



# *AGILITY* **TOGETHER**

A collaborative initiative of Foundation For The Carolinas, SHARE Charlotte,  
United Way of Greater Charlotte, and The Lee Institute

# Welcome!



*AGILITY*  
**TOGETHER**

# FFTC Nonprofit Sustainability & Capital Campaigns

**2025 Survey Results**

**FOUNDATION FOR  
THE CAROLINAS**

# TODAY'S AGENDA

1. FFTC CENTER FOR NONPROFIT SUSTAINABILITY
2. SURVEY PROCESS & KEY FINDINGS
3. CAPITAL CAMPAIGN DATA ANALYSIS
4. DISCUSSION & QUESTIONS

# CENTER FOR NONPROFIT SUSTAINABILITY

## Strategic Partner to the Nonprofit Sector

- FFTC serves as a thought leader and partner
- Goal to learn from and represent nonprofits to FFTC's personal and corporate fundholders
- 500+ nonprofit clients across the region
- More than 1,400 distinct nonprofit funds
- Types of funds: agency, designated, scholarship, field of interest, collective giving, etc.
- Represents total assets of  $\approx$  \$1.2 billion



# HOW FFTC CAN SUPPORT A NONPROFIT'S CAPITAL CAMPAIGN



Open and manage a distinct **investment fund** with various diversification options to securely hold and invest campaign gifts



**Accept complex gifts** (stock, business interests, real estate) to unlock more giving options for donors while outsourcing the gift liquidation process



Potentially introduce your campaign to **aligned FFTC fundholders** and partners



**Provide guidance on trends** drawn from data like the FFTC Capital Campaign Survey



**Enhance donor confidence** through FFTC's reputation, financial credibility and personalized support



# SURVEY PROCESS & KEY FINDINGS

FOUNDATION FOR  
THE CAROLINAS

# SETTING THE STAGE

- How do we define a capital campaign?
- Survey process and community partners
- Participating nonprofits
  - Top counties and sector areas represented
  - Organization size
  - Silent phases and confidentiality
- Goals & use of the survey data

# KEY FINDINGS

- **52 reported active or planned capital campaigns** are underway across the region, totaling more than \$1.37 billion in combined goals.
- **Most campaigns are focused on infrastructure and capacity**, including facilities, staffing, land acquisition and program expansion.
- Campaigns are increasingly **intersectional**, combining multiple services.
- **Economic conditions are influencing strategy:**
  - Some campaigns have been delayed or extended.
  - Others are increasing goals due to inflation, unexpected opportunities or attempting to make up for a decrease in federal funding.

