



# FIA Conference 2023

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# Capital Campaigns And Multi-Million Dollar Gifts

MIDDLE, MAJOR & PHILANTHROPY  
Tessa Irwin CFRE EMFIA  
Powerhouse Museum

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# CONTENT

1. Big Gift Campaigns and Powerhouse Parramatta Campaign
2. Case Study 1
3. Case Study 2
4. What's Next?
5. Some Key Takeaways





## THE BIG GIFT CAMPAIGN

Intensive fundraising initiative with specific:  
Target | Purpose | Timeline

> It's transformational <

Capital vs Capacity vs Comprehensive



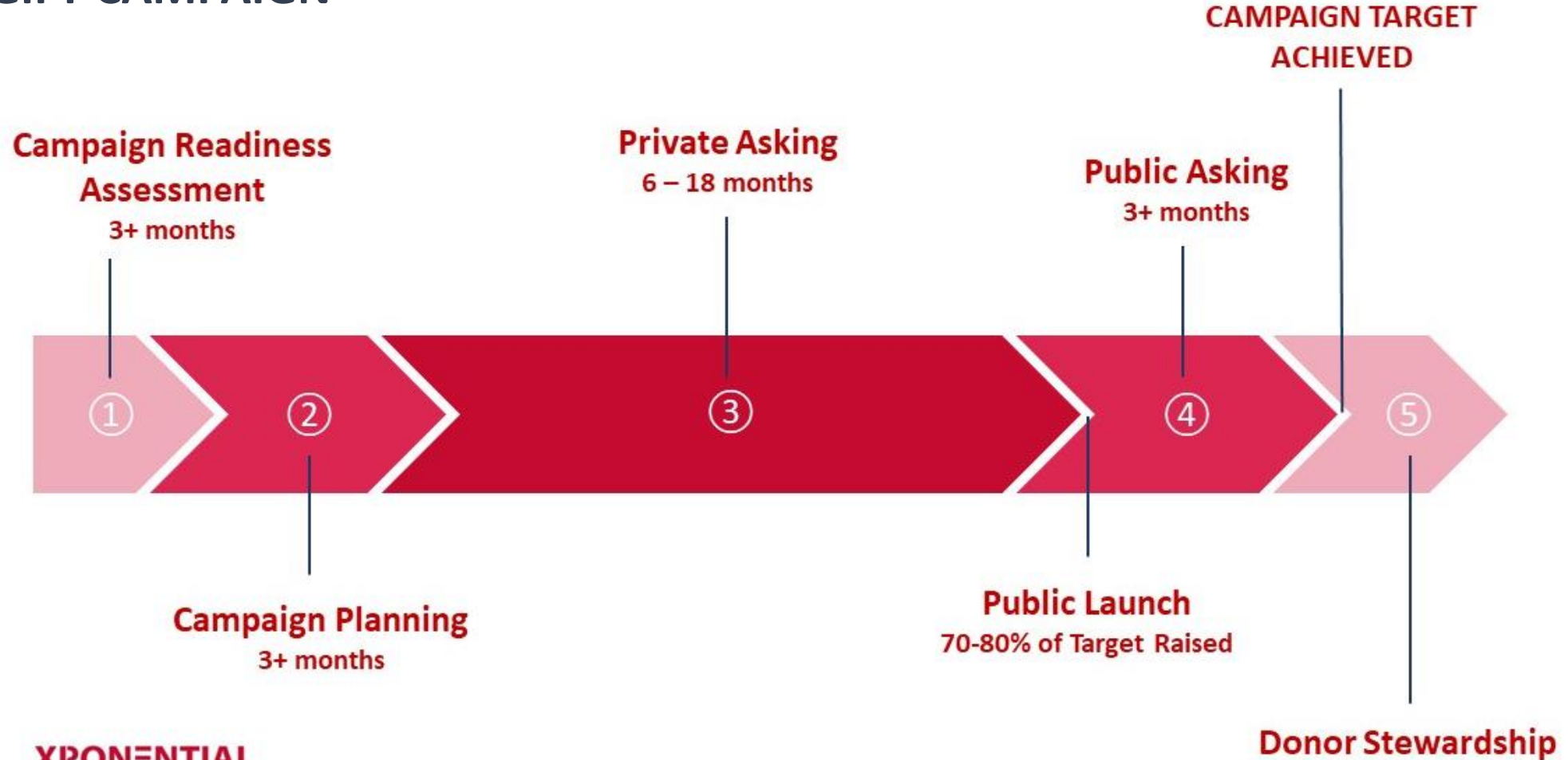
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# THE BIG GIFT CAMPAIGN



