Clerk File No. 313178

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Department of Parks and Recreation (DPR) response to 2013 Statement of Legislative Intent (SLI) No. 111-1-A-1: Parks and Associated Recreation Council (ARC) fundraising.

To: Sally Bagshaw, Chair of Parks and Neighborhoods Committee
From: Christopher Williams, Acting Superintendent
Date: November 1, 2013
Re: **Parks and ARC Fundraising**- *Quarterly Update*

Summary
The 2013 Adopted Budget included a Statement of Legislative Intent (SLI) requesting that the Department of Parks and Recreation (Parks) and the Associated Recreation Council (ARC) present a report on a combined and coordinated fundraising strategy to the Council's Parks and Neighborhoods Committee. As part of the SLI, Council also requested progress reports on the fundraising efforts at the end of each quarter in 2013. This update covers the period of July through September.

Background
ARC has a long track record of securing grants and donations to help support programs offered in partnership with Seattle Parks and Recreation bringing in about $1 million each year. Historically, ARC's fundraising activities have funded expanded or enhanced community center programming (such as Parks RecTech sites), scholarship funds, and building improvements and facility upgrades. Without ARC's support, Parks would not be able to offer the same level of programming to the public.

ARC currently brings in about $1 million annually in grants, donations, sponsorships, and in-kind support to the ARC – Parks partnership. ARC's five year goal is to increase total fundraising revenues to $2 million by 2017. The $75,000 of funding provided by the City in both 2013 and 2014 for this effort was intended as seed money, and it will end after 2014. ARC is using the funds to develop the administrative capacity needed to meet the 2017 goal.

In addition to ARC, Parks also began an internal pilot effort in late 2012 and early 2013 to look at ways to expand sponsorship opportunities. An existing staff person was working on this effort, and Easterday Promotions was hired in 2012 to explore sponsorships for Parks. The intent was to assess and inventory the financial opportunities for Parks with a focus on corporate sponsorships valued over $25,000. ARC was to be a partner in this strategy by focusing on sponsorships valued under $25,000. The department did not identify a fund raising target at the start of this pilot effort.

Fundraising Progress to Date
Since January, Easterday, Parks and ARC have worked together to identify several financial opportunities like sponsorships to pay for Wi-Fi enhancements at community centers and major parks, media sponsorships to bolster marketing efforts and promote park events and programs, and sponsors to cover youth sports programs. The only large-scale opportunity that has come to fruition to date is a yearlong media sponsorship with CBS Radio, beginning with the 2013 Big Day of Play, valued at over $400,000 of in-kind advertising.

ARC has also made additional progress on fundraising activities. While these activities support recreational experiences within Seattle, these efforts do not provide direct revenue to Parks as ARC keeps the revenue it has raised. Year to date highlights include:

January-June 2013

New Efforts

- ARC purchased DonorPerfect. They continue to work to have it become fully functional to support year-end fundraising efforts. Earlier this year, ARC and Parks piloted DonorPerfect's event promotion function, *Weblink*, at Ballard Pool, creating an event websites for their Swim-a-Thon, and raised over $1,000 though online donations.

- ARC partnered with Whole Foods on Roosevelt and participated in their *Bag Re-Fund program* and raised $2,654 for the ARC – Parks partnership.
- ARC also partnered with the Sabey Corporation to restore the picnic shelter at the Georgetown Playfield that was destroyed by arson last August. Sabey donated all of the materials and labor for the project which would have cost the department about $60,000.

Continuation of Existing Fundraising Efforts

- Specialized Programs raised $12,454 through their annual fundraising effort, "Movin' for Money."
- Laurelhurst Advisory Council raised $12,281 for their Park Development effort through this year's Salmon Bake.
- ARC is working with Parks' volunteer coordinators to bring awareness of the Volunteer Hour Matching Gifts Programs and have already raised $4,600.

July-September 2013

- Japanese Garden Advisory Council held its annual fundraising event, "Garden Party" in July 2013, and with the assistance of ARC's new Development position in place, they raised $49,203. These funds are used for specialized pruning and for ARC's contribution to redeveloping one of the garden's ponds ($25,000).
- Through their fundraising efforts, Green Lake Small Craft Rowing and Mt. Baker Rowing and Sailing Center have raised a combined $129,466 to be used for programming and capital replacement of equipment.
- Big Day of Play – ARC participated on the committee that organizes the annual Big Day of Play held in August and successfully raised sponsorship funding for the event. This included contracting ($20,000) with Easterday Promotions to support the one-year $486,000 in-kind media sponsorship with CBS Radio. This agreement with CBS Radio includes the opportunity for Parks/ARC to generate new and additional sponsorship dollars for signature events. For example, Metro PCS and Coca Cola were both sponsors at this year's Big Day of Play, through cash and in-kind contributions that were leveraged through this new relationship with CBS Radio. ARC supported efforts to guarantee all sponsorship fulfillments were met along with producing a variety of marketing materials to ensure the event was well attended and promoted.
- Grants have significantly increased this quarter including funds from both DoIT ($176,758) and HSD ($7,682) for the RecTech program; a $4,000 grant from the National Recreation and Parks Association in support of Lifelong Recreation programs; and a NMF grant for the Camp Long Challenge Course for $9,552.
- ARC continues to engage in planning efforts to raise awareness about events and support continued efforts to attract and outreach to prospective sponsors, while leveraging the new opportunity with CBS Radio.

With this report, Parks and ARC were asked to provide information in a format comparing 2013 to the previous year. In order to do this, Parks is providing the information as ARC reports it in its financial reports – specifically their monthly Statement of Revenues and Expenditures. [Previously, Parks had reorganized the ARC information in an effort to provide information more specifically aligned with the SLI questions.]

The following table summarizes ARC's fundraising activity from January – September. ARC's core activities are related to the partnership with Seattle Parks and Recreation. The table breaks out fundraising activity exclusively related to the formal Parks – ARC partnership (ARC and the associated 38 Advisory Councils). The table also shows ARC's consolidated fundraising activity. This includes Parks' related efforts (funds to support programming and scholarships) and also includes fiscal sponsorship services provided to other organizations. Past and current examples of ARC's fiscal sponsorship include Seal Sitters, Grand Army of the Republic Cemetery, and Cal Anderson Alliance.

Fundraising revenues from January - September 2013 are compared to the same timeframe last year. While 2013 revenue YTD is slightly less than 2012 revenue for the same period, 2012 included the second year of a two year grant from federal stimulus funds for RecTech computer labs (a combined grant of $766,253 for 2011 and 2012). The fact that ARC is keeping pace with 2012 is the result of ARC's targeted investment in fundraising activities this year. As of October 2013, ARC has secured about $520,000 from donations, grants, and fundraising events, and $81,000 worth of in-kind support as compared to $537,000 and $79,000 respectively in 2012.

ARC Fundraising – 2013 Year to Date compared to 2012

Fundraising Activity	2013 Partnership Only - YTD (through September)	2013 Consolidated – YTD (through September)	2012 Partnership Only (through September)	2012 Consolidated (through September)
Donations	$100,581	$130,598	$110,809	$159,178
Fundraising Events	$302,294	$381,609	$306,561	$370,449
Grants	$117,679	$610,108	$119,667	$679,611
Total	**$520,554**	**$1,122,315**	**$537,037**	**$1,209,238**
In-kind Support (Full Year 2012)		$81,000		$78,879

Lessons Learned

ARC has made much progress during the first three quarters of 2013, and Parks is confident that they will meet and/or exceed the goal to increase total fundraising revenues in support of the partnership to $2 million by the end of 2017. Although City funding will end after 2014, Parks will continue to work jointly on ARC's fundraising efforts and build upon their successes. The department continues to evaluate the internal sponsorship pilot work it has undertaken. The Easterday contract ends in 2013, and the combined staff and consultant efforts have simply not resulted in a wide portfolio of high dollar sponsorships (with the exception of the CBS Radio sponsorship). At this point, the department believes that the more effective approach is to continue supporting ARCs efforts to benefit both recreation programs and the department as a whole.

SEATTLE PARKS AND RECREATION

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CITY CLERK

To: Sally Bagshaw, Chair of Parks and Neighborhoods Committee

From: Christopher Williams, Acting Superintendent

Date: June 24, 2013

Re: Parks and ARC Fundraising- *Response to SLI 111-1-A-1-2013*

Summary

The 2013 Adopted Budget included a Statement of Legislative Intent (SLI) requesting that the Department of Parks and Recreation (Parks) and the Associated Recreation Council (ARC) present a report on a combined and coordinated fundraising strategy to the Council's Parks and Neighborhoods Committee. In preparing the report, the Council requested that Parks and ARC conduct an assessment of best practices in other parks departments to inform the strategy, including an analysis of successful funding sources in other locales. The SLI also requested Parks and ARC to provide progress reports on the fundraising efforts at the end of each subsequent quarter in 2013 – June 30, September 30 and December 31.

The assessment of other parks departments is included as Attachment 2 to the SLI. The department gathered high level fundraising information from six other agencies including San Francisco, Chicago Denver, Portland, King County, and Snohomish County. The assessment was not meant to provide an in depth review of fundraising activities in other parks and recreation departments. Instead it was meant to provide general information on how other agencies are handling this relatively new effort to formalize fundraising partnerships.

The wide-ranging findings from the assessment were that (1) there is not a common fundraising model among the surveyed agencies that could be used to compare to and evaluate Seattle; (2) in most agencies, funds are restricted to renovation or beautification projects and/or recreation programs identified by donors; (3) three of the six agencies partner with their respective parks foundations to fundraise while the remaining three keep fundraising activities in house (with Denver having the most robust in-house program); and (4) revenue generation varies greatly depending on the city. San Francisco is on the high end bringing in $13 million in 2012 for beautification projects and enhanced programming, while Portland, working with its parks foundation, raises about $1 million annually. The key take away from the assessment is that although implementation may vary across other agencies, revenue generation through fundraising is a growing trend with parks departments nationwide.

Background

Parks partners with ARC, a non-profit organization, to provide programs, classes, and activities to the community. While Parks develops the programs and provides the supplies and facilities, ARC provides the instructors and some additional supplies and equipment. Parks and ARC also work with a network of advisory councils, each focused on a specific park, facility, or program, to involve citizens in recreation services.

ARC has a long track record of securing grants and donations to help support programs bringing in about $1 million each year. Historically, ARC's fundraising activities have funded expanded or enhanced community center programming (such as Parks RecTech sites), scholarship funds, and building improvements and facility upgrades. Without ARC's support, Parks would not be able to offer the same level of programming to the public.