# KEY FINDINGS

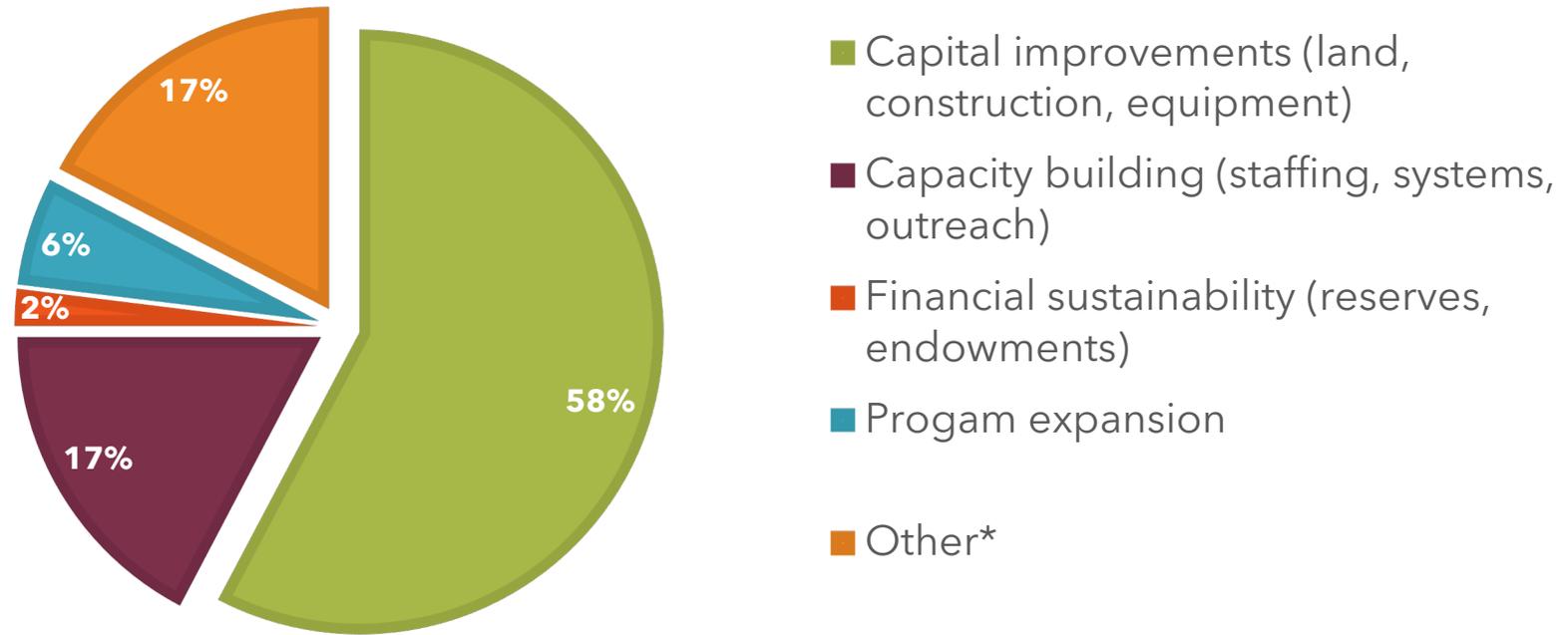
- **Less than half of the nonprofits have completed feasibility studies**, potentially signaling need for more early-stage planning support.
- **Many organizations are navigating major changes mid-campaign** including venue shifts, leadership transitions and community engagement refinements.
- Top funding priorities - housing, youth and mental health - were selected by more than 60% of respondents, reflecting some of the most **pressing needs across NC and SC**.
- Nonprofits are targeting **root causes** like racial wealth gaps and economic mobility in addition to basic needs.



# CAPITAL CAMPAIGN DATA ANALYSIS

FOUNDATION FOR  
THE CAROLINAS

# CAMPAIGN PURPOSE

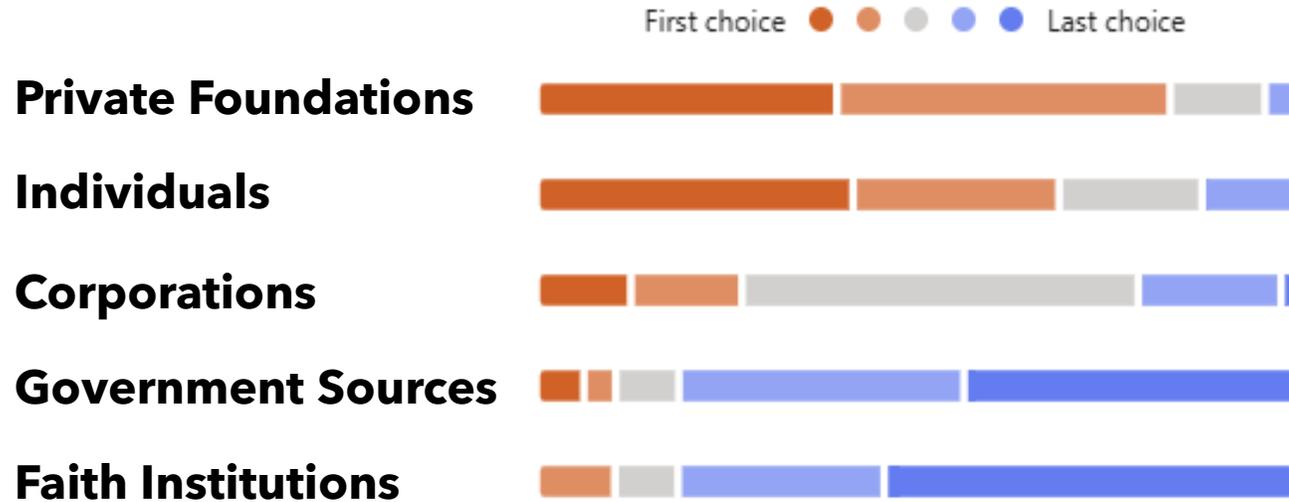


*\*Other responses included: all the above/combination of options, new buildings, and bridge funds.*

