

SPOKANE PARK BOARD

Park Board Study Session – 3:35 p.m. Feb. 11, 2016
City Hall Conference Room 5A

NOTES

1. **Roll Call:** *Leroy Eadie*

Chris Wright, President, Leroy Eadie, Secretary; Ross Kelley; Ken Van Voorhis; Sam Selinger; Preston Potratz; Nick Sumner; Ted McGregor; Jason Conley; and Katie Freeman.

2. **Discussion Items:**

A. Riverfront Park Redevelopment Capital Fund Drive Feasibility Study Presentation – *Aggie Sweeney*, Collins Group president and CEO, and *Trish McFarland*, Collins Group senior consultant – Ms. Sweeney provided a go-to presentation which included overview of the capital funds drives and feasibility study for Riverfront Park, and roles in the capital fund drives.

3. **Adjournment**

A. The meeting adjourned at 4:59 p.m.

B. Next Joint City Council/Park Board Study Session: 3:30 p.m. March 10, 2017, at City Hall Conference Room 5A



collins group

a division of

Campbell & Company

Riverfront Park Redevelopment Capital Fund Drive Feasibility Study Orientation for Park Board

February 11, 2016

BECAUSE **YOUR MISSION** MATTERS

Today's Presentation

- Overview of Capital Fund Drives
- Overview of Feasibility Study
- Roles in Capital Fund Drives
- Your Questions



Your Team



- Aggie Sweeney, CFRE, President & CEO
- Kate Banta-Green, Consultant
- Trish McFarland, Senior Consultant
- Tricia Brooks, Associate Consultant
- Anna Goren, Associate Consultant/Writer