During the 2013-2014 budget process, Parks and ARC agreed to work jointly on an expanded multi-year fundraising strategy led by ARC that would build on past successes and grow the amount of revenues over a five year period. The

revenues come from a mix of fundraising activities including donations, grants, earned income (fees), in-kind support, and sponsorships.

The approach included in the budget provides ARC with $75,000 in both 2013 and 2014 to leverage an additional $150,000 in ARC-generated fundraising revenues in both 2013 and 2014. ARC currently brings in about $1 million annually in grants and donations, and ARC's five year goal is to increase total fundraising revenues to $2 million by 2017. The funding provided by the City for this effort is intended as seed money, and it is not expected to continue beyond 2014.

ARC Fundraising Strategy

In early 2013, ARC hired a Development Director to expand and manage its fundraising efforts through the establishment of a formal development program intended to grow financial donor support for and visibility of Seattle Parks and Recreation. The first step in ARC's new fundraising effort was to create a Fundraising Development Plan. Table 1 provides a summary of ARC's development plan showing the four core areas of activity with corresponding revenue estimates for 2013 and 2014.

This plan illustrates the tools and action items involved in how ARC will support Parks in efforts relating to donor stewardship, matching gifts, volunteer match, grant applications and research, and sponsorships on a local level. This development plan will help ARC create new opportunities for fundraising income. The more detailed plan is included as Attachment 1 to the SLI.

Table 1: ARC Development Plan-Highlights

Activity Area	*Activities*
Donor Management	• Implement donor database for all aspects of fundraising. • Increase the ways people can donate (i.e. use ARC website with more visible link to donate). • Streamline matching gifts process to increase corporate matching. • Recommend a process to improve corporate volunteer corporate matching donations. • Develop quarterly email campaign with special announcements for major events.
Event Support	• Increase use of Facebook and other free online spaces. • Solicit small to medium corporate sponsors. (Note that Easterday Promotions will be working with Parks and ARC to target large corporate sponsors like Nike, Addidas, Brooks and other Seattle-based corporations).
Visibility/ Marketing	• Meet with local and national business to create partnerships that support Parks' mission and programs. • Meet with community organizations to find ways to increase visibility. • Update the ARC website to better reflect the partnership between Parks and ARC.
Grant Management	• Gather past grant activity information from the Advisor Council's and Parks staff and develop grant response templates to be available on line for staff to use when completing grant applications.

The Parks Superintendent's Office will oversee the work between ARC and Parks. In addition to the ARC efforts, Parks also hired Easterday Promotions in 2012 to assess sponsorship opportunities for Parks (see Attachment 3 - 2012 Sponsorship Feasibility Study). The core objective was to gain an understanding of the financial opportunities for Parks. Parks has hired Easterday again in 2013 to continue working with Parks to secure corporate sponsorships valued in excess of $25,000. Easterday has identified several financial opportunities like sponsorships to pay for Wi-Fi enhancements at community centers and major parks, media sponsorships to bolster marketing efforts and promote park events and programs, and sponsors to cover youth sports programs. In addition to other activities outlined in the Development Plan, Parks will involve ARC in the efforts with Easterday by seeking and securing sponsorships under $25,000.

The department has established an internal working committee with representatives from ARC, Parks, and Easterday to ensure that efforts are not duplicated between ARC and Parks and to ensure close communication between both organizations. The committee also monitors the activities and progress of ARC's fundraising activities.

Fundraising Progress to Date

ARC is in the process of expanding its fundraising capacity to ensure it has the right tools in place to make the process to market and receive donation, sponsorship, and grant revenues simple and efficient. The Development Plan provides details on ARC's progress to date. Some of the highlights include:

- ARC chose DonorPerfect as the new donor database. The goal is to have the database functional by the end of June 2013. The database will allow ARC to create tailored 'donate now' buttons and event websites for programs within Parks that could not previously accept donations.
- ARC participated in the May 15th Seattle Foundation GiveBIG. This is a one-day, online charitable giving event to inspire people to give generously to nonprofit organizations who make the region a healthier and more vital place to live. In its first year, ARC was one of the top 25 organizations (out of 1,500) for number of donations received. These generous donors gave over $40,000 to various programs during this one day event.
- ARC participates on the committee that organizes the annual Big Day of Play set for August and successfully raised sponsorship funding for the event.
- ARC will participate in the Superintendent's Golf Tournament in 2013, using the event to promote sponsorship opportunities for Parks.
- ARC will participate in the Green Lake Pathway of Lights, again using the event to promote sponsorship opportunities for Parks. 2011 was the first year ARC worked with Parks in 2011 to secure sponsorship for the event. Without ARC's help in getting sponsors in 2011, the event would have likely been canceled.

The following table summarizes the fundraising revenues generated from January-April. Fundraising revenues for this portion of the year are consistent with revenues in previous years and with budgeted assumptions. As of April 2013, ARC has secured about $400,000 from donations, grants, and sponsorships, and $72,000 worth of in-kind support. The funding has been used for a variety of activities including ARC administered Parks programs and the upcoming Big Day of Play. Earlier this year, ARC also partnered with the Sabey Corporation to restore the picnic shelter at the Georgetown Playfield that was destroyed by arson last August. Sabey donated all of the materials and labor for the project which would have cost the department about $60,000. As a 501c3 non-profit organization, ARC is well situated for these types of corporate giving.

Table 2: ARC Fundraising Income (January-April 2013)

Fundraising Activity	Donor	Event or Activity	Amount	In Kind Cash Equivalent	Total
Donations	Multiple	ARC administered Parks programs	$97,216		$97,216
Grants	Multiple	ARC administered Parks programs	$163,778		$163,778
	BECU	ARC administered Parks programs	$10,000		$10,000
Sponsorships	CLIF Bar	Big Day of Play	$2,500		$2,500
	Pacific Fishermen	Big Day of Play	$500		$500
	Pemco	Big Day of Play	$1,000		$1,000
	Seattle Children's	Big Day of Play	$1,000		$1,000
	Seattle Vet	Big Day of Play	$250		$250
	Southwest Plumbing	Big Day of Play	$1,000		$1,000
	Ultra Chiropractic	Big Day of Play	$500		$500
In Kind Support	Sabey Corporation	Georgetown Playfield		$60,000	$60,000
	Pemco	Big Day of Play		$2,500	$2,500
	CLIF Bar	Big Day of Play		$2,500	$2,500
	Ultra Chiropractic	Big Day of Play		$500	$500
	PGA Northwest	Big Day of Play		$3,000	$3,000
	Taco Time	Big Day of Play		$3,600	$3,600
			$395,870	**$72,100**	**$467,970**

Conclusion

ARC has made tremendous progress during the first half of 2013, and Parks is confident that ARC will meet and/or exceed its goal to increase total fundraising revenues to $2 million by 2017. Parks will continue to work jointly on ARC's fundraising efforts this year with progress reports planned for Council in July, October, and December.

Associated Recreation Council Development Plan
In support of Seattle Parks and Recreation

June 2013

The Development Department will work to coordinate efforts between Advisory Councils, DPR and ARC staff to create a single development/fundraising program, outlined in the following Development Plan, that will grow financial donor support for and visibility of Seattle Parks and Recreation.

The Development Plan includes these four major aspects: Donor Management/Stewardship; Event Support; Visibility/Marketing; and Grant Program.

This plan follows the policies of the DPR ARC Master Services Agreement; the Associated Recreation Council Fundraising Policy; the Seattle Parks and Recreation Sponsorship Policy; and the Seattle City Council SLI RE: DPR and ARC Fundraising.

Activity	*Includes*	*Key Players*	*Time Frame/To be Implemented*
Development Team			
Create New Department to support DPR	Hiring of Development Director, Marketing Coordinator and Development Assistant	ARC Executive Staff	Development Director, Marketing Coordinator and Development Assistant hired and active in roles as of February 2013.
Implement ARC Development Department	Assess past fundraising efforts within ARC & DPR → Apply fundraising/marketing best practices → Set a baseline for success → Share tools and practices in support of ARC & DPR	ARC Development Staff	All aspects of this work will be completed by October 2013, with mid-steps completed along the way (such as database implementation, data analysis from past years fundraising efforts, etc.).
Donor Management			
Donor Database	Research functional/flexible donor database to capture/organize data to be more effective in all aspects of fundraising including tracking of grants, sponsorships, corporations and individuals.	ARC Development Staff	Database to be functional in June 2013
Increase Opportunities to Donate	Recommend including 'Donate Now' with clear case for giving on SPARC.	ARC Dev Staff and Marketing Coordinator, Park's Business Service Center	March – July 2013, ongoing
	Coordinate with Park's staff for donor opportunities.	ARC Dev Staff, Parks Staff	
	Update ARC website with a more visible link to donate	ARC Dev Staff, Marketing Coordinator	

Attachment 1

	Recommend link on Parks website to ARC donation page	ARC Dev Staff, Parks Staff	
Matching Gifts	Streamline matching gifts process to increase donations through corporate matching.	ARC Development Staff	May 2013
Volunteers	Recommend process to improve volunteer tracking to be more effective in appreciation and to increase corporate volunteer matching donations.	ARC Development Staff. Implementation would involve Park's Volunteer Program Supervisor.	Collaboration meetings began February 2013.
Email Marketing (Constant Contact)	Solicit participant email addresses (programs AND donors) to create and send quarterly geo-targeted email. Will include opt-out feature and special announcements for major events, i.e. Bicycle Days. Email addresses are stored within Donor Database.	ARC Marketing Coordinator/ARC Dev Staff to gather intriguing stories/success stories of Parks programs and relevant info on events for the email.	Currently Underway
Event Support			
Event Marketing	Facebook posts, emails via Constant Contact, post events via free on-line spaces. Geo-targeted emailing re: events.	ARC Marketing Coordinator/ARC Dev Staff, Park's Staff	Ongoing
Event Tracking (In-Kind asks/sponsorships/ outcomes)	Assess use of in-kind donations to help ARC understand fundraising layout to better support event/fundraising initiatives in the future.	ARC Dev Staff to create tracking tool. Implementation in partnership with Parks staff	March – May 2013, ongoing.
Corporate Sponsorships	To be solicited according to tiers: Tier I and Tier II.	Easterday Productions (Tier I) ARC Dev Staff (Support Tier I, Lead Tier II)	March 2013, ongoing.
	Gather past sponsorship activity info from ACs and Parks' staff.	ARC Dev Staff, Park's Staff	
Vendors	Develop vendor applications and tailor vendor/sponsorship to budget/event size. Make applications available on-line to outside businesses. Note: The vendor application will help ensure that vendors are treated equally and Parks receives market rates for vendor	ARC Development Staff	March 2013, ongoing.

