



Date: May 21, 2004

TO: Board Members - Parks and Recreation
FROM: General Manager - Parks and Recreation
SUBJECT: Fund Raising

RECOMMENDATION

THAT the Board approve the following strategies to improve the fund raising initiatives for Parks and Recreation programs:

Gift For Parks Program

- A. Increase fees for benches, picnic tables, flag poles, water fountains, bike racks and trees effective July 1, 2004 to reflect inflationary increases and hereafter adjust the prices annually as required; introduce a price premium on waterfront and feature park locations.*
- B. Establish the length of the donation contract at 10 years for all newly donated park amenities, with a grandfathered 10 year clause for existing amenities.*
- C. Create a one-year contract Fund Raising/Development Consultant position to enhance the current Gifts for Parks Program, coordinate grant applications, implement and promote new fund raising initiatives both directly for the Park Board and with its community partners. The classification and compensation of this position is subject to review by the General Manager of Human Resources.*
- D. The costs of a one-year contract Fund Raising/Development Consultant position and other collateral marketing materials and services be covered by the Park Amenity Reserve Account up to a total of \$110,000.*

POLICY

- A. All small gifts accepted by the Park Board will be maintained for 10 years in their original location or in an area near their original location, after which the disposition of the gift is at the sole discretion of the Board.
- B. The Global Budget arrangement with the City allows the Board to establish staff positions at its discretion if funds are in place.

BACKGROUND

The Gifts for Parks Program, started in 1986, provides a means for individuals, businesses or organizations to donate funds to the Park Board to enhance park services. The Board's program was one of the first in North America, and continues to be held up as a leader in this area and is often contacted by other organizations for information and advice. The most popular donations are commemorative benches, but other gifts are available including trees, water fountains, picnic tables, sculpture, flag poles or items for community centres and special programs. Over its 18 year history, the Gifts for Parks Program, which started as a single item, donor-generated legacies project, has evolved into an expanded fund raising initiative with a high level of public participation. Since its inception, \$3 million has been raised through donations for park amenities.

In 2002, 91 donations were received. Since January 2003, a total of 153 donations were received. Funds not needed for installation costs are kept in a Park Amenity Reserve Account, which stands at \$158,672 as of December 31, 2003. Interest in the program remains high. For example, more than 100 names are on waiting lists for popular park bench sites such as waterfront, Queen Elizabeth Park, Spanish Bank and Jericho Beach and Park

A recent review and evaluation of the Gifts for Parks Program was undertaken. The outcome of the review was a proposal to increase public awareness, streamline and expand the existing program, improve customer service levels, explore and implement new fundraising opportunities for the Park Board and its community partners.

Staff made a presentation to the Finance Committee on March 15, 2004 at which time the current fund raising program and proposed plans for the future were outlined. Expansion of fund raising program was identified as a priority during the 2004 Budget process. The Finance Committee supported the recommendations in this report.

DISCUSSION

A. Gifts for Parks Program

1. Term of Donors' Contracts

In 1991 the Park Board adopted a policy that all "Gifts for Parks" donations be accepted on a ten year term contract during which time the Park Board would guarantee to repair or replace the donation if it were damaged. No policy regarding the donation at the end of the 10 year contract was set in place at that time. However, the practice has been that donors are notified if and when their donation requires significant work or replacement. Donors are given the option of renewing

the amenity for a cost in keeping with current replacement cost guidelines. Otherwise, the donor can have the plaque when it is removed. Almost one third of the 1,500 donated benches in our parks have been in place for more than ten years. Most of these benches are still in place and are in relatively good condition. A very small percentage of these have been replaced at the donor's request.

Demand for donation opportunities remains high, especially for benches in parks with views or on the waterfront. Many of these areas have a wait list of prospective donors who wish to donate a bench. Staff are recommending the following changes in order to allow more residents to have the opportunity to participate in this popular donations program:

- Existing donations will be grandfathered for 10 years effective July 1, 2004 unless the amenity is damaged and requires replacement before the end of the ten year period. At the end of ten years or when the amenity is damaged, whichever comes first, the donor would have the opportunity to renew the amenity at the current fee for the donation. However, if staff are unable to contact the donor after reasonable efforts, the amenity would be made available to other donors.

- All new donations initiated after the date of the adoption of the new Board policy would be subject to the ten year contract, with the added stipulation that at the end of the last calendar year of the ten year contract, plus an additional six month grace period, the Park Board will endeavor to contact the donor to renew the contract at the current donation fee. If attempts to contact the donor are unsuccessful, or the donor does not wish to renew, the plaque would be removed and the site would be offered to a new donor as appropriate.

2. Costs and Fees

The Gifts for Parks Program continues to be very popular with Vancouver donors. An average of 102 items donated annually over the last decade suggests that support for the program remains steady.

Benches and Tables

Benches and picnic tables continue to be most frequently donated items. Bench and table donations are acknowledged with a bronze plaque. The fee for donating a standard bench or picnic table to the Park Board has not increased since 1993. However, the costs of materials, labour and equipment to install and maintain these park amenities have continued to climb. In the case of picnic tables, staff have identified that the donation fee has for some time been far below the actual costs.