collins group

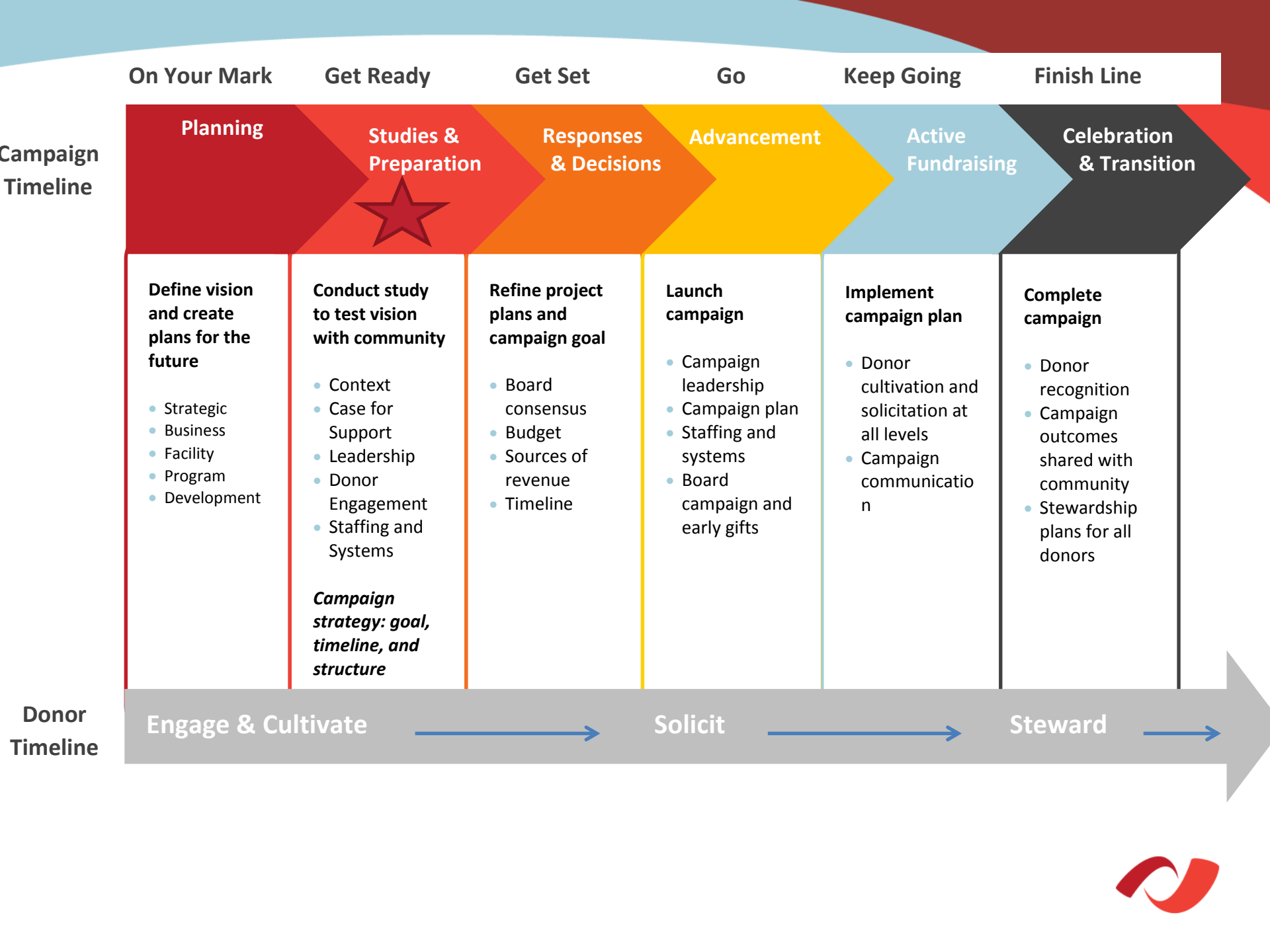
a division of

Campbell & Company

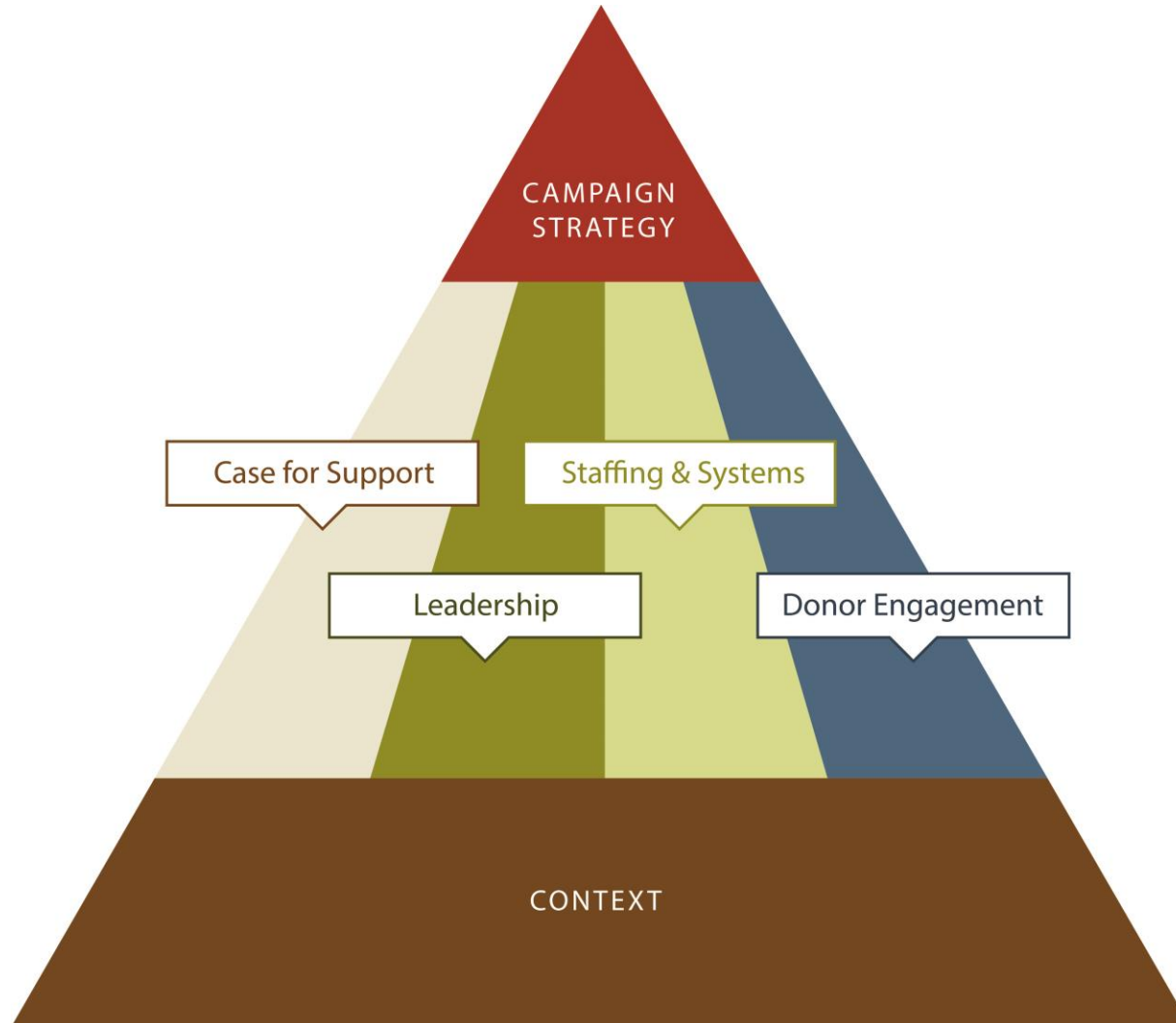
- Since 1978
- \$1.4B raised across the Northwest
- Over 168 feasibility studies since 2000
 - Recommended move-forward 80% of time
 - 86% met goals
- Joined forces with C&C in 2013