	participation in events.		
Visibility			
Relationship Building	Meet with local and national business to discuss mutually beneficial opportunities that support Parks' mission and programs. Meet with community organizations to find ways to increase visibility. Note: the Easterday study found that several of the large businesses were unaware of the variety and multitude of activities/programs/services Parks provides to the public.	ARC Development Staff	Ongoing
Website	Update the site to better reflect the partnership between Parks and ARC. Include success stories, current photos and a case for giving along with clear info about what ARC does. Include email sign-up and donation button.	ARC Marketing Coordinator, ARC Development Staff	Fall – Winter 2013.
Event Marketing	See Above.		
Email Marketing	See Above.		
Grant Programs			
Grant Submission/Reporting/Results	Gather past grant activity info from ACs and Parks' staff. Develop Grant forms to be available on-line. This will help the Dev Staff understand the needs and granting activity to better support future needs within Parks.	ARC Dev Staff to coordinate with ACs and Parks staff that participated in any past grant processes re: ARC/Parks.	Currently Underway

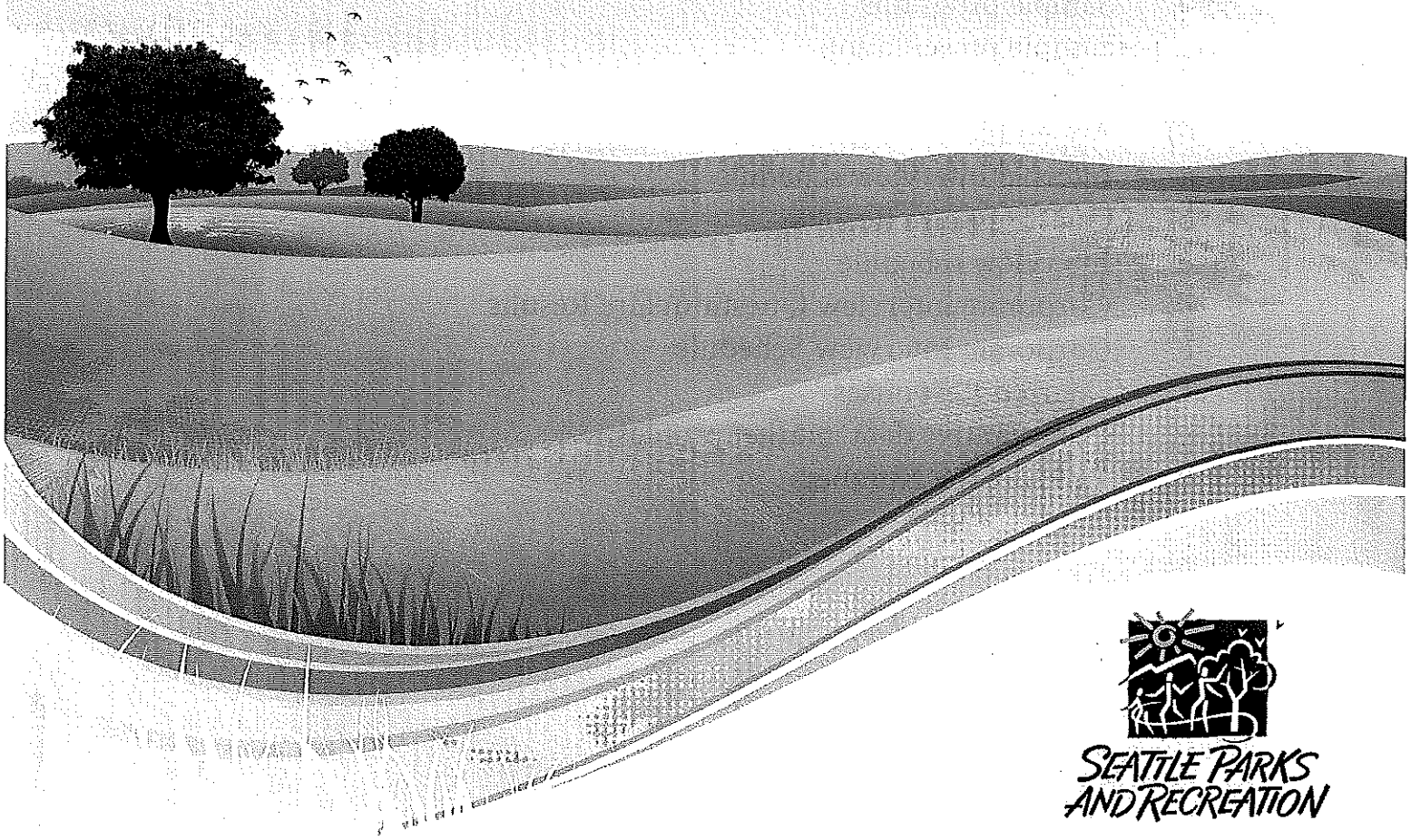
Seattle Parks and Recreation

ARC Fundraising SLI-Survey of Other Cities Fundraising Partnerships

ATTACHMENT 2

	Seattle	San Francisco	Chicago	Denver	Portland	King County	Snohomish County
Major Fundraising Partner	Associated Recreation Council	San Francisco Park Alliance (SFPA)	Chicago Parks Foundation	None-fundraising administered and managed through P&R Department. IRS recognizes the City Fund as a 509a2 charitable.	Portland Parks Foundation	None-business development administered and managed through P&R Department	None-fundraising administered and managed through P&R Department.
Other Park & Recreation Specific Fundraising Partner	Seattle Parks Foundation	In October 2011, Neighborhood Parks Council and San Francisco Parks Trust came together to form the above San Francisco Parks Alliance (SFPA).	None	Other Community/Non Profit Partners only. Department used to work with various partners who had specific areas of interest from capital to volunteer projects but now handle their own fundraising, grants and sponsorship programs within the department.	None	New 2013 King County Parks Foundation	None
Cost to City/County	In 2013 $75K allocated to support new staff and development and marketing program.	Not Available	$200K operating subsidy for the park foundation to pay for the Executive Director and office Park District Office for 2 years. Parkways Foundation was given these funds prior to creating this foundation.	Staff Cost: Director of Development Direct and In-Direct Cost shared throughout the department	$0	$0 (Note: $75k Donation from Laird Norton Trust and Seattle Foundation to establish new Foundation)	
Partner Generated Annual Revenues	ARC has committed to raise at least $300K between 2013 and 2014.	2012: $13 million	No financial data available. Chicago Parks Foundation was created in 2012 to raise funds in support of the programs and facilities of the Chicago Park District.	Average: $600K - $1 million 2013 Estimate: $4 million	$ 1.1 - 1.7 million (capital projects only) 2012-$75K philanthropy program dollars	New Foundation - Not Available	N/A
Activities Provided by Partner (i.e. fundraising, grants, sponsorships, etc)	Special Events, In-Kind , Grants, Donor Contributions, Advocacy	Memberships, special events, In-Kind , admissions , sales, donor contributions, program fees & investment income Conservatory of Flowers Visitor Center, advocacy	Grants are done by parks staff, but the work will be split when a new business development unit is in place to do fundraising.	Pubic /private Grants, sponsorships, foundation donations, individual restricted and unrestricted donations. More often than not funds receive are restricted.	Capital big private donors and Parks Advocacy. Currently working to develop formal fundraising campaign (i.e. marketing, individual donor development, etc).	The foundation will seek to leverage private donations, including land.	N/A
Types of Programs/Activities Funded with Partner Revenues	Capital projects, scholarships, recreation program administration, equipment, supplies	Renovations and/or beautification of parks, enhanced programming, equipment supplies	General Fund and restricted funding to programs identified by the donor.	Capital projects and recreation programs	Primarily capital projects until recently. Now looking at a signature volunteer program.	To connect existing green space and trails, grow parks and trails by supporting new acquisitions of land and easements and increase recreational opportunities across King County's parks and trails.	Donation program offers citizens the opportunity to donate trees, benches, and tables as a way to enhance a local park, commemorate special events, or remember lost loved ones. Funds may also be donated to give a disadvantaged child or family the opportunity to participate in Snohomish County Parks and Recreation summer youth camp and aquatics programs.
Website	http://arcseattle.org/about.cfm	http://www.sfparksalliance.org/	http://www.chicagoparkdistrict.com/about-us/chicago-parks-foundation/	https://www.denvergov.org/dpr/ParksandRecreation/Donate/tabid/444272/Default.aspx	http://www.portlandparksfoundation.org/	http://www.kingcounty.gov/recreation/parks/partners/kingcountyparksfoundation.aspx	http://www1.co.snohomish.wa.us/Departments/Parks/Get_Involved/Donation_Program/

2012 SPONSORSHIP FEASIBILITY STUDY



SEATTLE PARKS AND RECREATION

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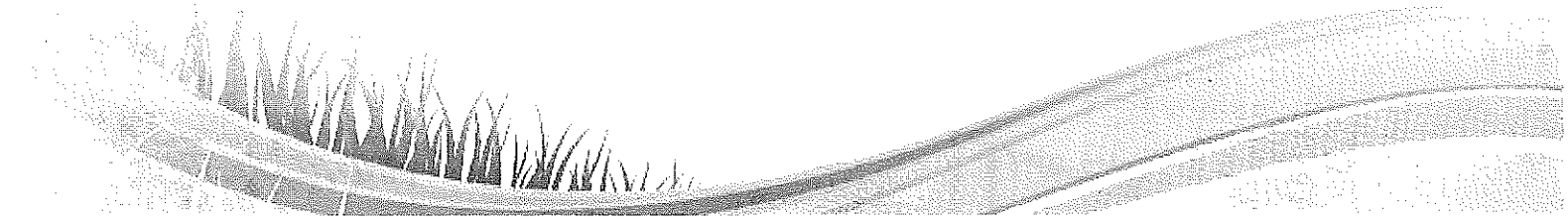


2012 Sponsorship and Naming Feasibility Study
Executive Summary

Over the course of a three month period beginning October 23rd, 2012, Easterday Promotions was contracted to conduct a sponsorship feasibility study for Seattle Parks and Recreation. Prior to commencement of the study, the below guiding principles of the study were identified.