A recent review of park amenity donations recommended the replacement of the current standard bench model with a new bench (the Victor Stanley model). This new model has been successfully used in Stanley Park (most recently at the redeveloped Chilco Bus Loop area)

and the new bench combines the sturdiness and durability of the old style with more elegant design features that will fit well in most of our parks.

The recommended donor fee increase in the table below will allow us to catch up with inflationary increases in installation and maintenance costs.

Because of a need to balance high donor interest against the reality of limited site availability in certain parks, staff also recommended that a premium be placed on benches on waterfront and other high demand locations. These locations are to be determined by Planning staff. Some examples of these areas would be Stanley Park Seawall, English Bay, Spanish Bank, Emery Barnes Park and the Plaza at Queen Elizabeth Park. Research has shown that this is common practice in major North American cities which have established donor programs such as ours.

Trees

Tree donations are also popular Gifts for Parks amenities that were considered in the review. Tree donations are acknowledged with a donor certificate. Costs for maintenance and watering new trees in parks and administration of the program have increased over the past decade. Maintenance and watering are particularly critical in the first few years after planting to ensure the long term survival of a park tree.

Water Fountains

New maintenance costs have been added to the basic current costs of installing both the standard and two-tiered water fountains. Regular and seasonal maintenance of water fountains involves winterizing, keeping water and drain lines open and functioning, water and sewage charges, cleaning sumps, addressing vandalism and graffiti problems, and managing health issues related to public drinking water. Water fountain donations are costed on an individual basis because of variables related to installation, such as proximity of portable water and drainage requirements. Water fountain donations are acknowledged with a plaque.

Flag Poles

Flag poles donated for installation at the Park Board facilities were added as a donation option several years ago. No flag pole donations have been made to date. New fees will include maintenance costs for the ten year contract period. Flag poles would be acknowledged with a plaque.

Bike Racks

Bike racks are new donation items that have recently been added to the program. Only one rack is currently in place in Discovery Square. The fee includes a plaque to acknowledge the donation and maintenance costs for the ten year period. Bike racks in parks and at facilities will support and encourage the use of bicycles as a transportation alternatives.

The recommended fees for these park amenities will ensure revenues to support the administration of the Gifts for Parks program, unexpected installation and maintenance variables and other park and recreation programs. The recommended donor fee increase represents a 4% annual increase over the estimated costs plus maintenance for the next ten years. A summary of the current fees and practices from a selection of other cities suggests that although the Park Board is proposing higher fees than some local municipalities, recommended increases are in line with other municipalities of comparable size. (See Appendix 1)

Park Board Donation Fees

Donation Item	Installation	Maintenance (10 years)	Total Install. & Maint.	Current Donor Fees	Recommended New Fees
Former Standard Bench	\$1,300	N/A	N/A	\$1,800	Discontinued
New Standard	\$2,150	\$800	\$2,950	\$2,500	\$3,500
Premium Bench Locations	\$2,150	\$800	\$2,950	\$2,500	\$4,000
Picnic Tables	\$1,700	\$800	\$2,500	\$1,800	\$3,000
Water Fountain*	Std. \$2,000 2 tier \$3,500	\$3,500 \$3,500	\$5,500 \$7,000	\$3,500(ave. basic)	Std. \$6,600 2 tier\$8,400
Flag Poles**	wall \$3,200 pole \$3,300	\$1,800 \$2,000	\$5,000 \$5,350	N/A N/A	wall \$6,000 pole \$6,400
Trees	\$500	\$500	\$1,000	\$500	\$1,200
Bike Racks**	\$1,575	\$600	\$2,175	N/A	\$2,600

*water fountain donations are handled on an individual basis because of costs variables related to installation such as water access and drainage which can add significant costs.

** new donation items - flag poles have been available but none have been donated; bike rack donations have not been previously available.

B. Establishment of a one-year contract Fund Raising/Development Consultant Position

A dedicated resource is required to streamline the process of the existing Gifts for Parks Program, coordinate grant applications and explore and implement new fund raising opportunities. Staff are recommending a one-year contract position, Fund Raising/Development Consultant, be created to accelerate the fund raising programs to the next level. Appendix 1 is the job profile of the Fund Raising/Development Consultant.

Streamlining the current program will help the Gifts for Parks Program reach its full potential by:

- improving communications with and recognition of prospective and current donors.
- developing a planned approach to site location and better mapping/inventory of amenities.
- developing more professional marketing activities and promotional materials.
- developing a comprehensive donor, production and administrative data base.
- developing additional donation amenities.

The new Fund Raising/Development Consultant would also be responsible for working with staff and partners such as community associations, to research and identify possible grant sources (funding for arts, youth, seniors, infrastructure, environmental), coordinate and prepare grant submissions with staff or partners, follow up with various agencies and track results of these efforts.

Another priority of the new Fund Raising/Development Consultant would be to raise the Board's overall fundraising efforts from current donations to planned giving, bequests, philanthropic gifts and endowment program in concert with the community and other organizations. The Fund Raising/Development Consultant will be responsible to research/analyse trends and programs underway in other municipalities and other park and recreation as well as non-municipal/recreation organizations. Based on findings, the Fund Raising/Development Consultant will recommend and implement a plan including designing marketing and promotion, managing selected initiatives and monitoring effectiveness. Money raised would support Park and Recreation infrastructure and programs for residents.