**XPONENTIAL**  
the big gift specialists

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## WHO GIVES TO A BIG GIFT CAMPAIGN

Major donors

Corporates

Trusts and Foundations

SMEs

Middle donors

Other supporters

**KNOW YOUR AUDIENCE –**

**Linkage/Ability/Interest**





# BENEFITS OF DOING A BIG GIFT CAMPAIGN

› **Get closer to achieving mission**

› **Leadership**

› **Major donor numbers**

› **Impact / awareness / excitement / engagement**

› **Gift sizes**

› **Culture & understanding of philanthropy**



# POWERHOUSE PARRAMATTA CAMPAIGN



- › **First in Western Sydney**
- › **Largest since Opera House**
- › **STEM-focused**
- › **Largest in NSW**
- › **Sustainability**
- › **2m annual visitors**
- › **\$915m project**
  
- › **\$75m to raise**
- › **2020-2024**

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# CHALLENGES

> **No Campaign Readiness**

> **New territory**

> **Case for support**

> **Public perceptions and media**

> **No major donors**

> **Politicised**



# OPPORTUNITIES

- > **Visionary**
- > **Nurturing future of STEM**

- > **Western Sydney**

- > **Leadership**

- > **Organisational Assets**

- > **NSW Government**

- > **Media attention**



# WHAT ARE YOUR CHALLENGES AND OPPORTUNITIES?

## Campaign Readiness / Feasibility Study

- › Find out
- › Campaign options
- › Confirm your target
- › Case for support
- › Educate leaders
- › Engage donors & leaders
- › Identify perception issues
- › Assess market







## WHAT DONORS WANT FROM THIS CAMPAIGN

- › Western Sydney
- › Equality of Access
- › Giving Back
- › Placemaking
- › Community Visibility
- › Sustainability
- › Involvement
- › Impact
- › Vision and Excitement

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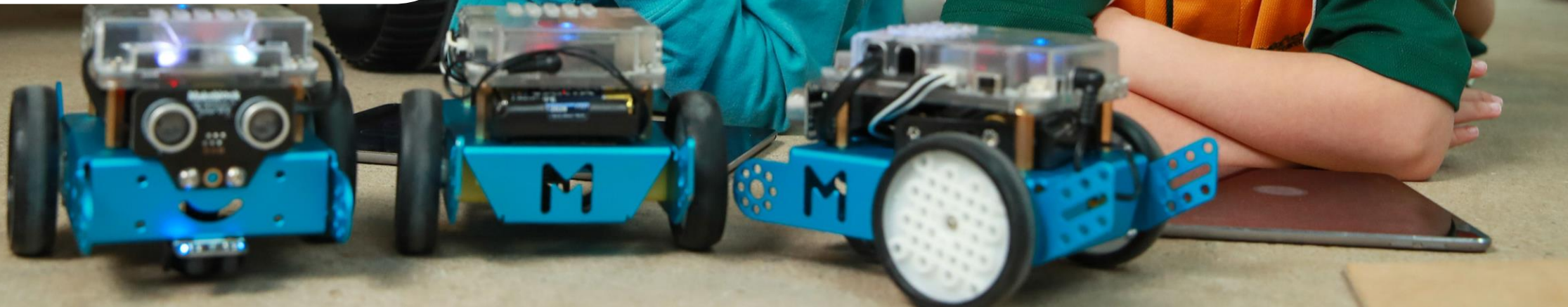
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## BUILDING A PROSPECT LIST

- › Cold calling
- › Briefings
- › Advisory meetings
- › Research
- › Lists
- › Wealth scan