- Overview of Capital Fund Drives
 - Lifecycle
 - Elements of successful drives



Elements of Successful Drives



- Overview of Feasibility Study
 - Critical issues to be answered
 - Process and methodology

Critical Issues

- Testing feasibility of raising \$6-10 million in philanthropic support to complete RPR
 - Interest in naming opportunities? In adding enhancements beyond what levy can support?
- Case for support
- Leadership
- Donor engagement
- Staffing and systems



A Capital Fund Drive Feasibility Study Timeline for the Riverfront Park Redevelopment



Year	2015		2016				
Phase	Preparation			Research		Analysis & Reporting	
Month	December	January	February	March	April	May	
Key Activities	Conduct discovery and review background materials and recruit the AC						
		Clarify needs, define capital fund drive vision and scope, and develop capital fund drive preview					
			Finalize capital fund drive preview and prepare study instruments				
				Conduct up to 25 interviews and an online survey			
					Analyze findings and draft recommendations		
						Prepare report	
							Present report
Key Meetings	Kickoff Mtg			AC Mtg #1		AC Mtg #2	Board Mtg



Advisory Committee

- Mayor David Condon
- Leroy Eadie
- Kristine Meyer, Avista Corporation
- Jaeanne Ager
- John Sklut, Gonzaga University
- Sam Selinger
- Susan Traver
- Lauren Pendergraft
- Andy Dunau
- Council Representative



Capital Fund Drive Preview

- Describes your plans
- Context for significance of Riverfront Park Redevelopment
- Why it matters
- Why philanthropy is needed
- Opportunities to get involved



25 Interviewees and Online Survey

- Donor prospects and opinion leaders
 - Corporations
 - Foundations
 - Individuals/families



What is needed?

