



# *Partner for the Parks*

A five-year, \$5 million business plan for  
The Saint Paul Parks Conservancy  
(2019 – 2023)

# Background

February, 2018:

Met with key stakeholders who charged us to articulate a vision; identify a compelling suite of projects that are part of a multi-year strategy; develop a 5-year capital and engagement campaign.



March – October, 2018:

Engaged Mary Kay Bailey to conduct discovery work; draft a refreshed mission/vision/priorities; produce a 5-year strategic plan including proposed goals, strategies and tactics.

October, 2018:

Conservancy's Board of Directors adopted the strategic plan.

November, 2018:

Reviewed draft plan with key stakeholders; directed Dowell Management to create a 5-year business plan and financial projections for a \$5 million fundraising campaign.

# We Are Your Partners for Parks

- **Mission:**

*The Saint Paul Parks Conservancy raises funds and partners with the Department of Parks and Recreation and the community to enhance and expand parks and recreational facilities that meet the changing needs of people in our diverse and growing city.*

- **Our Vision:** A World Class Park System for Generations to Come

- **We raise funds to:**

- Elevate the role that parks play to make our city vibrant, healthy, and livable;
- Respond to emerging cultural, environmental, and recreational needs;
- Invest in park infrastructure, beautification, and amenities in Saint Paul's neighborhood parks, with particular attention to underserved areas in the city.