SPONSORSHIP FEASIBILITY STUDY GUIDING PRINCIPLES

1. The study is a sponsorship assessment with a core objective of understanding the financial opportunities for Parks. Should they combine their resources into one centralized sponsorship effort?
2. The study will include careful contemplation of the current sponsorship process and will involve discussion and feedback from the stakeholders throughout Parks.
3. Easterday Promotions will endeavor to properly develop and evaluate an accurate assessment of the Parks assets across all properties and programs. We will take into account a complete catalogue of the existing assets as well as market nuances and historical sponsorship realities to provide a framework for the asset valuation and solicitation should the program go forward.
4. The proposed sponsorship packages will always be developed with sensitivity to the Parks public constituency.
5. Regular updates of the study to the sent to stakeholders
6. The assessment shall provide a clear path and recommendation for proceeding with a centralized sponsorship sales program beginning in 2013

The study was comprised of the below key areas

INTERNAL STAKEHOLDER INTERVIEWS

– Over the course of a one month period beginning October 23rd, we conducted a series of interviews with thirty two (32) different internal stakeholders about the feasibility of corporate sponsorship within Parks. Both my colleague Bryan Harris and I found that the passion for Parks throughout the department is inspiring. The interviews revealed some great insights into both the opportunities and challenges that must be contemplated and addressed to ensure the feasibility of sponsorship within Parks.

CORPORATE INTERVIEWS

– Following the internal stakeholder interviews, Easterday Promotions conducted a series of corporate interviews with current and prospective Parks sponsors. Similar to the internal stakeholder interviews, these corporate interviews helped gauge sponsorship viability from the viewpoint of potential corporate sponsors and stakeholders and provided great insights on the sponsorship efforts challenges and opportunities.

RESEARCH AND VALUATION

– In addition the internal and external interviews, the study included a comparison of other successful like programs throughout the country. The findings of the comparative data are summarized in this report.

– Based on this information as well as historical data for Seattle Parks and Recreation gathered throughout the course of the study, Easterday Promotions has recommended 2013 sponsorship programs, target prospects, and initial sponsorship assets. This final recommendation concludes the study.

Feasibility Study Internal Stakeholder Interviews
Summary and Key Findings

Overview:

During the months of October and November 2012, Easterday Promotions conducted a series of thirty two (32) internal interviews with various Seattle Parks and Recreation Department org units and positions.

The intent of the interviews was to assess department disposition regarding sponsorship and the viability of a sponsorship program.

Summary of Findings:

1. **The level of support for a sponsorship initiative is very high within the department.**
   – When asked "do you think corporate sponsorship can be aligned with parks", seventy eight percent of respondents believed the alignment could be achieved. Twenty two percent were undecided or had no comment. There were no stakeholders that responded that alignment was not possible

2. **A consistent concern amongst the stakeholders was the "starts and stops" of similar initiatives in the past.**
   – A consistent, sustainable and centralized effort by "experts" was cited as a much needed to ensure program viability.

3. **When asked how the department could be improved, the most common response was the development of a marketing team and plans to support Parks.**
   – Many respondents cited the lack of marketing and "brand" identity as a major issue for Parks.

4. **There is a stakeholder consensus that the public announcement/communication about sponsorship needs to come from the top down and that the department must "be brave" in the commitment to sponsorship.**
   – Several respondents recommended announcing a specific program win, with specific benefits for the public outlined, as the way to bring the program forward.

5. **When asked "How do you feel about Denny Park Sponsored by XXX Company", 38% of respondents felt that it depended upon positioning.**
   – Overall consensus on this topic is that sponsorship must be "tasteful" and "respectful" and that there has to be careful vetting of sponsors to ensure that their values are aligned with those of Parks. One respondent recommended a "flowchart" or "sponsor qualifier" process to ensure that sponsors meet certain criteria before engaging in a Parks sponsorship.

6. **When asked "If you were in charge, how would you organize the sponsorship effort for the Seattle Parks and Recreation Department", the most common response was a need for a centralized effort and a core function within the department that spearheads that centralized effort.**
   – This ties to the marketing department feedback as well, consensus is that both a marketing and sponsorship centralized function is badly needed.

Feasibility Study Corporate Interviews
Summary and Key Findings

Overview:

During the month of December 2012, Easterday Promotions conducted a series of interviews with seven of the top businesses in the Seattle market.

Similar to the internal interviews, the intent of the corporate interviews was to assess corporate disposition about participating in a parks sponsorship and assess what would be most valuable for potential corporate sponsors and partners.

Summary of Findings:

1. **Similar to the internal interview findings, many corporate interviewees expressed a need for a more concerted marketing and public relations effort for Seattle Parks and Recreation.**
   –A better understanding of what the Parks do for the community as a green space, community gathering place or recreational facility is an important part of why Seattle Parks and Recreation needs branding, recognition through PR and marketing effort. Many companies did not know much if anything about the hundreds of recreational programs that Seattle Parks and Recreation provides year-round and were surprised to learn of the diverse communities they service.

2. **When polled about which attributes would be most valuable in a Seattle Parks and Recreation sponsorship, nearly all respondents cited little value in 501(C)3 tax benefits in the allocation of sponsorship dollars.**
   – None of the companies interviewed cited tax benefits as a primary benefit in a Parks sponsorship, offering further support that marketing based sponsorship dollars are not allocated for the purpose of tax write-offs. There was concern, however, that writing a check to the City may get lost in the general funds and not be used specifically for the designated Parks activity, event or asset.

3. **There is broad consensus regarding the value that Seattle Parks and Recreation provides within the city in addition to the need for continued Seattle Parks and Recreation services and support.**
   – All interviewees expressed an appreciation for Seattle Parks and Recreation and the role of Seattle Parks and Recreation within the city.

4. **While there was general support at the idea of a sponsorship with Seattle Parks and Recreation, there was also a well defined need for well managed and clearly defined sponsorship deliverables.**
   – There was some noted concern over the ability for Seattle Parks and Recreation to make good on sponsorship assets.

5. **A majority of the interviewees would support multiple year sponsorships, with a typical window of three to five years as a normal multiple year sponsorship length.**
   – Many respondents cited a multiple year sponsorship would need some contractual flexibility to ensure deliverables and compliance.

6. **All respondents felt that corporate sponsorship could properly align with Seattle Parks and Recreation.**
   – Many expressed a need for careful selection in the interest of both parties (i.e. proper alignment with corporate values and Seattle Parks and Recreation). The final point aligns with internal discussions regarding sponsorship prospect selection.

Feasibility Study Comparative Data
Summary and Key Findings

Overview:

As part of the feasibility study, Easterday Promotions profiled ten (10) different sponsorship programs at Parks and Recreation departments around the United States.

The intent of the comparative research was to ascertain best practices and gather intelligence for the recommendations that conclude the feasibility study.

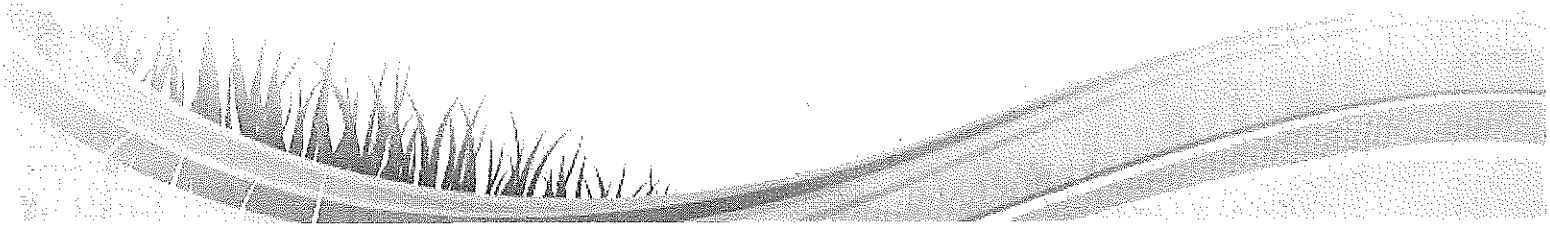
Summary of Findings:

1. **Revenue generation through sponsorships is a growing trend with Parks and Recreation departments nationwide.**
   – Though the study only profiled ten programs, the research informed a large number of departments nationwide that are actively pursuing sponsors.

2. **Out of the parks and recreation departments profiled, all supported the effort with a dedicated internal and/or external resource to support the sale and fulfillment of sponsorships**
   – Whether an in house function or outsourced agency function, all departments profiled in the study had a dedicated resource to manage the effort.

3. **Revenue generation and goals vary greatly by market**
   – The primary contributing factors include market size, assets available, market conditions, and seasonality.

4. **Many departments profiled provide ongoing sponsor solicitation through an active and ongoing "RFP" process**
   – Rather than a "cookie cutter" approach, many departments engage in ongoing solicitation from the business community, demonstrating flexibility in creating sponsorship packages based on individual corporate needs



Initial Sponsor Prospects CY 2013-2014

Category	2013-2014 Initial Targets
Banking	Chase, Wells Fargo, BECU, US Bank, Washington Federal, Sterling Savings Bank, Homestreet Bank, Banner Bank, Umpqua. Seattle Metropolitan Credit Union,
Grocery	Fred Meyer, QFC, PCC, Safeway , Whole Foods, PCC
Telecom/Technology	Verizon, AT &T, T Mobile, Sprint, Clearwire, Comcast, Microsoft, Google
Retail	Amazon, Target, REI , North Face, Nordstrom's, Macy's
Construction	Vulcan, Sellen, Turner, Howard S. Wright, Lease Crutcher Lewis, other park construction partners
Aviation	Boeing
Healthcare	Group Health, Regence BlueShield, Primera BlueCross, United Healthcare of Washington, Swedish Hospital, Seattle Children's Hospital, UW Medical Center, Virginia Mason
Beverage (Brand)	Dasani, Aquafina, Tropicana, Vitamin Water, Pepsi Products, Coca Cola Products
Coffee	Starbucks, Peet's Coffee and Tea
Automotive	Subaru, Toyota, Nissan, Honda, Ford
Credit Card	American Express, Chase, Citi, Visa, Mastercard, Discover, Capital One
Media	Seattle Times, KING TV, KOMO TV, KIRO TV, Comcast, Seattle Weekly, Puget Sound Business Journal
Shopping Mall	Pacific Place, Northgate, Rainier Tower, Westlake Mall
Sports	Seattle Seahawks, Seattle Academy, Mariners,
Insurance	Safeco, Pemco, American Family, Liberty Mutual

