury Lands Foundation and designated campaign volunteers.

Responsibilities

Strategic & Ambassadorial Duties

- Attend scheduled committee meetings (bi-monthly or quarterly, virtual or in-person) to provide insights and updates related to campaign progress.
- Support the identification of prospective donors, sponsors, and partners.
- Act as ambassadors for the campaign within personal and professional networks.
- Allow use of name, photo, and testimonial in campaign materials (digital and print).
- Speak publicly or represent the campaign at select events when able.

Philanthropic Leadership

- Make a personally meaningful donation or pledge to the campaign, demonstrating leadership and commitment.
- Cultivate and/or solicit 3–5 donor prospects or connections, with guidance and support from staff.
- Attend donor engagement meetings or events in partnership with Foundation leadership or campaign staff.

Community Engagement

- Share campaign messaging and opportunities via social media, email, or word-of-mouth.
- Assist with the promotion of key campaign milestones and events.
- Identify cross-promotion opportunities through organizational affiliations, workplace giving, or partner events.

Support Provided

- Orientation and onboarding materials to support understanding of the campaign and Foundation mission
- Campaign toolkit including case for support, key messaging, FAQs, and outreach templates
- Staff support for scheduling, briefing, and follow-up for donor meetings or events
- Regular campaign updates and progress reports

Code of Conduct

All Campaign Committee members are expected to:

- Represent the Jury Lands Foundation with integrity and alignment to its mission and values
- Respect the confidentiality of donor information and internal campaign discussions
- Comply with the Foundation’s organizational policies, values, and code of ethics

Committee Member

Date

Campaign Co-Chair

Date

Jury Lands Foundation Board Chair

Date

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Appendix E



Campaign Calendar – See Excel Document

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Appendix F



Donor Recognition and Stewardship Matrix

See Appendix F: Stewardship and Recognition Matrix in 'Jury Lands Campaign Calendar & Recognition' excel sheet.

Purpose of the Jury Lands Matrix:

This matrix outlines the recognition and stewardship commitments the Jury Lands Foundation (JLF) will make for donors at each giving level. It supports transparency, ensures consistency, and helps volunteers and leadership understand how donors will be thanked, informed, and engaged throughout the campaign.

Below is the full matrix for gifts made toward the capital campaign. Naming opportunities may be refined as architectural plans are finalized.

Visionary Circle - \$250,000+

Recognition:

- Premier Naming Opportunity (select rooms, outdoor spaces, or interpretive installations)
- Name listed at top tier on Donor Wall at restored Camp 30
- Gift announcement event and communication with joint statement (media advisory)
- Recognition in all campaign publications (print & digital)
- Spotlight profile in annual Impact Report
- Featured story in campaign video or digital storytelling series

Stewardship:

- Personalized stewardship plan

- Quarterly private briefings with Co-Chairs and JLF leadership
- Invitation to exclusive leadership donor events (tours, site previews, briefings)
- VIP recognition at campaign celebration event
- Lifetime invitation to major JLF events and announcements

Legacy Circle - \$150,000 to \$249,999

Recognition:

- Naming Opportunity (select interior features or donor plaques)
- Recognition on Donor Wall (Legacy Tier)
- Gift announcement communication (media advisory)
- Listing in campaign materials and annual Impact Report
- Highlighted mention at campaign events

Stewardship:

- Bi-annual private impact updates
- Invitations to donor tours and briefings
- Personal thank-you from Campaign Co-Chairs
- Early access to campaign and restoration updates

Heritage Circle - \$100,000 to \$149,999

Recognition:

- Naming Opportunity (select interior features or donor plaques)
- Recognition on Donor Wall (Heritage Tier)
- Listed in donor publications
- Recognition in relevant campaign communications
- Invitation to special donor gatherings

Stewardship:

- Customized impact updates twice annually

- Invitation to private donor tours and previews
- Personal thank you call from JLF leadership

Leadership Circle - \$50,000 to \$99,999

Recognition:

- Recognition on Donor Wall (Leadership Tier)
- Listing in campaign materials and annual Impact Report
- Public acknowledgment (optional) at campaign events

Stewardship:

- Annual stewardship report
- Invitations to exclusive events and briefings
- Personalized thank-you from Campaign Cabinet member

Preservation Circle - \$25,000 to \$49,999

Recognition:

- Donor Wall recognition (Preservation Tier)
- Inclusion in annual donor listing
- Thank-you in campaign newsletter

Stewardship:

- Annual impact update
- Invitation to donor appreciation event

Builders Circle - \$10,000 to \$24,999

Recognition:

- Donor Wall recognition (Builders Tier)
- Recognition in campaign publications
- Personalized thank-you letter

Stewardship:

- Annual update on project progress
- Invitation to community campaign celebration event

Community Partners - \$5,000 to \$9,999

Recognition:

- Name included on Donor Wall (Community Tier)
- Recognition via campaign website
- Thank-you announcement on social media (optional)

Stewardship:

- Annual impact email
- Invitation to donor event

Friends of Camp 30 - \$1,000 to \$4,999

Recognition:

- Listed on campaign website donor page
- Included in annual donor listing

Stewardship:

- Impact update at campaign completion
- Invitation to community celebration

Supporters - Gifts under \$1,000

Recognition:

- Included in public donor roll on the campaign website (optional)
- Digital thank-you card

Stewardship:

- Email update at campaign conclusion

DONOR STEWARDSHIP FRAMEWORK

This framework outlines stewardship practices across all giving levels and ensures consistency.