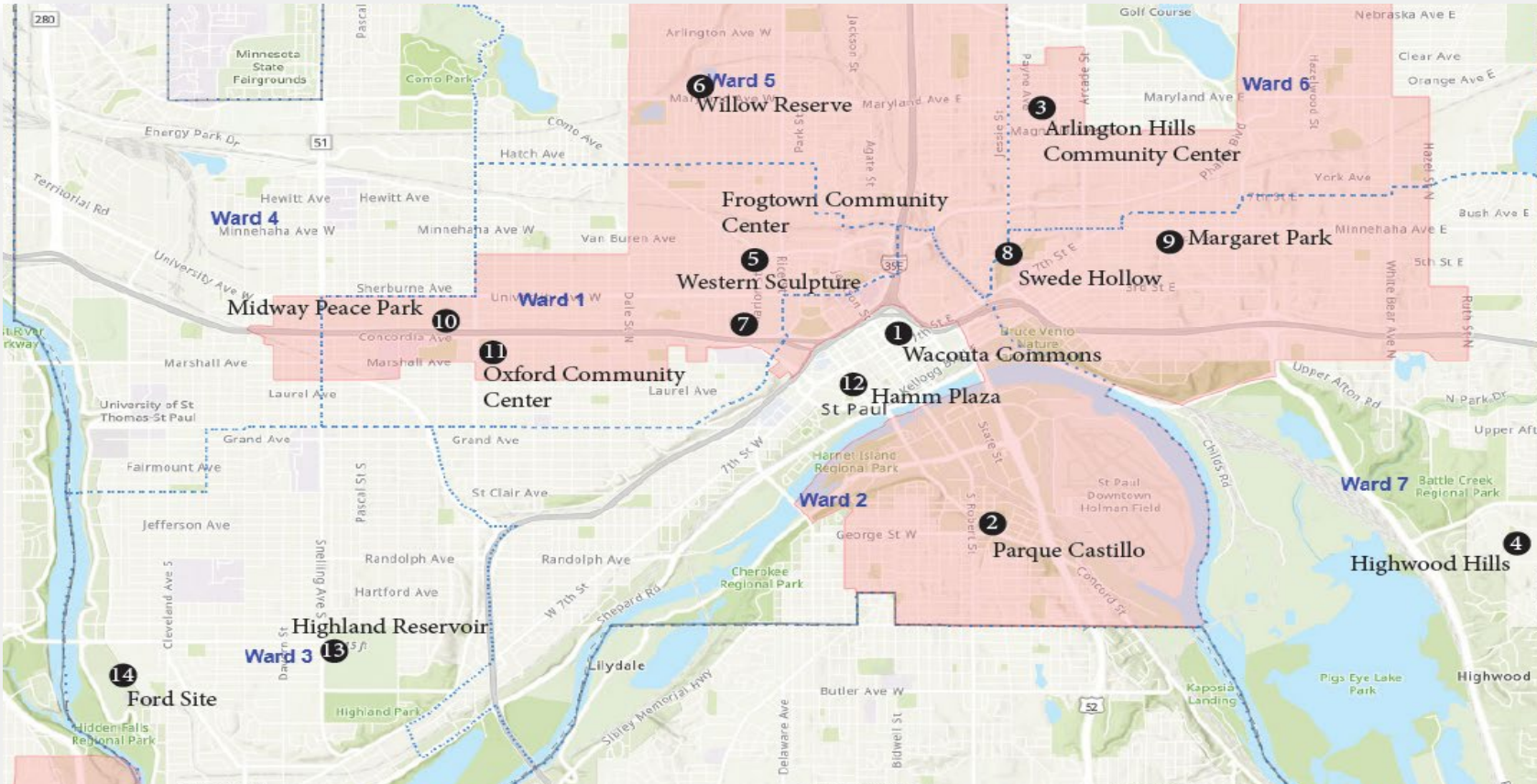


# Goals, Strategies, Tactics (Business Plan)

1. Projects/Capital Plan
2. Fundraising
3. Communications
4. Partners/Community Engagement

# Projects...

define the \$4M project portfolio



## Discovery:

- 14 projects
- ~\$7.5M
- 7 projects <\$500,000
- 4 projects \$500,000 - \$999,999
- 3 projects \$1M+
- 9 projects in areas of concentrated poverty
- Variety: splash pads, fields, nature trails, rec centers



# Projects...

## define the \$4M project portfolio

### Strategy:

- Develop compelling list of capital projects that builds excellence in Saint Paul's Park system.

### Tactics:

- Conduct feasibility study to determine if campaign can be successful.
- Identify the specific projects, using the established project selection process and matrix, to meet \$4M in capital investments.
- Identify the partners/people/organizations with the linkage, ability and interest to support each project.
- Develop project budgets that forecast anticipated capital expenses and fundraising expenses.
- Determine if there are other (competing or complimenting) major projects planned in the immediate or near future.
- Determine if a project feasibility analysis needs to be completed (may be based on a certain dollar amount).



# Projects...

## define the \$4M project portfolio

### Strategy:

- Advance a diverse, multiple year project plan that appeals to a broad spectrum of potential donors as well as offers engagement from a range of potential partners.

### Tactics:

- Identify the specific projects, using the established project selection process and matrix, to meet \$4M in capital investments.
- Identify the partners/people/organizations with the linkage, ability and interest to support each project.
- Determine if there are other (competing or complimenting) major projects planned in the immediate or near future.
- Continually review the projects pipeline with DPR staff to make timely adjustments as needed.



# Projects...

## define the \$4M project portfolio

### Strategy:

Establish an annual program that funds smaller grants that helps to generate buzz and builds support for larger projects.

### Tactics:

- Issue an RFP for mini-grants ranging up to \$2,500 for community groups for projects that are branded by SPPC and offer engagement and support at the community/neighborhood level.
- Work with Department of Parks and Recreation to identify needs and potential opportunities.



# Fundraising...

all actions must drive toward raising funds

## Strategy:

- Increase unrestricted giving from individual donors and foundations. (\$200K in 2019, \$1M by 2023)



## Tactics:

- Conduct feasibility study to determine if campaign can be successful.
- Explore 1-2 events/programs to be launched annually.
- Participate in Give To The Max Day.
- Identify targeted list of 30-50 sources who will fund general operations/capacity building.
- Recruit/develop Board of Directors and/or Advisory who will actively fundraise.
- Launch annual campaign specifically target unrestricted fund donations.
- Explore 1-2 fundraising events/programs to be launched annually.
- Submit funding requests to McKnight Foundation, The Saint Paul Foundation and Andersen Foundation.
- Update website to make it compelling and easy for people to donate.
- Explore individual/corporate membership options.
- Advance new ways to raise revenue through fiscal partner/sponsor program.

# Fundraising...

all actions must drive toward raising funds

## Strategy:

- Ensure the Conservancy can raise enough funds to support a \$4M portfolio of projects over the next 5 years.



## Tactics:

- Conduct feasibility study to determine if campaign can be successful.
- Create fundraising leadership team including key strategic partners for the campaign.
- Launch “pre-campaign” for major gifts (\$2.5M).
- Recruit/develop Board of Directors and/or Advisory who will actively fundraise.
- Kick-off community appeals campaign after at least 50% of campaign goal has been raised from major donors.
- (Re) introduce SPPC to key constituents including donors, elected officials, future partners.
- Narrow the project priorities based on the 14 projects identified during discovery.

# Communications...

## name recognition/donor appeal

### Strategy:

Build name recognition of the SPPC.