# FOCUS POPULATIONS

- Highest populations served include low-income households, youth, mental health patients, immigrant communities, seniors, and undercapitalized entrepreneurs.
- Fundraising from individuals: mission-aligned HNW, existing donors, alumni, donors with lived experience, program participants and volunteers.
- Fundraising from corporations: mission-aligned businesses, financial institutions, healthcare sector partners, sustainability organizations, economic developers, local businesses.

# IMPORTANCE OF FUNDER TYPE



Percent of nonprofits that selected the funder type as their *#1 most* important campaign source:

- Private Foundations: 39%
- Individuals: 42%
- Corporations: 13%
- Government Sources: 6%
- Faith Institutions: 0%

- Private foundations and individual donors are the top two anticipated funding sources, each cited by 100% of respondents and most often ranked #1 or #2; seen as critical early investors and long-term partners.
- Foundations are valued for catalytic, mission-aligned support, while individual donors are key to building campaign momentum and community ownership, especially in the silent phase.

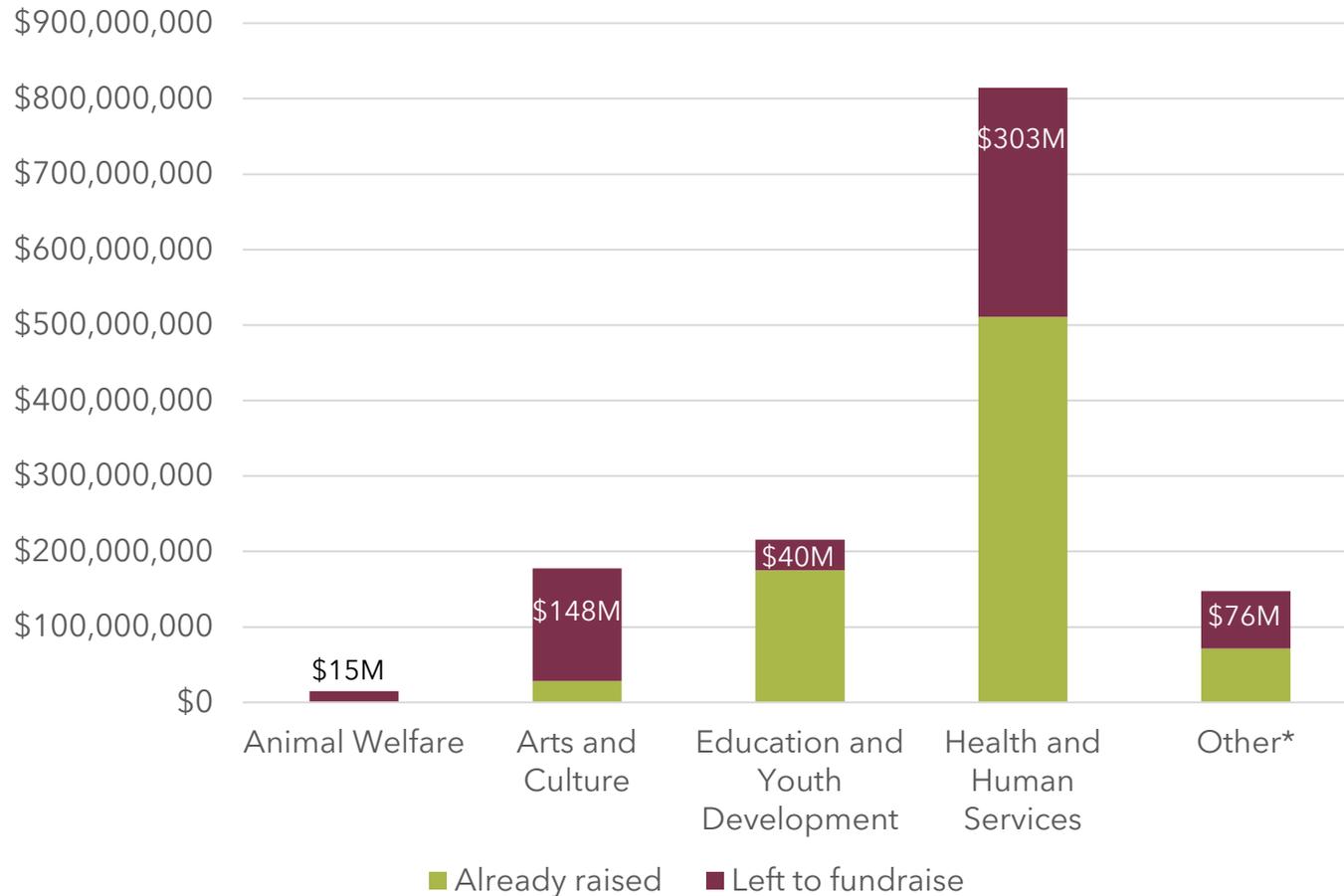
# SUMMARY STATISTICS

- Total dollar goal of all campaigns: **\$1,369,463,078** (\$1.37B).
  - If a range was provided, the greatest value was used.
  - Two nonprofits have not yet determined a campaign goal amount.
- Individual nonprofit's campaign goals:
  - Minimum: \$125,000
  - Median: \$10,000,000
  - Average: \$27,400,000
    - Excluding two 9-digit outliers, average is \$14,700,000
  - Maximum: \$500,000,000
    - Outliers of \$500M and \$165M, next largest are multiple \$60M campaigns

\*51% of responding organizations *have not* completed a feasibility study.

\*\*92% of responding organizations have naming opportunities available.

# FUNDRAISING BY SUBSECTOR



- Of 33 active campaigns, the average amount of goal raised is **37%**.
- Of all 52 campaigns, the average amount of goal raised is **25%**.
- Seven nonprofits have received early or lead gifts for campaigns that will start within two years.

*\*Other responses include food access, health equity, workforce development, economic development, legal services, entrepreneurship, or multiple of these subsectors.*