2013 Proposed Programs and Assets

Programs (Basketball, Swimming, Healthy Parks Healthy You, After School program etc.)	
Asset:	**Notes:**
Uniforms logo lockup	logo ID on all program uniforms (basketball)
program guide	advertising space in guide, logo ID lock up with program description, cover feature
logo on courts, fields, pools	logo ID
supporting sponsor ID	logo lockup in all program collateral and advertising
presenting sponsor designation	Program "presented by" designation in all materials
programmatic inclusion	i.e. bike safety tutorials, bicycle helmet checks, wellness checks (where applicable)
on site presence and sampling	10' x 10' booth, opportunity to distribute approved materials (staffing and hard costs apply)
inclusion on parks website	logo inclusion on website where program is highlighted
inclusion in press materials	inclusion in any press materials about the program
logos on temporary program infrastructure and signage	street barricades, street stencils etc.
right of first acceptance for future program sponsorships	
rights to trademarks and likenesses for sponsor driven marketing	sponsor driven marketing communication and materials (pending Parks approval)

Events (Bicycle Sunday, Big Day of Play, Dance til Dusk, Outdoor Movies etc.)	
Asset:	**Notes:**
Logo lockup on all event marketing materials and collateral	logo ID on all event related materials and advertising
presenting sponsor designation	"presented by" designation in all materials
on site presence and sampling	10' x 10' booth, opportunity to distribute approved materials (staffing and hard costs apply)
inclusion on parks website	logo inclusion on website
inclusion in press materials	inclusion in any press materials about the program
right of first acceptance for future program sponsorships	
rights to trademarks and likenesses for sponsor driven marketing	sponsor driven marketing communication and materials (pending Parks approval)

Facilities (Community Centers, Inside Courts, Pools, Fields, Golf Courses, Gardens	
Asset:	**Notes:**
Logo lockup	logo ID in all marketing and communication materials
presenting sponsor designation	"presented by" designation in all materials
on site presence and sampling	10' x 10' booth, opportunity to distribute approved materials (staffing and hard costs apply)
inclusion on parks website	logo inclusion on website where program is highlighted
inclusion in press materials	inclusion in any press materials about the program
Logo id on facilities infrastructure	basketball hoops, children's play areas, reservable picnic facilities, soccer/ football fields, softball/baseball fields, golf courses, garden entrances, tennis courts, off leash areas, wading pools, trails
right of first acceptance for future program sponsorships	
rights to trademarks and likenesses for sponsor driven marketing	sponsor driven marketing communication and materials (pending Parks approval)

Enhancement Programs (Wi-Fi, social networking programs, digital flipbooks, way finding signage, wireless services, phone apps, program registration infrastructure, computers in community centers)	
Asset:	**Notes:**
Logo ID	welcome screen for Wi-Fi login, way finding signage, phone apps, computer welcome screens
database aggregation	data capture through "opt in" function
inclusion on parks website	logo inclusion on website where enhancement is communicated
inclusion in press materials	inclusion in any press materials about the program
right of first acceptance for future program sponsorships	
rights to trademarks and likenesses for sponsor driven marketing	sponsor driven marketing communication and materials (pending Parks approval)

Media Sponsorship (Print, Broadcast Television, Cable Television, Digital, Radio)	
Asset:	**Notes:**
media sponsor ID	inclusion on all sponsored materials (i.e. National Parks Month sponsor, Bicycle day sponsor etc)
right to bid on participation in quarterly guide	revenue generating opportunity and budget relief for quarterly guide production (digital and printed version)
inclusion on parks website	logo inclusion on website where program is highlighted
inclusion in press materials	inclusion in any press materials about the sponsorship
right of first acceptance for future program sponsorships	
rights to trademarks and likenesses for sponsor driven marketing	sponsor driven marketing communication and materials (pending Parks approval)

CY 2013-2015 Revenue Forecast

Revenue Targets by Year	Cash and In Kind Contribution
2013	325K-375K
2014	400K-500K
2015	500K-600K
Gross Revenue and in Kind Contribution	1.22MM - 1.47MM

Feasibility Study 2013 Sample Programs

The following preliminary scenarios illustrate possible 2013 Sponsorship pending discussions with potential sponsors and vetting of Seattle Parks and Recreation assets. For example, did you know that basketball programs alone cost the department 70K annually just for officials?

YOUTH SPORTS PROGRAMS

Source top tier companies as primary sponsors to cover hard costs for the officials basketball, swimming, tennis, track, and golf programs.

Sample companies could include Nike, Adidas, Van's, Brooks

Sponsor benefits could include (based on recommended assets):

- Category exclusivity
- Logo on courts, pools, fields
- Logo inclusion on all uniforms
- Inclusion on program website and materials
- Inclusion on marketing and communication materials including the quarterly guide, and press releases
- Right of first acceptance for future program sponsorships
- Rights to trademarks and likenesses for sponsor driven marketing
- Inclusion in PR efforts promoting the program and sponsorship

Feasibility Study 2013 Sample Programs

BICYCLE SUNDAY SPONSORSHIP

Source top tier company as primary program sponsor for Bicycle Sundays.

Sponsor benefits could include:

- Logo inclusion on all event collateral
- Title "Sponsor" Bicycle Sundays
- Presenting sponsor Bicycle Sunday i.e. Bicycle Sundays presented by sponsor
- Programmatic inclusion (i.e. bike safety tutorials, bicycle helmet checks etc)
- On site presence/sampling
- Inclusion on program website and materials and press releases
- Logos on barricades
- Temporary logo street stencils
- Right of first acceptance for future program sponsorships,
- Rights to trademarks and likenesses for sponsor driven marketing, and inclusion in PR efforts promoting the program and sponsorship

Feasibility Study 2013 Sample Programs

WI-FI ENHANCEMENT "POWERED BY" SPONSORSHIP

Source top tier sponsor to "power" facilities, community centers and major parks (cash and in-kind sponsorship)

Sponsor benefits could include:

- Logo on all Wi-Fi users – 'Wi-Fi brought to you by…'
- Category exclusivity, 'powered by" branding on Seattle Parks and Recreation website
- Window clings with Wi-Fi Here and sponsor logos
- Way finder signs in Parks with the Wi-Fi signal and sponsor logo
- Inclusion in press event announcing program initiative, access to "opt in" registration database
- Inclusion in all marketing and advertising materials with "powered by" designation
- Right of first acceptance for future Seattle Parks and Recreation sponsorships

Feasibility Study 2013 Sample Programs

MEDIA SPONSORSHIP

Source top tier media sponsor to bolster marketing efforts and promote park events and programs. Sponsor could be tied to a particular event and/or to a core marketing initiative (i.e. National Parks Month). Media partner could provide in kind advertising and promotion, special pullout guides to parks and benefits for other sponsors for logo inclusions

Sponsor benefits could include:

- Inclusion as "official media sponsor" on all marketing materials and collateral
- Category exclusivity
- Right of first acceptance for future Seattle Parks and Recreation sponsorships
- Opportunity to bid on participation in the quarterly guide
- Access to Seattle Parks and Recreation content for stories and features
- Advertising revenue opportunity through additional partners (pending approvals)

Bicycle Sunday 2013

Title Sponsorship proposal prepared for

XXX XXXX

SEATTLE PARKS AND RECREATION

Bicycle Sunday Overview

- Bicycle Sunday is a free family bicycling program held at Seward Park each year.
- The course runs from Lake Washington Boulevard south of Mount Baker Beach to the Seward Park entrance.
- Bicycle Sunday is a great way for Seattle residents and families to enjoy the park and get some exercise at the same time!
- In addition to biking, residents may walk the course. Other activities may include bicycle related safety demonstrations, helmet and equipment checks and more

Bicycle Sunday 2013 Details

- Dates: (May through September) – 2013 TBD
  - May 6, 13, 20
  - June 3, 24
  - July 1, 8, 15
  - August 12, 26
  - September 2, 23

- Bicycle Sunday Hours: 10am-5pm daily

- Lake Washington Boulevard will be closed to motorized traffic from 10 a.m. - 6 p.m.

Bicycle Sunday Programming

- The title sponsor for Bicycle Sunday may be incorporated in event programming. This may could include but is not limited to the following
  - Bike Safety demonstrations
  - On site photo ops
  - Helmet checks
  - Demonstrations
- All Bicycle Sunday programming can be "Pedaled by" XXX sponsor
- All communication and marketing materials regarding Bicycle Sunday will include the sponsor

Bicycle Sunday Pedaled by XXX Sponsor

(Presenting sponsor rights and benefits)

- Logo inclusion on all event collateral
- Presenting sponsor designation
- Programmatic inclusion (i.e. bike safety tutorials, helmet checks etc.)
- On site sampling opportunities – 10x20 booth space
- Inclusion on program website
- Temporary logo street stencils

Bicycle Sunday Pedaled by XXX Sponsor

(Presenting sponsor rights and benefits)

- Inclusion in program press releases
- Logos/name on barricades
- Right of first acceptance for future program sponsorships
- Rights to trademarks and likenesses for sponsor driven marketing