Stewardship Touchpoints (All Donors)

- Immediate tax receipt and thank-you
- Campaign updates via email (all donors are added to the JLF campaign mailing list)
- Invitation to community celebration event

Enhanced Stewardship (Major Donors \$25K+)

- Personalized thank-you call from campaign leadership
- Tailored impact reporting
- Invitations to private site tours or briefings

High-Tier Stewardship (Leadership Donors \$100K+)

- Customized stewardship plans
- Exclusive access to behind-the-scenes content
- Co-Chair-led briefings
- Invitations to pre-opening events

Recognition Guidelines and Best Practices

To ensure consistency and fairness in recognition across all campaign gift levels:

- Recognition must be approved by the donor before publication.
- Donor anonymity must be respected at all levels.
- Naming opportunities must align with municipal, architectural, and heritage guidelines.
- Donor wall or installation must reflect tiers clearly and aesthetically.
- Digital recognition should be persistent throughout the campaign lifecycle.
- Language should center impact, not dollar amounts.

See Appendix F: Stewardship and Recognition Matrix in 'Jury Lands Campaign Calendar & Recognition' excel sheet.

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Appendix G



SOURCES & CITATIONS

Local Donor Assessment & Clarington/Durham Fundraising Market Scan

The following sources were reviewed to develop the philanthropic trends analysis, donor landscape overview, giving capacity assessment, and competing campaign scan for Clarington, Durham Region, and Ontario. All links were verified and publicly accessible at the time of reporting.

1. Demographic & Economic Data

- Statistics Canada – Census Profile, Clarington & Durham Region
<https://www12.statcan.gc.ca/census-recensement/index-eng.cfm>
- Statistics Canada – Income, Population, and Household Indicators
<https://www.statcan.gc.ca/en/subjects-start/income>
- Ontario Ministry of Finance – Economic & Demographic Forecasts
<https://www.fin.gov.on.ca/en/economy/demographics>

2. Philanthropic Trends & Giving Behaviour

- Imagine Canada – Sector Pulse & Giving Reports
<https://imaginecanada.ca>
- CanadaHelps – The Giving Report (National Charitable Trends)
<https://www.canadahelps.org/en/the-giving-report>

- Association of Fundraising Professionals (AFP Canada) – Research & Insights
<https://afpglobal.org/canada>
- Charitable Giving in Canada – Statistics Canada Charitable Donations
<https://www150.statcan.gc.ca/n1/daily-quotidien/>

3. Regional Context: Clarington & Durham Region

- Municipality of Clarington – Official Plans, Community Demographics & Growth Reports
<https://www.clarington.net>
- Clarington Corporate Reports & Budget Documents
<https://www.clarington.net/en/town-hall/budget-and-finances.aspx>
- Durham Region – Community Profile, Economic Development & Demographic Trends
<https://www.durham.ca/en/index.aspx>
- Durham Region Community Foundation – Community Impact & Grantmaking
<https://durhamcommunityfoundation.ca>

4. Comparable Campaigns & Competing Fundraising Activity

- Lakeridge Health – Hospital Redevelopment & Capital Campaigns
<https://www.lhfoundation.ca>
- Durham Hospice / Clarington Hospice Capital Campaign Updates
<https://claringtonhospice.com>
- Clarington Public Library, Museums & Archives – Strategic Plans / Expansion Projects
<https://www.clarington-library.on.ca>
- Municipal Recreation Centre & Community Facility Expansions (Clarington)
<https://www.clarington.net/en/recreation-and-leisure>

5. Heritage, Cultural & National Funding Landscape

- Parks Canada – National Historic Sites & Conservation Frameworks
<https://parks.canada.ca>
- Canadian Heritage – Funding Programs & Cultural Investment
<https://www.canada.ca/en/canadian-heritage.html>
- National Trust for Canada – Heritage Funding, Case Studies & Campaigns
<https://nationaltrustcanada.ca>

- Ontario Heritage Trust – Conservation Policies & Grant Programs
<https://www.heritagetrust.on.ca>

6. Local Nonprofit, Charity & Community Data

- Canada Revenue Agency (CRA) – Charity Listings & Regional Charitable Sector Scan
<https://www.canada.ca/en/revenue-agency/services/charities-giving/charities-listings.html>
- Ontario Nonprofit Network – Sector Trends & Provincial Landscape
<https://theonnc.ca>
- Volunteer Durham & Local Community Organizations (Engagement Trends)
<https://www.volunteerdurham.net>

7. Media Sources & Public Sentiment Indicators

- Durham Region News / Metroland Media – Regional Reporting
<https://www.durhamregion.com>
- CBC Toronto – Regional & Heritage Coverage
<https://www.cbc.ca/toronto>
- Global News Toronto – Clarington/Durham Updates
<https://globalnews.ca>

8. Jury Lands Foundation & Project-Specific References

- Jury Lands Foundation – Public Communications, Campaign Materials & Site History
<https://jurylandsfoundation.com>
- Camp 30 Historical Documentation (publicly available summaries)
Information compiled from educational, municipal, and heritage publications referencing WWII POW Camp 30 in Bowmanville.

9. Additional Sector Benchmarks Used

- AFP Fundraising Effectiveness Project (FEP)
<https://afpglobal.org/FEP>

- **Benchmarking Canadian Capital Campaigns – KCI Sector Insights**
<https://kciphilanthropy.com>
- **Imagine Canada & Rideau Hall Foundation – Giving Behaviour Reports**
<https://www.imaginecanada.ca/en/research>

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