### Tactics:

- Refreshed mission, vision, priorities and values.
- Create a multi-channel communications calendar.
- Revamp the website improving design, imagery, calls to action, new content, etc.
- Activate a digital/social media campaign.
- Create collateral including postcard size leave-behind pieces describing SPPC and where to learn more/contribute.
- Create an external-focused case statement for investing in parks through SPPC.
- Create easy ways for people to register and find out about events (e.g., Park Tours, Freshen Up a Park, State of the Parks, Pints for Parks)
- Adopt a campaign theme and design to support fundraising, grant writing, digital and social communications.
- Using social media for interactivity, ask people questions, solicit input and share updates on projects.

# Communications...

## name recognition/donor appeal

### Strategy:

Position SPPC as the premier organization for neighborhood park supporters because it shares their values, steward their resources and produces compelling results.



### Tactics:

- Create an external-focused case statement for investing in parks through SPPC.
- Engage well-connected individuals to become Board members and/or major contributors to the Conservancy.
- Engage Department of Parks and Recreation Communications staff and Volunteer Coordinator to identify community events where SPPC Board members can attend, share our work, pass out collateral, collect donations.
- Develop a calendar of easy-to-organize activities that request a donation or charge a fee for participation.
- Invest in collateral like bumper stickers that are easy to produce.
- Cross produce content through website, social media.

# Partners/Community Engagement... opportunities to align

## Strategy:

Build relationships with key partners to coordinate efforts and identify opportunities to align.



## Tactics:

- Identify the needs of “friends” groups who are making improvements to their parks to offer administrative functions based on a fee-for-service model.
- Explore new ways to raise revenue through fiscal partner/sponsor program.
- Regularly convene other organizations like Trust for Public Land, Great River Passage Initiative, Saint Paul Garden Club, Ramsey County Friends of Parks and Trails, etc.
- Use website and other communications to aggregate information about “friends” projects and their supporters.
- Meet with key staff at like-minded organizations to explore opportunities for collaboration.
- Create a program to engage individuals, local business or non-profit organizations to “Adopt A Park”.

# Partners/Community Engagement... opportunities to align

## Strategy:

Leverage community partners to achieve fundraising goals.



## Tactics:

- Identify the key stakeholders, potential fundraising partners and others within the scope of project selection.
- Regularly convene organizations like Trust for Public Land, Great River Passage Initiative, Saint Paul Garden Club, Ramsey County Friends of Parks and Trails, etc.
- Explore new ways to raise revenue through fiscal partner/sponsor program.
- Leverage DPR to identify and introduce SPPC to donors and potential donors attached to past, current and future projects.
- Integrate neighborhood focus groups during the feasibility study process to ensure all demographics are able to provide feedback and insight.



## Internal Action Strategy

1. Board Development

2. Infrastructure

# Board Development

## Strategy:

Structure the Board as a fundraising Board through succession planning, recruitment and development efforts.



## Tactics:

- Use Board profile to identify attributes of existing Board members and assess where skills, connections, etc. are needed.
- Through partners, stakeholders and other community resources, compile a list of 10-20 individuals to contact for potential Board service and/or fundraising assistance.
- Create an Campaign Leadership Team that implement fundraising strategies and serve as a pool of potential Board members.
- Excite and engage well-connected individuals to become board members and/or major contributors to SPPC.
- Develop and execute plan to make ask and/or referral.
- Through Leadership Saint Paul, identify potential pool of volunteers for programs/activities, campaign team members and/or Board members.