The classification of the new Fund Raising/Development Consultant position is subject to review by the General Manager of Human Resources. The estimated salary and fringe benefit costs for this position are \$85,000. Due to the various expertise and marketing materials required for different kind of fund raising initiatives, staff also recommend that \$25,000 be set aside for contracted services and marketing materials. For budget purposes, staff are recommending funding up to of \$110,000 from the Park Amenity Reserve Fund to cover a one-year contract Fund Raising/ Development Consultant position and marketing contracted services and materials. Staff will report back to the Board on the result of the first year operation and the need for the Fund Raising/ Development Consultant position would also be evaluated at this time.

CONCLUSION

The Gifts for Parks Program has been in operation for eighteen years. Based on the enthusiastic support and the success in working with partners and stakeholder in securing grants, staff are recommending changes to the Gifts for Park Program which will help to realize its full potential. As well, a need has been identified to further explore other opportunities for financial contributions. To achieve these initiatives, dedicated resources are required.

Fee increases are also recommended for the current donation items to bring them in line with other municipalities and to offset inflationary and other cost increases over the past decade. Setting the donation contract length to ten years will help to manage the demand for amenities to donate and provide opportunities to other donors.

Prepared by:

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Appendix 1

Bench and Picnic Table Prices and Contracts for Other Cities

City	Bench/Picnic Table Price	Length of Contract	Terms of Contract	Options at end of Contract
Burnaby	Benches \$1,600* Tables \$1,850	10 years	Very flexible, left open-ended, viewed as a service	Bench and plaque are left, if plaque goes missing, can renew for a fee
West Vancouver	Benches \$2,050** \$2,575 \$2,675 (depends on style) Table N/A	10 years	Contact donor if and when bench is damaged after 10 years	Nothing until bench needs to be replaced, donor can renew (even though they have wait list)
Richmond	Benches \$2,000*** Tables \$2,800***	10 years	New policy - limiting contract to 10 years. Existing benches grandfathered for 10 years.	Contact donor; donor can renew at current rate or bench is removed
Victoria	Benches \$1,290 (10 years), \$1,790 (20 years) Tables N/A	10-20 years	Base fee covers 10 years - donor can add \$500 maint. to extend contract to 20 years	Bench removed at end of contract
Calgary	Benches \$3,000 \$7,000 Tables N/A	10 years 50 years (Considered "perpetuity")	At end of contract, plaque removed	Benches reviewed every 2 years .
Seattle	Benches basic \$2,600 US specialized \$5,000US Tables N/A	N/A	N/A	N/A
San Francisco	Std. Benches \$3,500 US Spec'ty by location \$5,000-\$20,000 US Table N/A	10 years	Final site location made by Park Dept. based on needs.	
Portland	Benches \$3,000 US Tables N/A	No limit	Donor's responsibility to get plaque made	N/A

*raised price in Jan. 2004

** raised prices in 2003 from a flat rate of \$1,500

*** raised price in 2003

N.B. tables N/A means they do not have a picnic table program

Appendix 2

Job Profile of Fund Raising/Development Consultant

The Fund Raising/Development Consultant reports to the Director of Corporate Services and is responsible to advise, develop, coordinate, explore and implement programs for Parks and Recreation fund raising. These include the Gifts for Parks Program and grant applications, as well as other possible opportunities such as events, sponsorships, bequests, philanthropic gifts and park foundation. The position provides special project management and business development expertise. Considerable independence of judgement, decision making and action is exercised. Research, analysis and policy development are key aspects of the position. Liaison with a wide variety of internal and external contacts is established and maintained.

Key Duties and Responsibilities:

- Donor communication - prospective and current
- Research and market analysis of trend and opportunities
- Grant identification, evaluation and application
- Program/event planning, organization, implementation
- Proposal preparation, presentation and evaluation
- Monitoring and evaluation of effectiveness
- Marketing and promotion

Knowledge, Abilities and Skills:

- Thorough knowledge of principles, practices and technique relating to fund raising, marketing and communications especially as they relate to government agencies and organizations.
- Working knowledge of fundraising administration and software, donor relations, relevant tax laws and fund applications.
- Working knowledge of municipal, board and community planning process and the social, economic and regulatory environment in which the Park Board operates.
- Ability to establish and maintain effective liaison and working relationships with a variety of internal and external stakeholders, partners and government and corporate officials.
- Ability to prepare and maintain reports, presentations, correspondences and other related materials.
- Excellent skills in planning, organization and evaluation.
- Well developed skills in written and verbal communication.
- Ability to work independently and proactively.
- Exceptional interpersonal and relationship building skills.
- Very customer focused attitude.

Qualifications:

University or post secondary degree in Communications, Marketing, Fund Raising or related discipline; or equivalent combination of training and experience. At least 5 years in front line and supervisory experience in fund raising and business development with demonstrated success in planning processes, practices and results.