

## Fundraiser's Touch is Money for Charity

### ■ Political experience helps Ken MacLeod find money for not-for-profit organizations

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Ken MacLeod considered entering the field of medicine.

Instead, the former teacher has made a career of raising money for not-for-profit groups that contribute to a society's overall health rather than individual aches and pains.

"All causes are worthy, but not-for-profit is especially so," says the 46-year-old father of two who is president of KMA Consultants Inc., a consulting company specializing in fundraising, communications and constituency relations.

"The work that is being done by most charities in Canada is of value. It helps people and it deserves to be supported. Very rarely is someone faced with a decision to support a good or a bad project that is in the not-for-profit sector."

Born and raised in Moncton, MacLeod moved to Wolfville, NS, after high school to earn a Bachelor of Science degree as a start to entering the field of medicine. But, with an avid interest in academia, he opted to complete a Bachelor of Education degree at Mount Allison University, followed by a Masters in science. The next few years were spent teaching and conducting research at Simon Fraser University into the field of heart muscle metabolism physiology for eventual publication. Some 16 years were spent at Atlantic Baptist University, the first five involved teaching biology and the final 11 involved what would become his life's calling.

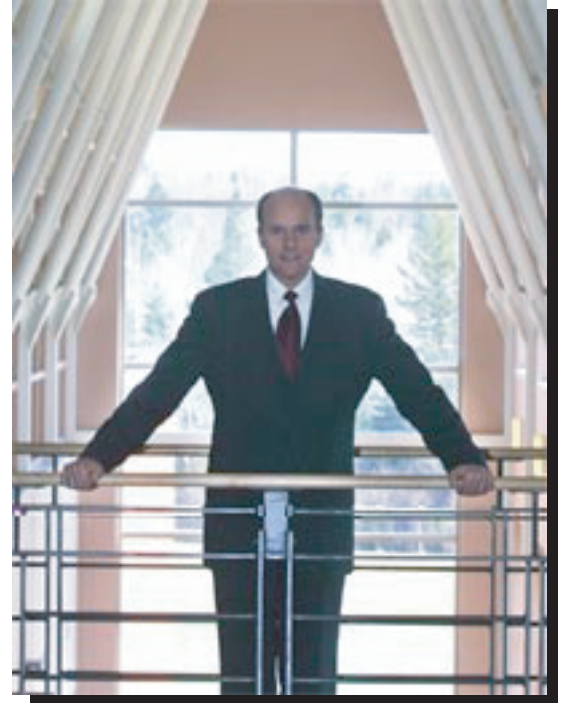


Photo by Greg Agnew - Times & Transcript

**Ken MacLeod has turned his ability to raise money for not-for-profit groups into a full-time occupation.**



KMA CONSULTANTS

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The small college, then located on Salisbury Road, lacked development programs and staff. So when MacLeod was asked to accept the position of vice-president of development, he assumed responsibility for initiating and implementing development programs.

"I was committed to the mission and vision of the college and it needed resources to carry out its good work," he says. "But I was a total novice at it."

That changed. By the time 11 years had passed, the number of gifts totalling more than \$1,000 in value had been increased by 750 per cent. That, along with other development initiatives, helped to secure the financial operation of the college, providing the platform on which it could then begin considering expansion and increased growth. MacLeod also spearheaded the college's campaign to raise \$13-million for a new campus; the \$6-million goal from the private sector was met, along with \$3.6-million of the \$7-million government goal. Soon, as visionaries had hoped, Atlantic Baptist College became Atlantic Baptist University, programs expanded and the campus was relocated to the Gorge Road.

With the university campaign nearing an end, MacLeod began seeking a new challenge and found one in an area he had previously unexplored: politics. Until 1995, he had not engaged in any partisan political involvement, but gave it some thought when an opportunity to run for the Liberals arose. The creation of a new riding was, he thought, a tremendous opportunity to serve people, not unlike the other work he was doing at the university. An active Baptist layman, MacLeod was ultimately elected to the legislature under the leadership of Premier Frank McKenna.

"I saw the opportunity to help, to invest, to serve people so fundamentally," he says. "It was very consistent with my beliefs and my personal commitment."

After being part of the province's Crown corporations committee and serving as assistant for two years each to the ministers of health and economic development / tourism, MacLeod was defeated in the next election by Conservative John Betts, who continues to sit today in the government of Premier Bernard Lord. Still, with a consulting business well-established after four years, there was no dilemma of what to do after the polling stations closed.



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Despite being disappointed by the defeat, MacLeod simply returned to work.

KMA Consultants Inc. had been organized in the fall of 1995, just as the political term was beginning. MacLeod recruited two experienced people as principals in the company - Larry Matthews and Ron McClory - and opened offices in Moncton and Toronto. The latter two worked out of Toronto, where space was shared with a graphic designer, while MacLeod maintained the Moncton office. Staff, if needed, were hired on a per-project basis. Very early on, the company landed a \$4-million campaign for Young Street Mission, a century-old mission agency in downtown Toronto that operates a youth drop-in centre and needed funds to build an economic centre. The goal was met in two years and KMA the business has benefitted from referrals ever since.

"Primarily, we develop strategies and plans, help recruit senior level leadership volunteers, train and prepare volunteers, put in place communications tools for campaigns and provide counselling and advice over the life of the campaign," says MacLeod, whose work has expanded across Canada and into the United States. "We have strong-held beliefs and convictions that not-for-profit agencies make the world a better place to live in. On a personal level, most of our lives have been lived in the not-for-profit world as employees, volunteers, board members, donors and senior executives. We've literally experienced the not-for-profit from every side."

These days, KMA Consultants Inc. is involved in a variety of projects across Canada: in Moncton there is the recently-started \$500,000 campaign for McNaughton Youth Parenting to centralize services from three sites to one location and expand programs; a \$1.25-m campaign with Prince Edward Island Founders Hall to support the cost of infrastructure and programming; a \$5-million campaign at Institute for Christian Studies in Ontario, an \$8-million campaign for Frontier College in Toronto to increase and expand the network of literacy education in Canada; a \$5-million campaign for Community Head Injury Resource Services; and in Alberta, a \$4-m campaign at Kings University. Various other church campaigns - including those at First Moncton Baptist, Hillside Baptist and Moncton Wesleyan - have ranged in numbers from \$650,000 to \$1-million.

There are also feasibility studies, generally undertaken as the first step before a



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campaign. Currently, MacLeod has been commissioned by post secondary educational institutions in Edmonton, Abbotsford and Vancouver to do studies for campaigns with goals as high as \$30-million.

Cutbacks in government funding over the last 10 years or so, coupled with an increasingly competitive donor market (there are some 80,000 registered charities in Canada, with almost 10 new ones formed every day), have meant that not-for-profit organizations need to be professional in their approach to donations. Feasibility studies are useful in helping to determine the giving atmosphere in a community, what potential donors may be thinking about the organization in question and what sorts of fundraising activities they are likely to expect.

"Not-for-profit organizations require more information about their donors and constituents," says MacLeod, who notes that, in some cases, not-for-profits have been over dependent and look to be in jeopardy because of the severity and scope of cutbacks in government support. "What are their attitudes and opinions about leaders of the organization, their programs, what are the needs and interest of donors themselves?"

Considering the climate and the likelihood that not-for-profit organizations will need to continue fundraising to survive, MacLeod sees tremendous need and opportunity in the field.

"We continue to be encouraged by the kinds of organizations and clients we are able to be involved with," he says. "I could say there would be a continuing need for organizations such as ours' to help not-for-profits fundraise in a way that is strategic and of high quality." campaign.

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