



Date: January 17, 2006

TO: Board Members – Parks and Recreation
FROM: General Manager – Parks and Recreation
SUBJECT: Fundraising & Development

RECOMMENDATION

- A. THAT the Board approve the Action Plan for Fundraising & Development as outlined in the report;*
- B. THAT the Board establish a regular full time position for a Manager of Fundraising & Development; and*
- C. THAT the Board approve the ongoing allocation of \$175,000 in funding from the Park Amenity Reserve to establish the Fundraising and Development program.*

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 gifts 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

At the Board meeting of October 17, 2005, the Board received a nine month Progress Report (Appendix 1 attached) on the accomplishments, new initiatives and lessons learned from the first nine months of full-time fundraising and development efforts. The Board was very pleased with the results and directed staff to report back on an action plan for future fundraising and development.

DISCUSSION

The 2005 accomplishments due to the fundraising efforts of the Park Board are summarized below.

(A) **Grant Applications:** 11 proposals and letters of interest have been submitted in the last 12 months. To date, three proposals have been funded –

(1) The Fisher Foundation has funded \$7,500 towards the purchase of a golf cart for people with disabilities at McCleery Golf Course.

(2) The Society for the Arts in Healthcare has funded \$6,000 USD from the Arts in Healthcare Fund of Johnson & Johnson to be used to develop a demonstration project which will see seniors groups work with artists in community-engaging ways.

(3) Coast Hotels and Resorts has agreed to fund up to \$25,000 for capital improvements for lighting the Inukshuk at English Bay and enhancements of the surrounding area.

Three proposals have been declined, due either to the Park Board's status as 'government' or budget limitations. Six proposals are still awaiting responses.

(B) **Gifts for Parks Program:** During 2005, donations for Park Amenities totalled \$725,000, which represents an increase of \$600,000 compared to past years without dedicated resources assigned to manage this program. 520 existing amenity donors were approached for renewed support for benches, with 103 renewing their commitment to support to the Board's bench program. 538 new donors were added to our base of support; their gifts include 203 bench gifts; 317 Tai Chi gifts, 2 major gifts and 16 tree gifts.

(C) **Increased relationship building:** 1,600 donors (past and existing) were contacted and provided with the Annual Report, which also recognizes and highlights charitable donations received by the Board.

Plan of Action

Based on the experience of the last 12 months, many fundraising opportunities exist for the Board, including continuation of the Gifts for Parks Program, submitting grant applications and developing and implementing fundraising campaigns for special projects.

In order to continue moving forward with fundraising, the following action plan has been developed to outline the work most urgently required over the next 2-3 years.

(A) **Develop a consistent donor recognition program** to assist in acquiring and retaining donors. This must include improvement in the timeliness of donor recognition by shortening the time between donation receipt and project completion. An annual stewardship and donor recognition program must be developed as a means to thank our donors and report back to them on the use of

their gifts, as existing and renewed donors represent our best opportunity for future support for new funding opportunities. Other donor recognition events could include special dedications such as plaque unveilings, donor wall unveilings and grand openings;

- (B) **Build an integrated support network within Park Board** to identify and develop gift opportunities and to quickly and accurately coordinate and obtain data which will support grant applications and gift inquiries;
- (C) **Improve the donor database** so that existing donor data can be used for conducting research, segmentation, tracking donor interest, total capacity and donor follow-up;
- (D) **Develop marketing and promotional materials and donor communication strategies** to communicate and clarify our unique status within the community. In order for the Board to actively promote donation opportunities, a comprehensive marketing and promotional package will be needed. It should build awareness about the Park Board, how our donations make an impact in the community, and what types of giving opportunities exist or could be developed. This comprehensive approach should include redevelopment of the donations section on the Park Board website;
- (E) **Increase and focus opportunities for donor cultivation** to educate, engage and build awareness about the Park Board. This can be done by integrating these activities into our ongoing events, such as tours, open houses and park openings and by holding specific donor-focused events, such as a milestone celebration for the 20th Anniversary of the Gifts for Parks Program in 2006. Although events are time and labour intensive, they will enable the Board to learn more about our donors' links to parks and recreation and their interest in further supporting our endeavours;
- (F) **Build relationships with allied professionals and participate in the broader fundraising community** to raise the Board's profile and move beyond the current donations program. To take advantage of all the opportunities available, the Board needs representation with fundraising associations such as Leave-a-Legacy and the Canadian Association of Gift Planners. As well, the Board will need to consider its ability to respond to donors interested in leaving a legacy gift for parks and recreation. Resources will be needed to develop the required relationships with allied professionals such as lawyers, accountants, and tax and wealth management planners.

RECOMMENDATION

At the Board meeting of May 21, 2004, the Board approved a one-year Fund Raising/Development Consultant position and other collateral marketing materials and services up to a total of \$110,000 to be funded from the Park Amenity Reserve Account.

The one-year temporary full time Fund Raising/Development Consultant position was evaluated as an exempt position at Pay Band 10 by the General Manager of Human Resources. The position was filled in December, 2004.

Based on the last twelve months experience, it is clear that there is strong interest in our donation programs. To effectively achieve the Board's potential in fundraising, staff recommend that the Board endorse fundraising as a priority and approve the action plan outlined above. To dedicate resources to implement the action plan, staff recommend that the Board convert the temporary Fund Raising/Development Consultant position to a regular full-time position at Pay Band 10 as evaluated by the City Human Resources Department. The estimated salary and fringe benefit costs for this position are \$100,000. Due to the various expertise and marketing materials required for different kind of fund raising initiatives, it is also recommended that \$75,000 be set aside for contracted services and marketing initiatives. In total, costs associated with this program are estimated to be \$175,000 and are recommended to be funded from the Park Amenity Reserve Account.

CONCLUSION

Significant improvement has been made to the Gifts for Parks Program. Based on the last 12 months experience, it is also clear that there is strong interest in our donation programs. To implement the above action plan, which will raise the fundraising program to the next level, dedicated resources and Board and staff support are requested.

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