# RECENT CAMPAIGN IMPACTS

- Campaigns are increasingly adapting in real time to meet community needs and economic realities:
  - 70% of nonprofits that received the question\* reported a change in campaign timeline, scope or fundraising within the last 12 months.
    - 50% delayed their campaigns
    - 35% increased their fundraising goal or added new campaign components
    - 35% reported increasing costs
    - 15% accelerated due to increased service demand or acquisition opportunities
    - 10% decreased their fundraising goal
- Strong emphasis on flexibility, multi-phase timelines and blended capital and programming funding.

# HOW FUNDERS CAN SUPPORT

Be a Catalyst	Offer Flexibility	Fund Capacity	Co-Invest in Equity	Be a Closer
<p>Provide early or anchor funding to help campaigns build momentum</p>	<p>Consider multi-year, unrestricted commitments to strengthen cash flow</p>	<p>Support planning, community engagement and project management staffing/services</p>	<p>Consider campaigns that serve underrepresented communities or close social gaps</p>	<p>Step in to help campaigns reach their final goal</p>
<p>Signal confidence to other donors by committing during the silent phase</p>	<p>Allow for adjustments to timelines or use of funds as needs evolve</p>	<p>Help cover technical assistance, feasibility studies or focused outreach research</p>	<p>Join cross-sector efforts that integrate multiple charitable areas</p>	<p>Schedule meetings, make decisions and pay out commitments promptly</p>



# DISCUSSION & QUESTIONS

Your Partners in Philanthropy:  
[nonprofits@fftc.org](mailto:nonprofits@fftc.org) | 704-973-4500

FOUNDATION FOR  
THE CAROLINAS

# Capital Campaign Strategies

with the Lee Institute



LEE  
INSTITUTE

*A champion for community*



# Activity

## Small Group Report Out

- Huddle up with those at your table
- Share to the entire room

# Closing Remarks



*AGILITY*  
**TOGETHER**

# Thank you for coming!

## Upcoming Workshops

**March 18** – Junior Achievement

**April 15** – Duke Mansion

9:00 – 11:00 AM



**AGILITY  
TOGETHER**

# Post-Meeting Survey



**AGILITY  
TOGETHER**