Contact Details

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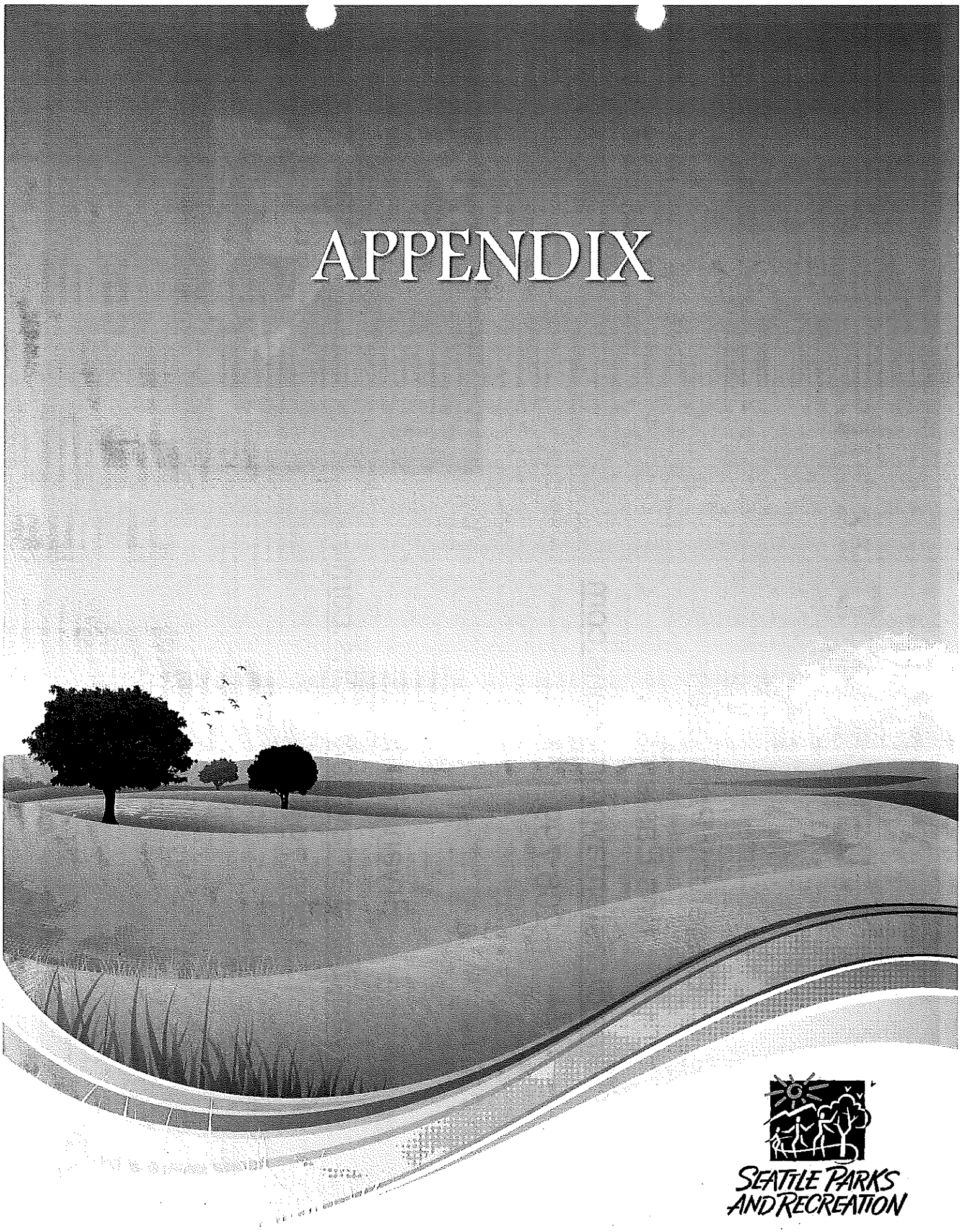
206.799.1773

APPENDIX



SEATTLE PARKS AND RECREATION

Internal Stakeholder Interview Schedule

Meeting Date	Department Division/Unit/Program Area
23-Oct	Parks Division Director
	"Partnership Manager
24-Oct	Partnerships Strategic Advisor"
	"Acting Recreation Manager/Co-Chair Big Day of Play
	Park Resource Manager/Co-Chair Big Day of Play
6-Nov	Sponsorship Coordinator/Big Day of Play "
7-Nov	Contracts, Concessions, Grants and Vending
	"Recreation Division Director
7-Nov	Community Center Manager"
7-Nov	Neighborhood Matching Fund Coordinator
8-Nov	Park Resource South Manager/Special Assignment Department Marketing Program
8-Nov	Acting Natural Resource Manager
9-Nov	Camp Long Education Program Supervisor
9-Nov	Center City Parks Manager
9-Nov	Seattle Parks Foundation
13-Nov	Manager II, Emergency Management & Discovery Park
13-Nov	Race and Social Justice Change Team Representatives
14-Nov	Associated Recreation Council
14-Nov	Volunteer Coordination Unit
14-Nov	Aquatics Manager and Acting Manager
14-Nov	Citywide Athletics Manager
15-Nov	Recreation Division Community Centers and Teen Life Centers (includes Youth Violence Initiative Coordinators)
15-Nov	Webmaster

Internal Stakeholder Questionnaire Results

1) What is the role of Seattle Parks and Recreation for the City of Seattle?
"Provide green spaces for passive enjoyment and programs"
"Number one stewards in the community including green spaces and community centers."
"Green spaces, programming, and community building through access"

2) What elements could be improved upon at Seattle Parks and Recreation?
"Marketing. Points of engagement are limited"
"Technology enhancement. Access to systems and programs through lack of technology is limiting to providing access"
"Marketing and branding is much needed. No real unified Parks "brand"
"Ramp up the sponsorship policy to make it more attractive to sponsors"

3) How important are programs (swimming, basketball etc.) in the sponsorship mix?	Important	No Response or "Not My Area"
Total Responses	26	6
Percentage	81%	19%

"As long as sponsor mission is in line with parks mission"
"Scholarships are critical to providing access"
"Program sponsorship is key for underserved populations and special needs groups"

4) What is the role of scholarships in the overall sponsorship mix?
"Very- ability to provide access to underserved populations"
"Key to making programs affordable to kids and families"
"Much needed for equipment costs and access"

5) What is the reputation of Seattle Parks and Recreation?	Excellent	Good	Average	Mixed Reviews	Negative	No Response/ No Comment
Total Responses	5	8	7	1	4	7
Percentage	16%	25%	22%	3%	13%	22%

"Parks has a 89% public approval rating so excellent reputation ."
"I would say approval is excellent demonstrated by the support of public levies to fund Parks"
"Parks has a reputation for not being responsive to public opinion or listening to the community"
"Parks needs more branding and marketing"

6) How could it be improved?
"Strive for improvement through customer feedback. Update services by being proactive as opposed to reactive"
"Be transparent regarding services and costs"
"Need specific marketing programs system wide. Expertise in this area and better databases for all to use"

7) If you were running it, what would you improve?
"Accessibility to parks. Diagnose the accessibility program"
"More stability with staff, be more inclusive"
"Better messaging to communities. Prioritize assets"

8) Does Seattle Parks and Recreation have the credibility in the sponsorship space?	Yes	No	Depends on the Sponsor/ Mixed Review	No Comment/ Misc
Total Responses	3	8	15	6
Percentage	9%	25%	47%	19%
"Too much red tape, Parks hard to work with for sponsors"				
"Depends on which sponsor you ask"				
"Too many contacts for big sponsors"				
"Parks has an awesome brand and great sponsorship assets but does have the background in sponsorships to execute"				

9) How do you react to the following, "Denny Park sponsored by XXX company"	In Favor / OK	Not in Favor	Depends on Positioning	No Comment/ Undecided
Total Responses	9	3	12	8
Percentage	28%	9%	38%	25%
"Must be tastefully done, no big signs"				
"Off leash areas would be great, should be carefully worded i.e. "maintained by"				
Parks are owned by the community so must be careful on the way the sponsor is worded				
"Thank you! Corporate sponsorship can help the Park brand because it shows people care"				

10) How do you feel corporate sponsorship will be perceived by those internally?	Favorable	Mixed Review	Internal Opposition	No Comment/ Undecided
Total Responses	1	28	1	2
Percentage	3%	88%	3%	6%
"Timing is right, internal staff knows the value in financial support"				
"Corporate sponsorship is much needed"				
"Traditional attitudes could cause pushback. Must be properly explained to people"				
"Depends on the reputation of the company, must be carefully chosen "				

11) What is the biggest pitfall to consider?
"Lack of defined assets or proper set up for sponsors"
"Sponsor vision and goals."
"Department and city fears. Must be brave."
"Sponsorship dollars eroding the general fund support."
"Lack of sustainability"
"Lack of bravery to go forward with upper management"

12) what is the biggest opportunity?
"Continue to provide quality programs, maintenance and facilities"
"Developing a track record of success through finding and developing sponsorships that are sustainable."
"Show the wins to the community. Dollars lead to improvements and better staffing.
"Expansion of Parks programs and access"

13) What role would you like to play in the process?
"Role of internal communicator and cheerleader to the staff"
Ethics committee, spearhead or participate in the vetting process for sponsorship approvals"
"Sponsorship relationship building and fulfillment"
"Contract execution and deliverables"

14) Do you think corporate sponsorship can be properly aligned with Seattle Parks and Recreation?	Yes	No	Undecided/No Comment
Total Responses	25	0	7
Percentage	78%	0%	22%

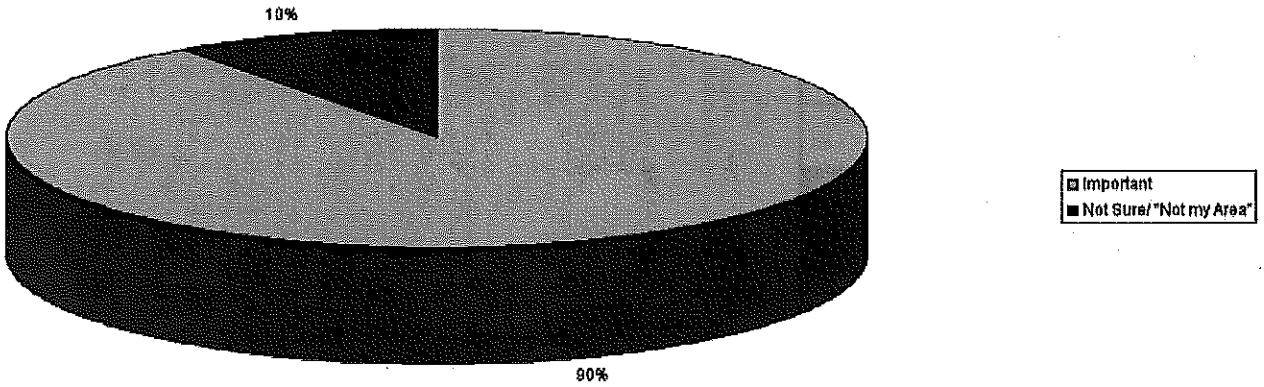
"Absolutely"
"Yes but it must be done carefully"
"Yes but find a way to redefine sponsorship and the creation of partnerships
"Yes but must include a careful vetting process....should have a "flowchart" and filter to qualify potential sponsors before agreeing

15) How should the sponsorship effort be communicated to the public?
"Must be communicated from the top down. City Council and/or Mayor's Office"
"Wait until you have good news to share and a firm program in place otherwise public will be skeptical"
Clearly outline the benefits to the public in the announce"
"Communicate to public through open forums such as 'fireside chats' as opposed to press announcement"