## BESPOKE PROPOSALS

Capital  
First Year Programs  
Other Programming



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## CAMPAIGN STATUS

- › Campaign Committee
- › Engaged Executive
- › Team
- › Pledges

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## CASE STUDY # 1

### The Lead Gift



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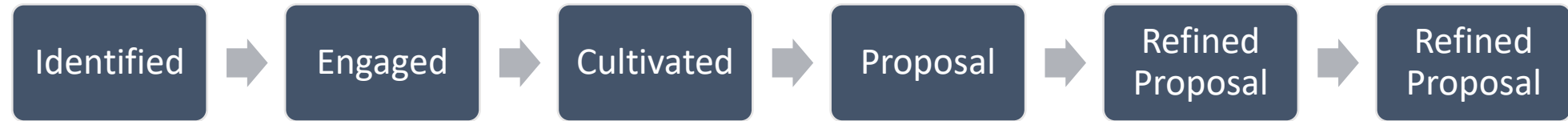
## A LEAD GIFT CASE STUDY

- Western Sydney
- Parramatta
- Close relationship with WSU
- Family Foundation
- Arts and culture
- Placemaking, architecture, sustainability
- STEM workforce needs





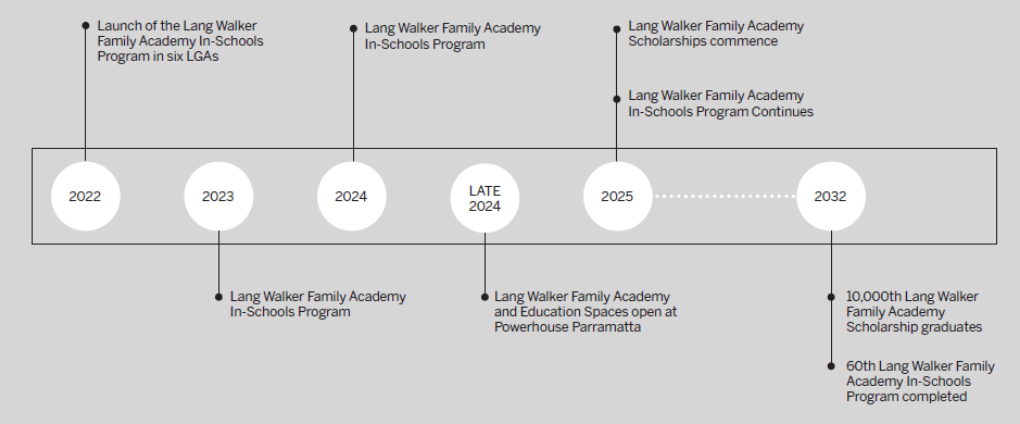
## AN ACQUISITION CASE STUDY



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# PERSONALISATION



## NSW DEPARTMENT OF EDUCATION SUPPORT FOR THE ACADEMY

S	T	E	M
SCIENCE	TECHNOLOGY	ENGINEERING	MATH
Biochemistry BioTechnology	AgTech FoodTech	Aerospace Engineering Environmental Engineering	Data Science
Environmental Sciences Conservation	Industrial Design	Civil Engineering Construction	Information Security
Medicine Medical Research	Information Technology Software and Web Development	Biomedical Engineering	Intelligence Analysis Operations Analysis

### REACH AND IMPACT

REACH PER ANNUM

**16,000**

GWS and regional NSW high school students and teachers will be impacted annually by the Lang Walker Family through the Lang Walker Family Academy and Programs. Setting a new benchmark for impact by a Family Foundation.

**Lang Walker Family Academy**

**10,000**

students from GWS and regional NSW

**Lang Walker Family Academy Scholarships**

**1,340**

students across six GWS LGAs

**Lang Walker Family Academy In-Schools Program**

**6,000**

students and teachers across six GWS LGAs

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# PERSONALISATION



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# A LEADERSHIP GIFT

## Walker Family Donation Analysis

### LARGEST ARTS DONATIONS IN AUSTRALIA

#### Donations to a single entity

Donation	Donor/s	Year	Recipient
\$38m (Bequest)	Diana & James Ramsay	2017	Art Gallery of South Australia
\$24m (2017: \$20m; 2018: \$4m)	Susan & Isaac Wakil Foundation	2017-2018	Art Gallery of NSW, Sydney Modern Project
<b>\$20m</b>	<b>Lang Walker Family Foundation</b>	<b>2021</b>	<b>Powerhouse Parramatta</b>
\$15m	Chau Chak Wing	2015	Sydney University
\$15m	Packer Family/Crown Resorts Foundation	2012	Sydney Theatre Company

#### Donations to multiple entities

Crown Resorts Foundation / Packer Family Foundation

- \$60m Sydney Arts Fund (2013)
- \$30m Western Sydney Arts Fund (2014)

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# A LEADERSHIP GIFT

## ARTS DONATIONS IN WESTERN SYDNEY

The Lang Walker Family Foundation \$20 million gift to Powerhouse Parramatta is the largest gift to an arts or cultural institution in Western Sydney.