- Preliminary profile of gifts
- Preliminary recognition opportunities



Your role

- Provide input through your colleagues on the Advisory Committee
- Participate in an online survey



Analysis and Reporting

- What you can expect
- Recommendations so you can address the critical issues



- Roles in Capital Fund Drives
 - Governance
 - Fund drive volunteers – promoters and fundraisers
 - Staffing and systems

Park Board: Governance

- Set the organization's strategic vision and plans
- Determine roles related to fund drive: City, Parks Board, Parks & Recreation, Foundation
- Allocate the necessary resources to support the fund drive
- Approve gift acceptance , naming, and donor recognition policies
- Consider making a personally significant gift
- Help to identify, cultivate, and solicit prospective major donors



Fund Drive Volunteers

- Be a passionate spokesperson for the fund drive
- Help to identify, cultivate, and solicit prospective major donors
- Make a personally significant gift



Staffing and Systems

- Executive role: oversee the planning, implementation, and evaluation of the fund drive
- Participate in prospect cultivation and solicitation meetings
- Manage the “moves” in each cultivation plan
- Identify and research potential donors
- Support fundraising volunteers
- Track gifts and develop progress reports
- Manage the gift acknowledgment process and maintain accurate records
- Organize special donor events ranging from small house parties to larger hosted events
- Manage stewardship of donors



Your turn!





Capital Fund Drive Feasibility Study Critical Issues for Fund Drive Success

Collins Group will evaluate the City of Spokane (the City) Riverfront Park Redevelopment Project's readiness for a capital fund drive. The study's research phase will gather input from donor prospects and organization and community leaders to address the following critical issues.

Context

No capital fund drive exists within a vacuum. Internal factors and the external climate set the context for philanthropic investment in the City's Riverfront Park Redevelopment Project and must be considered when determining strategy.

- Is the City's strategic plan and vision in place, providing the context for its capital fund drive?
- What do donors and community members perceive as the City's key strengths and areas for improvement?
- What external factors will impact the City's ability to launch a capital fund drive?
- Do donors understand why philanthropic dollars are needed to support the project in addition to the bond that passed?
- How do supporters perceive Riverfront Park?
- Are there any local capital fund drives underway or being planned that would directly compete with this capital fund drive?
- Is now a good time for this capital fund drive? What impact do donors think the economic climate will have on a capital fund drive?

Fund Drive Strategy

To be successful, a capital fund drive needs an overarching strategy that details feasible goals, benchmarks, and a specific timeline. It should also articulate the necessary investment in staff and systems.

- What is a feasible capital fund drive goal?
- Under what timeline should the capital fund drive unfold?
- What is the best overall structure for the capital fund drive?

Case for Support

The City's and project's vision and impact must be clearly and compellingly articulated, with a strong rationale for the funding priorities. The philanthropic case must be made for investing in the project and its vision for the community.

- How will the City position its overall reputation for the capital fund drive?
- What elements of the capital fund drive vision will inspire the greatest philanthropic investment?
- How will the capital fund drive vision be communicated most effectively to different constituencies?



- Is the proposed project perceived by donors, funders, and community members as responsive to urgent and compelling community needs and integral to the City furthering its mission?

Leadership

A capital fund drive requires visible leaders willing to champion the effort, make connections, solicit gifts, and advise on strategy. Leadership comes from passionate volunteer ambassadors and the effort is supported by professional staff.

- What is the most effective way to engage elected, appointed, and professional leaders in the capital fund drive?
- Do the Park Board, Parks Foundation, and Fund Drive Advisory Committee members and senior staff have the skills, experience, connections, and commitment to lead a successful capital fund drive?
- Who do potential donors want to see in fundraising leadership roles for the capital fund drive?
- Are supporters interested in getting involved with the capital fund drive and at what levels?

Donor Engagement

At all stages of the capital fund drive, a commitment to relationship-based, donor-centered fundraising will be essential. A strong base of donors must be ready to engage in and support the effort with leadership and major gifts.

- What are the most effective ways to engage top capital fund drive prospects?
- What activities will tap into capacity and motivate “stretch” gifts from donors at all levels?
- How can the City leverage the capital fund drive to deepen relationships for the future?
- How many current and prospective donors regard the Riverfront Park Redevelopment Project as a high philanthropic priority?

