More Kids, Brighter Futures
Expanding the Union Street Clubhouse to Meet the Needs of the Community

Michael J. St. Onge
M.S. in Project Management
2021
More Kids, Brighter Futures

Three phase capital campaign to increase the Club’s capacity from 4,000 kids per year to 6,000 kids per year:

• Phase 1: raise $5.2 million

• Phase 2: renovate Club’s summer camp, Camp Foster

• Phase 3: Add 4800 square feet addition to the Club’s Union Street building.
View of Club before construction
Architect conceptual drawing

Granite State College
Budget

- Capital campaign goal: $5.2 million
- Camp Foster upgrade cost estimate: $2.8 million
- Union Street Addition cost estimate: $2.1 million (costs were lower than expected)
- Cash available at time of Union Street construction: $1.3 million
- Endowment funds used: $1 million
- Remaining balance after all costs paid and all pledges received: $368,961
Completed Project

Granite State College
Risk and Opportunities

- Funding shortage – identified on risk register
- COVID-19 Global Pandemic – added to risk register
- Surprise donation – notice given very late in project
Lessons Learned

• Involve key stakeholders early in project

• Risk identification – you won’t foresee everything, prepare to be flexible

• Surprise events can be positive or negative

• As a non-profit, don’t be afraid to ask contractors and vendors for donations