## GIFTS TO WESTERN SYDNEY

The Lang Walker Family Foundation \$20 million gift to Powerhouse Parramatta is the second largest gift to a Western Sydney institution, behind Lang Walker's \$26 million to Western Sydney University.

## LANG WALKER'S TOTAL DONATIONS OVER THE PAST 2 YEARS TO WESTERN SYDNEY

Over the past two years, Lang Walker has donated close to \$50m to Western Sydney:

- \$26m to WSU (2019)
- \$2.6m to WSU (2021)
- \$20m to Powerhouse (2021)



# THE RESULT

MEDIA RELEASE | Friday 22 October 2021



## HISTORIC \$30 MILLION COMMITMENT TO POWERHOUSE PARRAMATTA

The Powerhouse has today announced an extraordinary \$30 million investment in the future of Powerhouse Parramatta by The Walker Family Foundation and Western Sydney University (WSU).

In one of the largest donations ever to an Australian cultural institution, The Walker Family Foundation has committed \$20 million to the **Lang Walker Family Academy** and associated programs, a commitment that will fund access to world-class immersive STEM education experiences at the museum for over 10,000 high school students from Western Sydney and regional NSW every year – including overnight stays at the museum for many of these students.

For almost seven years, the planned Powerhouse museum at Parramatta in western Sydney often has been in the news for the wrong reasons. The naysayers were loud and persistent. The new museum, as first proposed, would accompany the dismantling of the original Powerhouse at Ultimo. The future of its heavy-metal exhibits from the industrial revolution and other treasures was uncertain.

The new site at Parramatta was on a flood plain, construction would require the removal of a historic property in the area and the costs just seemed to escalate.

Powerhouse Parramatta received its most significant vote of confidence from the private sector last month when billionaire property developer Lang Walker announced he was giving \$20m to establish the Lang Walker Family Academy as an integral part of the museum.

Funded with an additional \$10m from Western Sydney University, the academy will provide learning experiences and sleepovers for children from western Sydney and beyond. For kids fascinated by science and technology, it sounds like a blast.

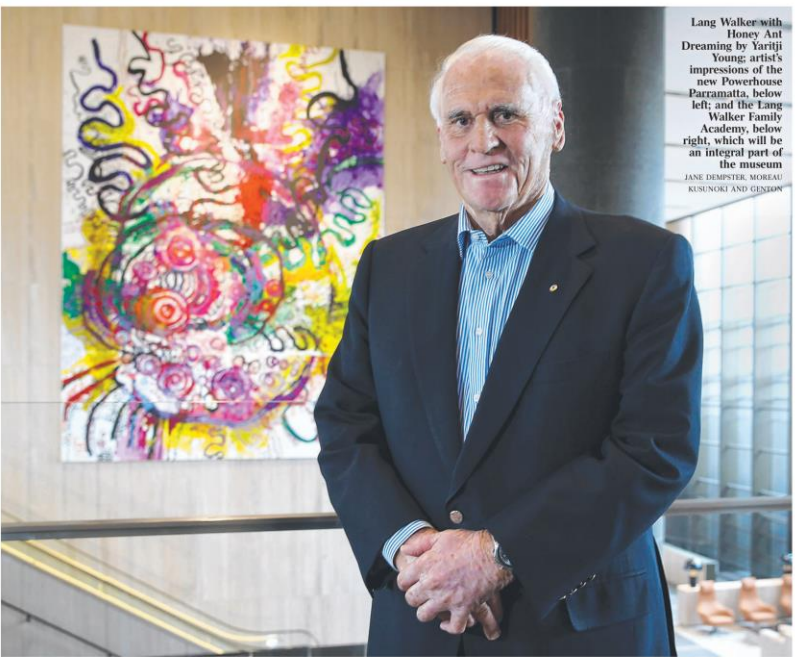
In an interview about the Powerhouse donation, Walker says he believes the STEM disciplines – science, technology, engineering and maths – will help equip young people for the challenges and opportunities of the 21st century.