# Infrastructure

## Strategy:

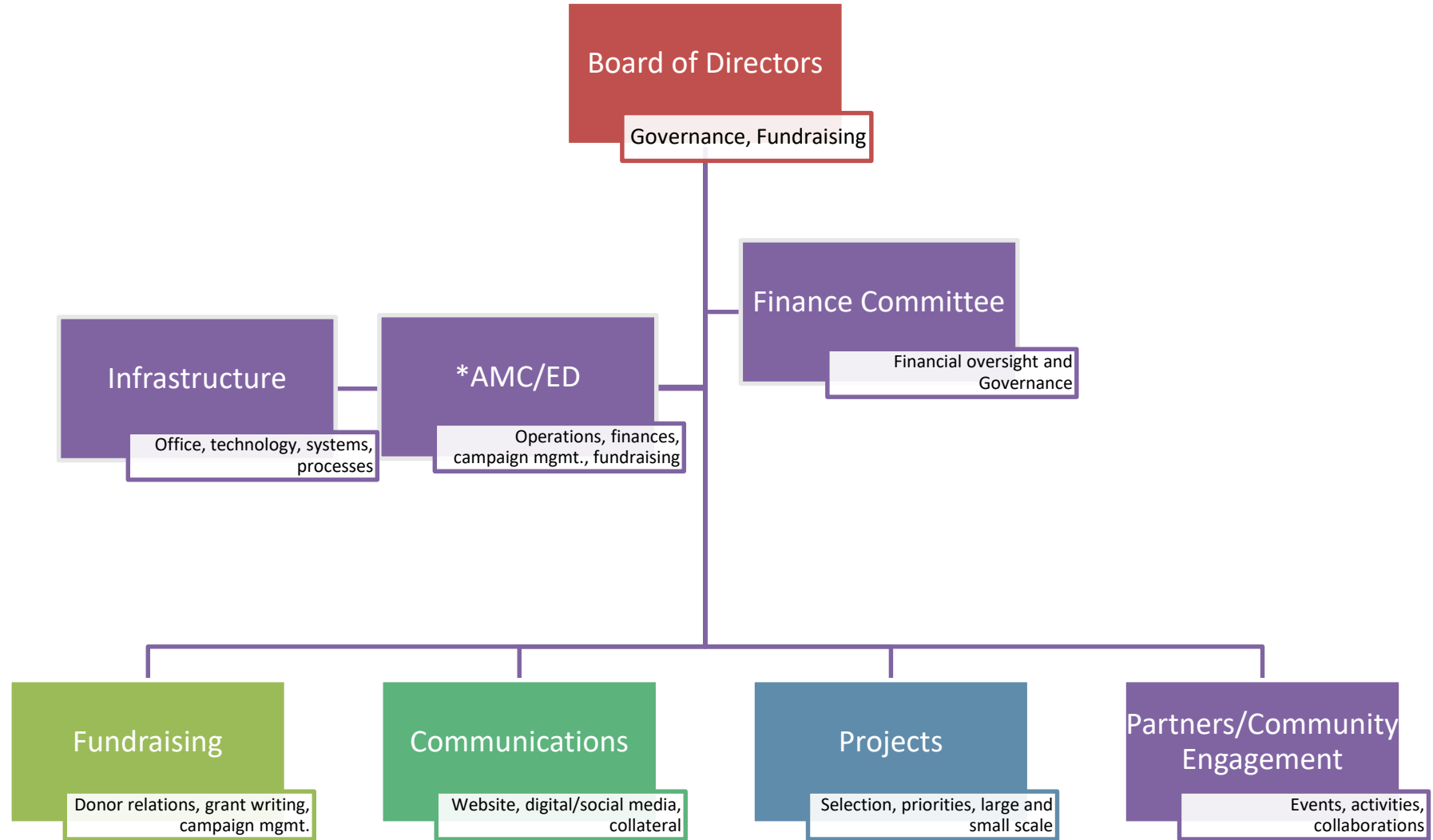
Align the organization's operational model with the goals and strategies of the strategic plan.

## Tactics:

- Create the organizational chart.
- Prepare budget projections based on the 5-year campaign.
- Prepare an annual budget and business plan.
- Utilize existing systems, database, tools, etc. to support and enhance the campaign.
- Utilize Association Management Company (scalable) model to enlist expertise using contractors/consultants for specific functions (e.g., feasibility study, fundraising, admin/operations).
- Deploy project management processes and systems for managing fundraising projects.



# Organization Structure



# \$5M Campaign 5 Year Revenue Projections

Income	Goal	% of Goal
Capital Projects	\$4,000,000	80%
Mini-Grants	\$100,000	2%
Operations and Fundraising	\$850,000	17%
Contingency	\$50,000	1%

# 5 Year Campaign Expense Projections

Expense		
AMC: Fundraising	.75 FTE	\$375,000
AMC: Communications & Events	.5 FTE	\$125,000
AMC: Administration/Ops	.25 FTE	\$100,000
<b>Total AMC</b>	<b>1.5 FTE</b>	<b>\$600,000</b>
Campaign Feasibility		\$55,000
Marketing and Communications		\$70,000
Supplies and Printing		\$20,000
Legal and Audit		\$40,000
Events and Activities		\$65,000
<b>Total Direct Expenses</b>		<b>\$250,000</b>
<b>Total Campaign Expenses</b>		<b>\$850,000</b>