Staffing and Systems

Few projects require as much of an organization’s internal capacity as do capital fund drives. Staffing and systems must be in place to support and partner with volunteer leaders, manage donor relationships, and track and report on a much higher level of development activity.

- What additional staffing and systems at the City of Spokane Parks and Recreation and/or the Parks Foundation will be necessary to support increased donor activity and prepare it to be the fiscal sponsor of the project?
- What outside resources will the capital fund drive need?
- Will the City require ongoing outside counsel for fundraising, donor communications, prospect research, grant writing, or other needs to support the capital fund drive?

Updated 1/11/2016



City of Spokane - Riverfront Park Redevelopment
Profile of Gifts Needed
\$10 Million Capital Fund Drive

Gift Size	# of Gifts Needed	Category Total	%
Principal Gifts			
\$1,000,000	4	\$4,000,000	40%
Lead Gifts			
\$500,000	2	\$1,000,000	
\$250,000	4	\$1,000,000	
\$100,000	12	\$1,200,000	
Sub-Total	18	\$3,200,000	32%
Major Gifts			
\$50,000	15	\$750,000	
\$25,000	30	\$750,000	
\$10,000	40	\$400,000	
\$5,000	50	\$250,000	
\$2,500	100	\$250,000	
Sub-Total	235	\$2,400,000	24%
Gifts of All Sizes - Broad-based Appeal and Special Events			
< \$1,000	Many	\$400,000	4%
TOTAL	257	\$10,000,000	100%

*Gifts can be from individuals, foundations, and corporations and payable over three or more years. A limited number of deferred gifts may be accepted.

PRELIMINARY - For the purpose of the Capital Fund Drive Study - Spring 2016





Rebuilding the Heart of Spokane

Recognition Opportunities in Riverfront Park Redevelopment

Preliminary List for Review

In 2014, Spokane voters overwhelmingly approved a \$64 million bond to update and improve Riverfront Park. These funds are already at work turning Riverfront Park into a timeless community asset. The bond funds will go a long way, but are not sufficient to complete the community's inspired vision for the park. The Park Board is preparing for a capital fund drive and accepting contributions from individuals, businesses, and foundations to enhance the overall master plan. Donors will have the option to be recognized through time-limited and permanent space naming opportunities.

The levels below are suggested for permanent naming opportunities.

Levels for time-limited sponsorships can be discussed.

\$1,000,000+ Opportunities

Ice Rink and Gondola Meadows (\$5.5M projected cost)

Loeff Carrousel Building (\$4.6M projected cost)

Pavilion (\$2-3M; approx.)

Maintenance Fund (?) (Does this belong here?)

\$500,000 Opportunities

Loeff Carrousel Building Event Center

Howard St. Bridge South Promenade (\$6M w/amenities)

Central Plaza

North Bank Playground (could be up to \$7M)

Interactive Lighting/Displays

\$250,000 Opportunities

Conservation Area (Old YM area) (leave alone?)

Shelters (2 or 3)

Gallery/Queuing Area @ Loeff Carrousel Building

Play Bowl Area



~~Theme Stream~~— (Move to \$50K)

North Bank Wheel Park

\$100,000 Opportunities

~~Gallery/Queuing Area within the Loeff Carrousel Building~~ (Move to \$250K)

~~Gallery in the Clock Tower~~ (If approved by Park Board)

~~Train Car in the Clock Tower~~ (If approved by Park Board)

Walkways and Promenades (May move to \$250k)

Overlooks

Sculpture Garden (if included in final plan)

\$50,000 Opportunities

Art Installations (many opportunities)

Theme Stream Water Feature

Party Room at ice Rink and Gondola Meadows

\$25,000 Opportunities

Restoration of Animals on Loeff Carrousel (59 opportunities)

Benches

Mobile Landscaping Units

\$2,500 - \$10,000 Opportunities

Tile or Brick of Various Sizes on Walkways, in Central Plaza, or other areas— to be determined

Additional Naming Opportunities for Discussion:

Bridges over Spokane River