“We’re hoping that up to 10,000 students a year will go through this program of STEM studies at the academy,” he says. “I wanted to focus our giving particularly in relation to the academy and study. Western Sydney is where the growth is going to be for Sydney – a lot of families out here need help with education. We are hoping that what we’re doing is going to make a big difference in western Sydney over a long period of time.”

One of Australia’s most prominent developers – with estimated wealth of \$4.5bn, he ranks at No.15 on The 1st. Australia’s Richest 250 – Walker is deeply invested in the future of Parramatta and western Sydney more broadly.

We’re talking under a high atrium at Parramatta Square, a \$3.2bn, four-tower project by the Walker Corporation that is one of the largest urban renewal projects in the country. Parramatta Square sits adjacent to Parramatta Station and, although not yet complete, the development already has improved access to the station and provided public thoroughfares and restaurants. A “civic link” will provide pedestrian access from the station and Parramatta Square to the Powerhouse.

Lendlease is due to begin construction on the \$400m-plus museum building early next year. The design by Paris-based architects Nicolas Moreau and Hiroko Kusunoki with Steven Tria of Sydney firm Genton comprises two buildings and seven “immense” exhibition areas. From the outside, the building resembles a giant



Lang Walker with Honey Ant Dreaming by Yartiji Young, artist's impressions of the new Powerhouse Parramatta, below left, and the Lang Walker Family Academy, below right, which will be an integral part of the museum. JANE DAMPSTER, MOREAU KUSUNOKI AND GENTON

## PUTTING IT TOGETHER

With his \$20m donation to help set up a science and technology academy at the new Parramatta Powerhouse, developer Lang Walker aims to equip young people for the opportunities ahead

MATTHEW WESTWOOD  
ARTS CORRESPONDENT



frey Smart, Tim Storrier, McLean Edwards and other artists – and he makes art a feature of his commercial property. Large painting King, radial into the foyer. At Parramatta wanted to again but the artist, 25, and not been he was able to take on a 6m x 8m painting. Instead, Olsen's son, Sydney gallerist Tim Olsen, suggested Pitjantjatjara artist Yartiji Young, whose paintings often depict the human and domestic of the 19th

The Australian

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## WHAT MADE THE DIFFERENCE?

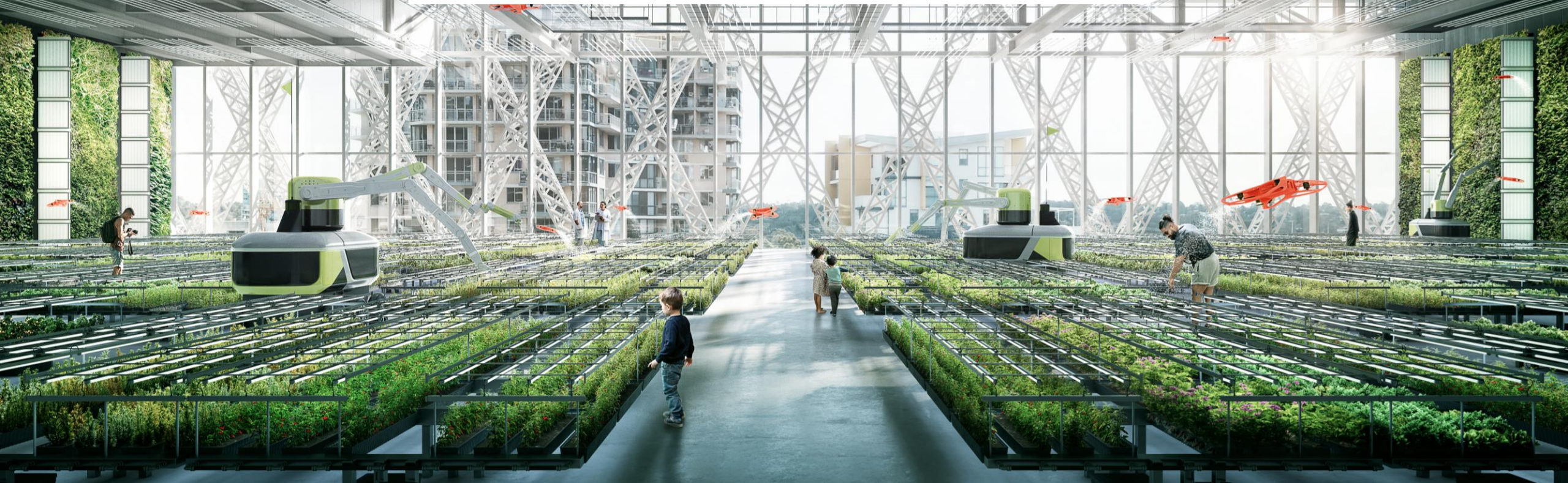
- › Peer influence
- › Joint commitment
- › Impact & placemaking
- › Once-in-a-lifetime project
- › Interest alignment
- › Legacy & leadership
- › Long pledge period
- › Programming
- › Quality of experience & personalisation