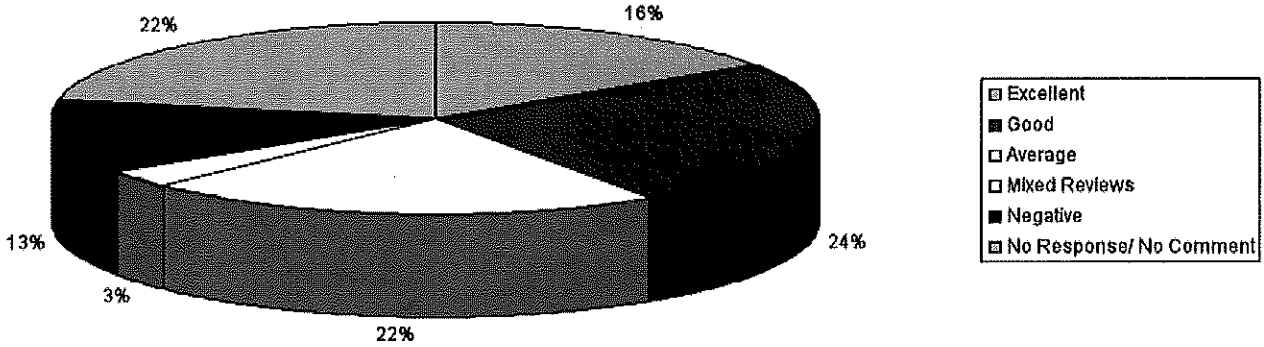
16) If you were in charge, how would you organize the sponsorship effort for the Seattle Parks and Recreation department?
"Would develop a marketing and sponsorship department."
"Develop cohesive plan and vision, not 'all over the map'"
Communications, marketing, and sponsorship all tied together. Too decentralized now, need to be centralized effort with opportunities for local initiatives as well as the bigger sponsorships"

Internal Stakeholder Interviews Graphed Responses

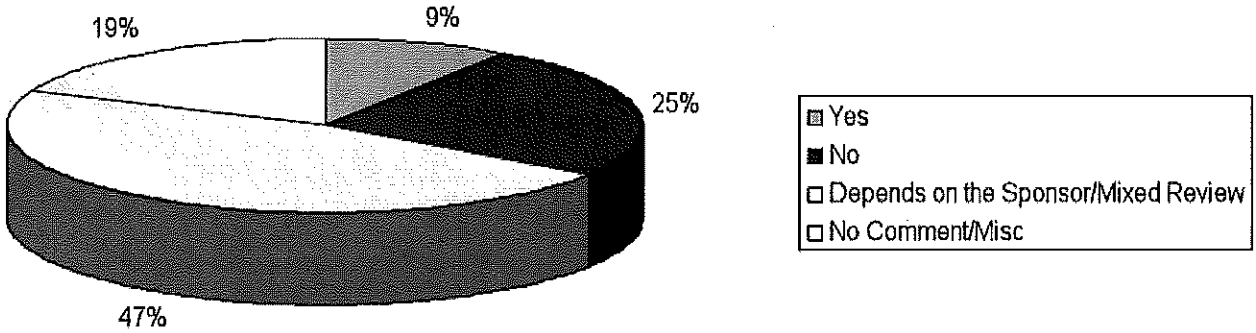
How important is scholarship in the Sponsorship Mix?



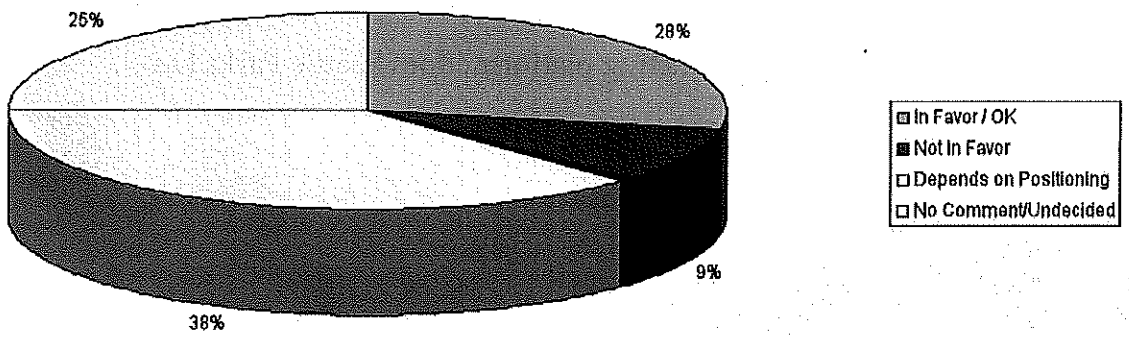
What is the reputation of Seattle Parks and Recreation?



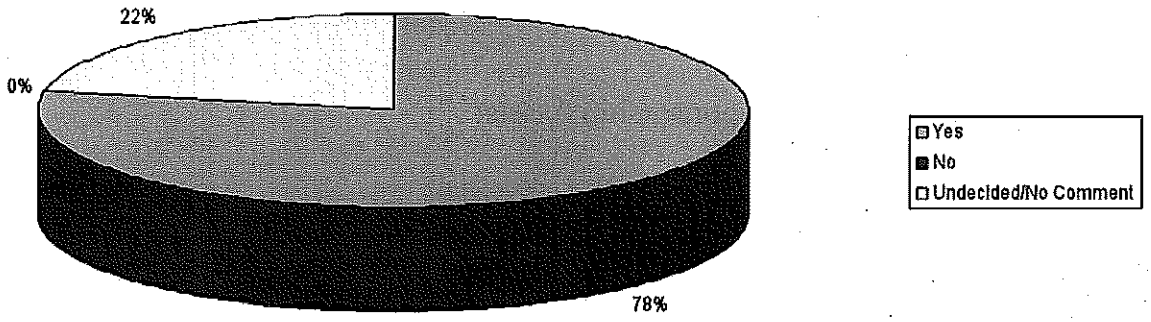
Does Seattle Parks and Recreation have the credibility in the sponsorship space?



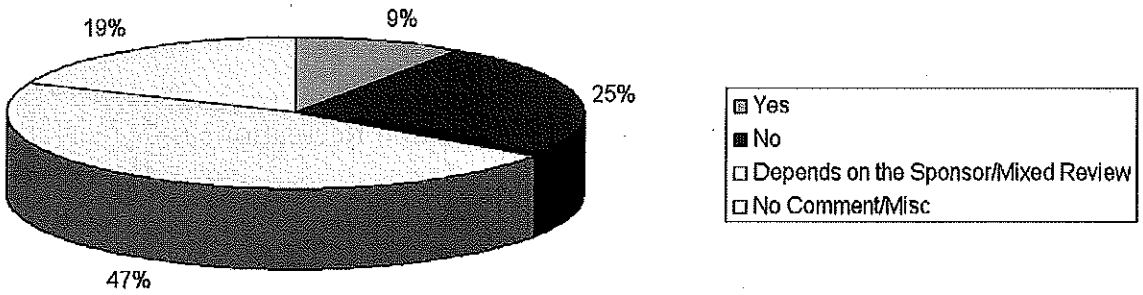
How do you react to the following: "Denny Park sponsored by XXX Company"



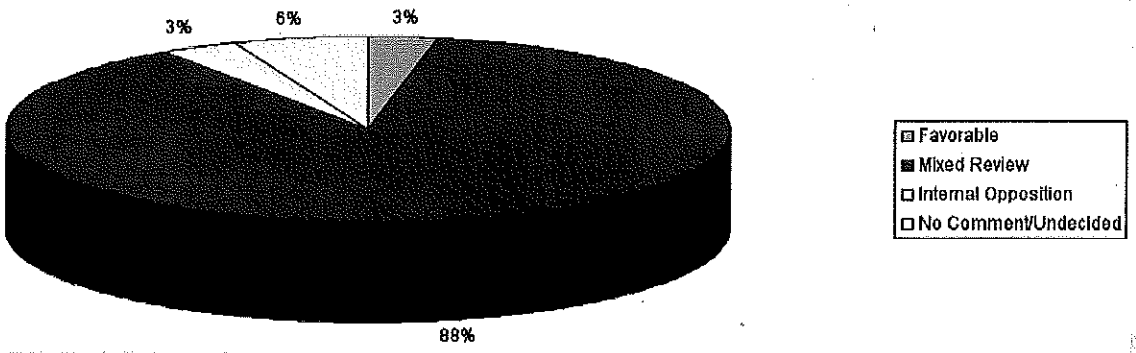
Do you think corporate sponsorship can be properly aligned with Seattle Parks and Recreation?



Does Seattle Parks and Recreation have the credibility in the sponsorship space?

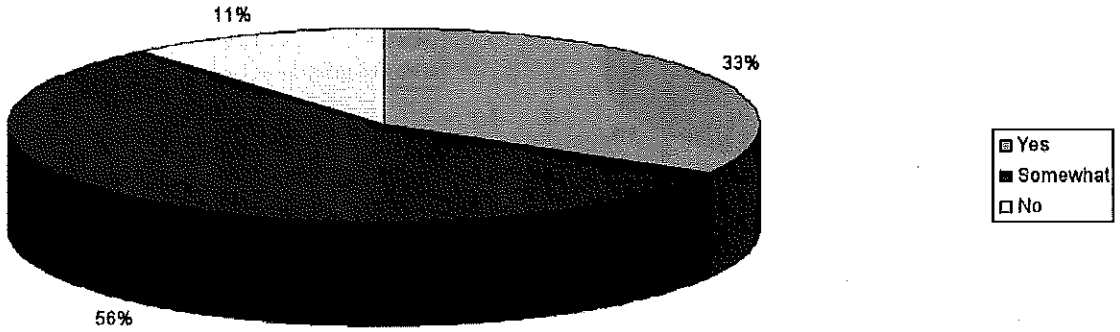


How do you feel corporate sponsorship will be perceived by those internally?