## CASE STUDY # 2

### A Considered Journey



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## AN ACQUISITION CASE STUDY

- Western Sydney
- Immigrant entrepreneurs
- Placemaking
- Food & beverage
- Agriculture
- Family Foundation
- Science, space
- Personal collection





## AN ACQUISITION CASE STUDY



Initial briefing to gift agreement within 12 months





# THE PROPOSAL & ASK

## Experience | Presentation | Brochure

Option Amount	\$1,500,000	\$5,000,000
Capital	Kitchen 15 years	Rooftop Garden 25 years
Programming	Culinary Archive Showcase	South West Sydney Legacy Project
Recognition and Involvement	Visionaries Host Events Involvement of Business	Leadership Circle Local Impact

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# PERSONALISATION



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From top:  
Photograph of St John's Anglican Church, Camden, c. 1884-1917  
Camden Show Society centenary medallion, 1986  
USSR's Sputnik signals received at Australia's Overseas Telecommunications  
Commission station, Brindilly, 1957  
Powerhouse Collection



# THE RESULT

Option Amount	\$1,500,000	\$5,000,000
Capital	Kitchen 15 years	Rooftop Garden 25 years
Programming	Culinary Archive Showcase	South West Sydney Legacy Project
Recognition and Involvement	Visionaries Host Events Involvement of Business	Leadership Circle Local Impact



## THE RESULT



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## WHAT MADE THE DIFFERENCE?

- › **Once-in-a-lifetime opportunity**
- › **Unique project**
- › **Interest alignment**
- › **Legacy**
- › **Long pledge period**
- › **Lead Gift (peer influence)**
- › **Quality of experience & personalisation**
- › **Programming element**





## WHAT'S NEXT FOR THE POWERHOUSE PARRAMATTA CAMPAIGN?



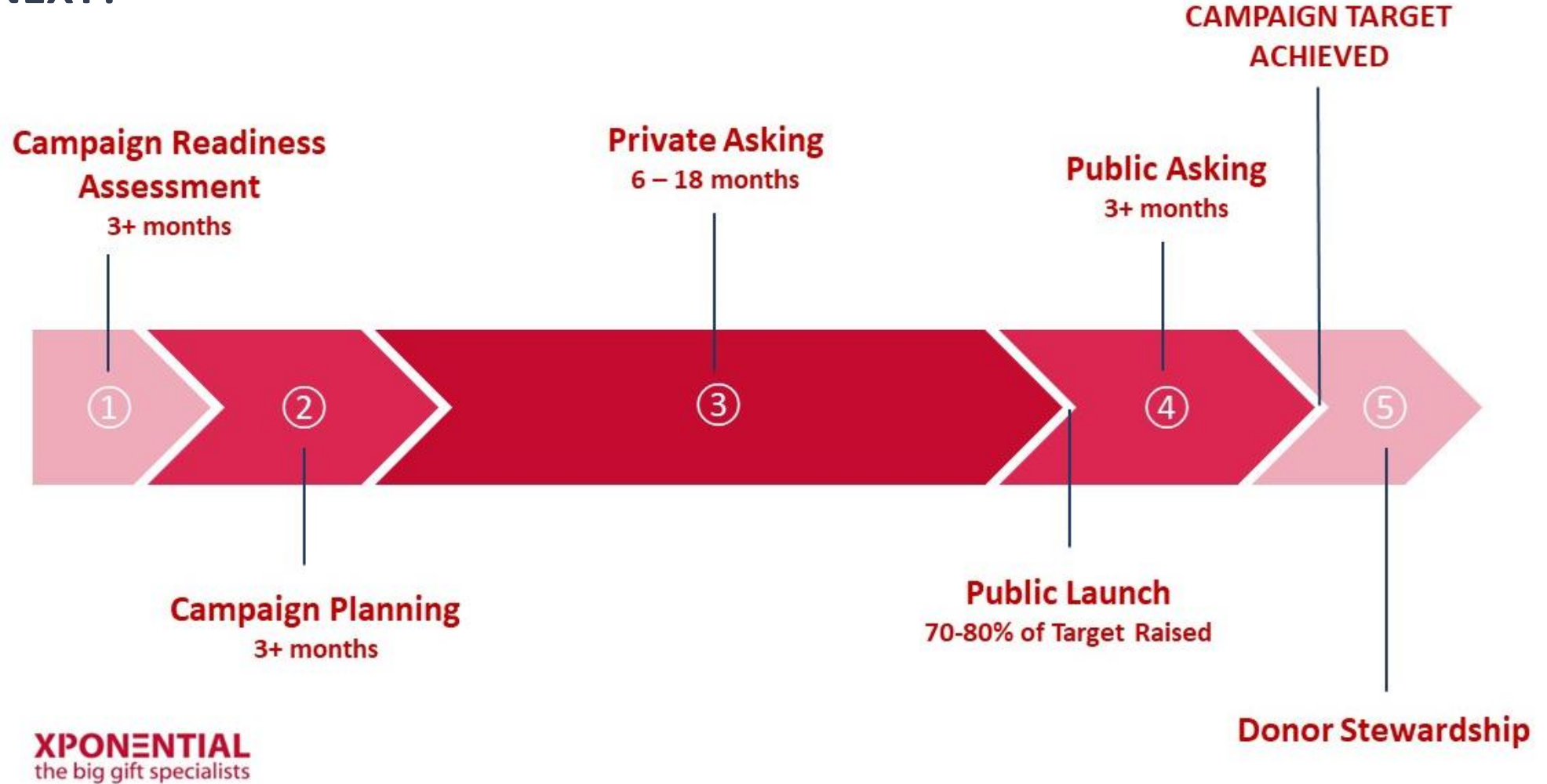
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# WHAT'S NEXT?



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## WHAT'S NEXT?

- › Stewardship
- › Pledge announcements
- › Pipeline
- › Gift chart
- › Asset Register