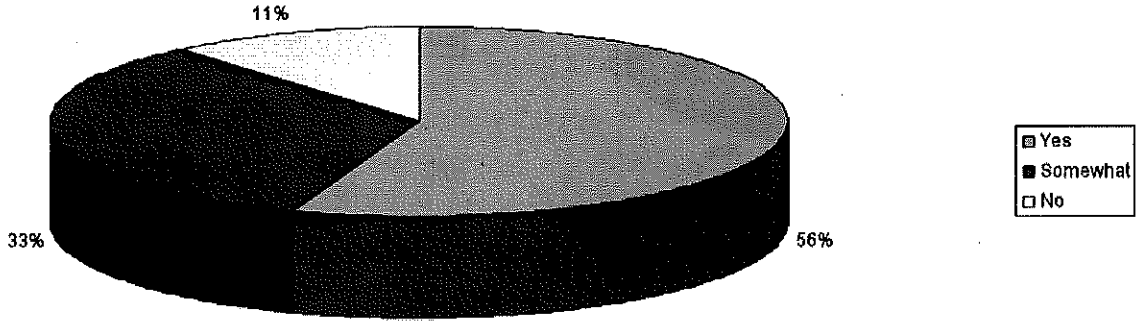


Corporate Interviews Graphed Responses

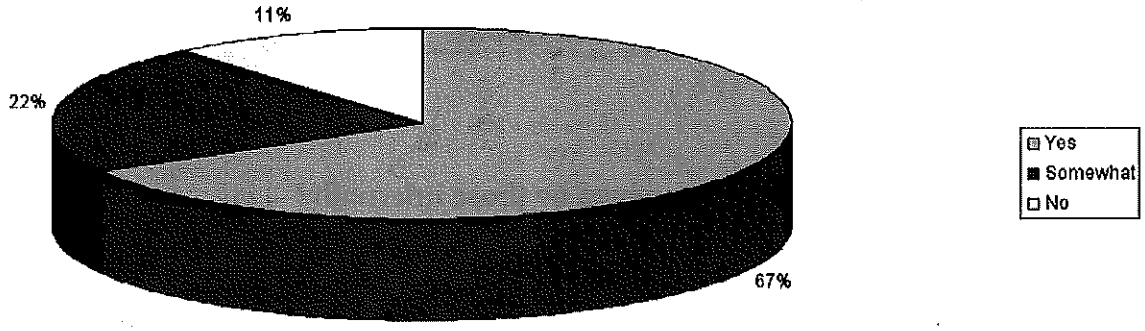
Considering the corporate sponsorship is a marketing platform, does Seattle Parks have credibility in the sponsorship space?



Can Seattle Parks and Recreation deliver on Sponsorship Assets?



Can corporate sponsorship be effectively aligned with Seattle Parks and Recreation?



Comparative Analysis

King County, WA

– The King County Parks and Recreation sponsorship portfolio includes the following

- Events: Concerts at Marymoor sponsored by US Bank
- Programs: Fitness Challenge powered by Group Health
- Trails: Starbucks Coffes is "featured partner" for support of regional trails
- Concessions and Vendors: Subway provides food concession, The Wash Spot provides self serve dog washing facilities near off leash areas

– King County encourages ongoing sponsor RFP process through the parks website

Washington State Transportation Commission Ferry Sponsorships

– WSTC provides sponsorship and branding opportunities through static ad units inside the ferry interiors

– Sponsors have includes North Face, RE Power, and the state lottery

California Skate Parks Naming Rights Sponsorships

– Naming rights skate park sponsorships in Orange, CA, Ventura, CA and Carson, CA have provided both financial support and programming

– The "Van's" brand aligns with the skate park and gives the park equity among target users

– Programming includes clinics, competitions, and public demonstrations and events

Naperville, IL (Naperville Parks District)

– Multiple Sponsorship tiers available on an ongoing basis

- **PARK PARTNER:** Highest sponsorship tier, benefits include category exclusivity, industry exclusivity, merchandising and sales, and year-round website exposure
- **ATHLETIC PARK PARTNER:** Sponsors become part of sports program messaging including email communication, sports complex signage, and inclusion in sports marketing communication
- **CENTENNIAL BEACH PARK PARTNER:** Sponsorship of Memorial Beach from May-September, sponsors receive on site product sampling, email communication, and access to consumers
- **ADDITIONAL:** Multi-use trails partnerships, playgrounds partnerships, and golf course partnerships

Georgia State Parks"Cash and In Kind" Sponsorships

– In 2010, Georgia State Parks launched a corporate sponsorship initiative that included both cash and "in kind" marketing and "in kind" benefits for state parks.

- Verizon Wireless and Boy Scouts: Boy Scouts provide staffing resources to build and maintain parks, Verizon Wireless provides both tools and funding (amount of funding undisclosed)
- North Face: Purchases of $50 or more included a free pass to five (5) Virginia state parks.
- Dominion Energy: Installed high tech welcome touchscreens that include GPS-based trail information, printable guides and maps, and virtual park tours.

New York City

– Pilot program launch in June 2012 with two (2) programs

- Basketball courts: naming rights and logo ID
- Dog Runs: naming rights and logo ID

– Three month RFP process

– NYC hired third party agency IMG to oversee sponsorship efforts

– Annual revenue target: $5 million for pilot program

– If pilot is successful, will expand into tennis and swimming program sponsorships

Chicago, IL (Chicago Park District)

– Portfolio of sponsor packages includes events, facilities, and programs

– Ongoing RFP process through online submission process, funneled to Director of New Business Development for Chicago Park District

– Examples

- Outdoor Ice Rink Sponsorship at six (6) outdoor ice rinks(Nov-Feb)

– "dasher board" branding on ice rink perimeter

– Summer Camp Sponsorship

- 30K attendance annually
- Back pack branding, logo inclusion on t-shirts, sampling opportunities

– CPD will also participate in revenue sharing opportunities (case by case)

Spokane County

– Naming Rights sponsorship specific to Aquatic Centers, Softball Fields, and Picnic Shelters

– Assets include on site branding, inclusion in all facility marketing materials, inclusion on staff uniforms, and complimentary tickets for staff to county events

– Potential sponsors must "qualify" through list of criteria published by department

– SCPRD retains outside agency to solicit and manage sponsorships

– Annual revenue target is $52,000

Denver, CO

– Denver Parks and Recreation sponsorship programs are categorized into one of four groups

- **Events:** Events held within Denver Parks
- **Projects:** A sponsorship specific to a Parks related project or initiative i.e. the annual parks map or guide
- **Programs:** Denver Parks and Rec program sponsorship
- **Sites:** Sponsorship of a particular area within a park i.e. off leash area

– Ongoing solicitation for sponsorship through RFP process, sponsorships are managed internally through marketing department

Summary of Findings

– Revenue generation through sponsorships is a growing trend with Parks and Recreation departments nationwide

– Out of the parks and recreation departments profiled, all supported the effort with a dedicated internal and/or external resource to support the sale and fulfillment of sponsorships

– Revenue generation and goals vary greatly by market

– Many departments profiled provide ongoing sponsor soliciation through an active and ongoing "RFP" process

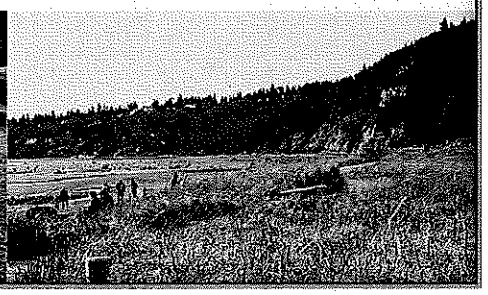
From vast breathtaking green spaces that play host to hundreds of thousands of Seattle area families annually to miles and miles of scenic shoreline to a Japanese garden constructed under the supervision of world-renowned Japanese garden designer Juki Iida, Seattle Parks are a true treasure for the city and Seattle community. However, the scope and service of Seattle Parks and Recreation extends well beyond the cities 430 park properties. Boasting one of the nation's largest network of community centers, youth and adult sports and recreational programming, day care facilities, a multitude of free public events, and assistance and support for underserved communities, the reach and engagement through Seattle Parks and Recreation to the Seattle community is truly unmatched.

Parks by the Numbers

Number of years in existence 128 the first public park, Denny Park, was a donation of land to the city by David T. Denny in 1884. Total number of parks 430. Total parks square footage 6200 acres which includes 24 miles of shoreline accounting for over 155,000 annual beach visitors! 2,634,984 total number of annual community center visitors. 1 million total square footage of Seattle Parks and Recreation's 488 facilities. 92% percentage of poll respondents that said Seattle parks meet household needs.

Parks Sports Programming

185 number of athletic fields. 299 number of youth basketball teams. 26,269 number of practices annually. 45,160 number of hours logged each year on Seattle Parks and Recreation sportsfields.



2013 - 2014 Seattle City Council Statement of Legislative Intent

Approved

Tab	Action	Option	Version
111	1	A	1

Budget Action Title: DPR and ARC Fundraising

Councilmembers: Bagshaw; Burgess; Rasmussen

Staff Analyst: Norm Schwab

Budget Committee Vote:

Date	Result	SB	BH	TR	RC	TB	NL	JG	SC	MO
11/07/2012	**Pass 8- 1-Absent**	**Y**	**Y**	**-**	**Y**	**Y**	**Y**	**Y**	**Y**	**Y**

Statement of Legislative Intent:
The Council requests that DPR and ARC present a report on a combined and coordinated fundraising strategy to the Council's Parks and Neighborhoods Committee by May 1, 2013. In preparing the report, the Council requests that DPR and ARC conduct an assessment of best practices in other parks departments to inform the strategy, including an analysis of successful funding sources in other locales.

The Council also requests DPR and ARC to provide progress reports on the fundraising efforts at the end of each subsequent quarter in 2013 – June 30, September 30 and December 31.

Background:
The Council recognizes that in order to improve the success of fundraising efforts for parks and recreation programs that the Department of Parks and Recreation (DPR) will be contracting with the Associated Recreation Council (ARC) to raise $300,000 over the 2013-2014 biennium. DPR will provide ARC $75,000 in General Subfunds per year for the biennium to cover ARC's staffing, and after 2014 ARC's fundraising efforts will become self-sustaining. DPR believes that donors, in particular corporate donors, will be more inclined to give money to a non-profit entity than to the City directly.

Concurrently, DPR is reorganizing its own staff in the partnerships units, contracting unit, and recreation division to handle various aspects of fundraising, partnerships, and grant writing. A new manager in the recreation division will be tasked with developing partnerships and grants focused on programming and service delivery.

While these changes have the potential to increase resources to support parks programming, they also have implications for changing the face of Seattle parks. With many efforts underway simultaneously at ARC and DPR, coordination on strategy and implementation will be important. Even within DPR itself, coordination between different divisions and functions will be needed. The Council desires to monitor this effort closely to ensure its success and to provide policy guidance on issues that could change the appearance, operations, and use of Seattle parks.

Responsible Council Committee(s): Parks and Neighborhoods

Date Due to Council: First Report - May 1, 2013
Progress Reports - June 30, September 30 and December 31, 2013