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## PIPELINE LABELS



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## WORK YOUR GIFT CHART


Report: MAAS Capital Opportunities

## NEW Gift Chart Report

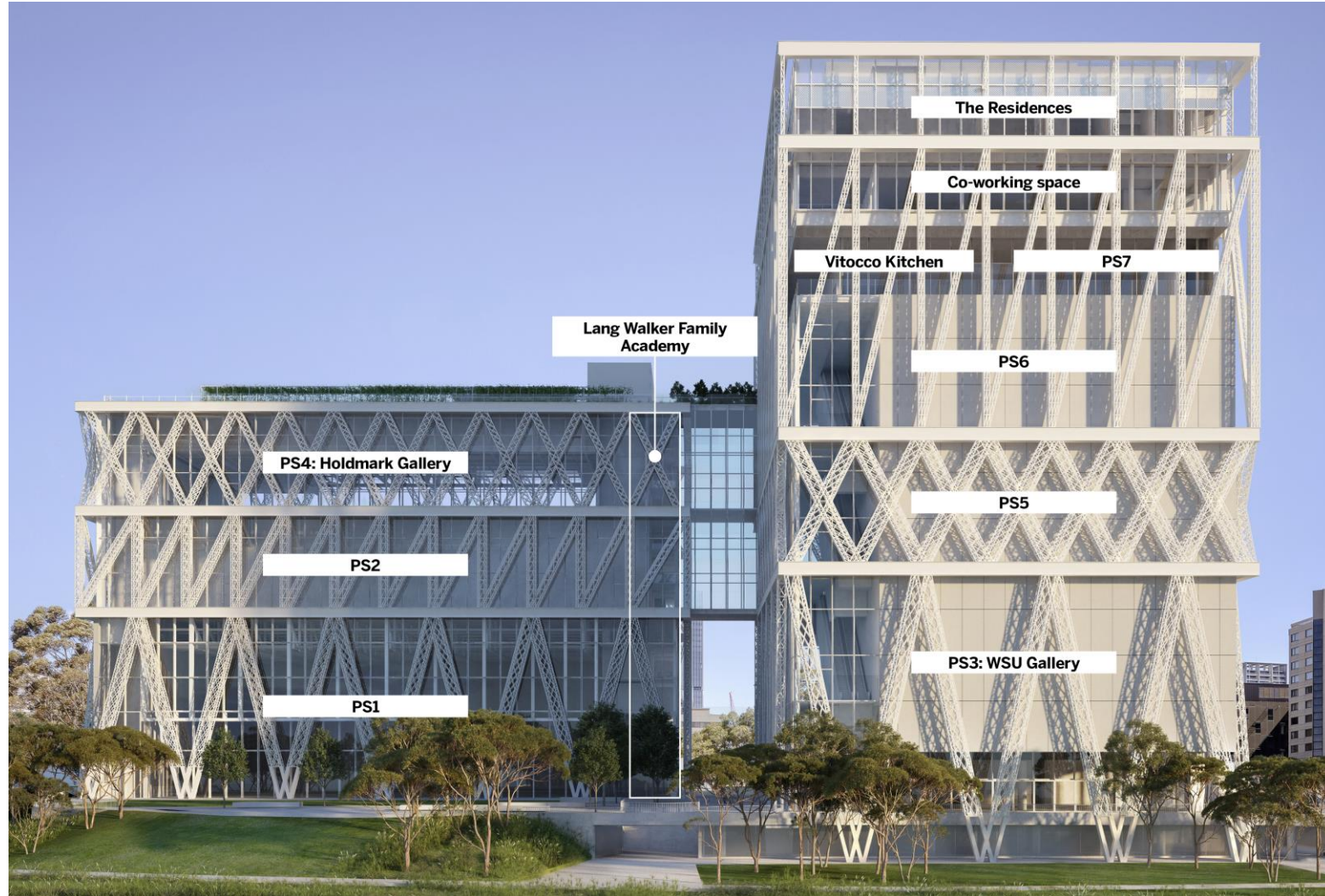
Overview of current tasks for Capital Opportunities and their Expected Amount

<input type="checkbox"/> Expected Amount <span>↓</span> <span>▼</span>	Stage <span>↑</span> <span>▼</span>	Capital Opportunity Name <span>↑</span> <span>▼</span>	Assignee: Full Name <span>▼</span>	Segment Type <span>▼</span>	Contact: Full Name <span>▼</span>
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# A NOTE ABOUT ASSET REGISTERS



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## SOME TAKEAWAYS

**Campaigns are worth the hard work**

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## **SOME KEY TAKEAWAYS AND TIPS**

- › **Campaigns are great!**
- › **The opportunities are immense**

- › **Know your audience –  
Linkage/Ability/Interest**
- › **Research and personalisation**

- › **Quality communication & experience**
- › **Make everything as easy as possible**


- › **Do a Campaign Readiness/Feasibility Study**
- › **Work your gift chart**
- › **Continuously qualify and disqualify**
- › **Develop an asset register**





# THANK YOU

## Let's Connect!

[tessa.irwin@maas.museum](mailto:tessa.irwin@maas.museum)  
[linkedin.com/in/tessa-irwin/](https://www.linkedin.com/in/tessa-irwin/)

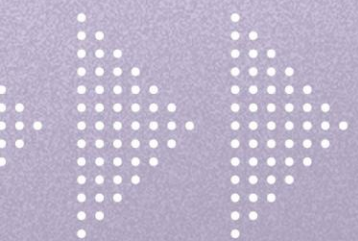


**Tessa Irwin CFRE EMFIA** (She/Her)  
Senior Manager, Campaign - Powerhouse Parramatta  
Greater Sydney Area · [Contact info](#)

 Women for Election  
 The University of Manchester

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# Thank you

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