

ITEM	7
MANAGER'S REPORT NO.	69
COUNCIL MEETING	90/11/13


TO : MUNICIPAL MANAGER 1990 NOVEMBER 08
 FROM : DIRECTOR RECREATION & CULTURAL SERVICES
 RE : DONATION BROCHURE
 PURPOSE : To advise Council of a donation program for the Parks and Recreation Department.

RECOMMENDATION

1. THAT this report be received for information.

REPORT

At its meeting of 1990 November 07 the Parks & Recreation Commission received the attached staff report on the above subject and adopted the five recommendations contained therein.


 for: DENNIS GAUNT
 DIRECTOR RECREATION &
 CULTURAL SERVICES

tc
Attach.

cc: Director Finance
 Director Administrative & Community Services

Note:
 A colour mock-up of the proposed brochure and photographs of plaques will be on display at the 1990 November 13 Council meeting.

RE: DONATION BROCHURE

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RECOMMENDATIONS:

1. THAT the "Present-ing Burnaby Parks" program be approved as outlined below.
2. THAT the final draft brochure submitted be approved. 117
3. THAT the use of bronze plaques be approved as outlined in the report.
4. THAT marketing option A be approved.
5. THAT a copy of this report be sent to Council for information.

REPORT

Background:

This project was initiated through a request from Commission for staff to investigate the solicitation of public and business donors for benches, trees and related amenities for our parks system. After receiving an overview of how some of the other Lower Mainland Municipalities handle their donations, it was recommended that staff prepare for the Commission's consideration a brochure identifying a list of various park items which could be purchased as donations or memorials. Further recommendations identified the direction that the distribution and marketing of the brochure should take and that it be sent to Council, Service Clubs, Trade unions, the Chamber of Commerce and Burnaby newspapers. It was also recommended that the brochure be publicized in 'Information Burnaby' and the department's brochures.

Introduction:

In order to develop a brochure and a list of items that could be donated, a program has been developed to govern it. This involves defining the purpose, stating the parameters of the concept, generating appropriate gift ideas, outlining the administrative process, the method of donor recognition and the implementation and maintenance for each item.

Program purpose:

The purpose of making such a brochure and soliciting individuals, groups and businesses is:

- A - to extend our development abilities
- B - to provide a vehicle for members of the public who want to donate
- C - to encourage citizens to express a sense of civic pride and involvement in their community
- D - to add amenities to our parks as legacies to the future for the enjoyment and enhancement of our parks for all
- E - to provide opportunities for public requests for memorial donations.

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Program Concept:

Basically, this is a program that provides a vehicle for Burnaby citizens, groups, businesses or visitors to select from a list of gift items or propose their own gifts that they would like to donate for the enhancement of the public park environment. A donor can either give the appropriate amount of funds or an "in kind" donation may be accepted. Improvements are then implemented by the Parks and Recreation Department. Items range from small things, such as a bench or tree to costlier ones such as playground components up to very expensive major components including plazas, fountains, or historical features. The donor is recognized for the gift and receives a tax deduction.

The brochure:

The proposed brochure is shown on Attachment #1. As well, a colour mock-up will be available at the Commission meeting. The program's intention is to produce a brochure that announces and describes the basic concept with examples of some of the items that can be funded, in order to help people imagine their participation. A sentence inferring that other opportunities and suggestions are welcome for consideration of the Commission is included. Instructions on how to give a donation, and the benefits and recognition in doing so, are provided.

The brochure is concise and to the point. It provides enough information to explain the program and interest potential donors without burdening them on details at the start. The message is catchy, upbeat and attractive. In order to have 'eye appeal' staff recommend a full 4 colour production. The brochure also folds out to double as a small poster for the maximization of advertising the program. The concept of giving a present has been used, with the program title suggesting a two-fold, participative approach resulting for both the donor and the parks system. "PRESENTing parks", plays on the presentation of a gift and in return, we 'present' the public with the embellished parks.

The brochure is generic in nature so that it remains current and can be used to send out to a wide range of potential donors. It is intended to perform a dual role of soliciting donations from the general public and Corporate agencies.

The list of items featured in the brochure illustrates the possible range of donations. The list of potential items is endless and we do not want to eliminate any creative ideas by a set list of gifts. The list of items will also change over time; therefore, it is recommended that from time to time additional publications be produced advertising the program, listing the donations received to date and itemizing new items that would make appropriate gifts.

Selection Criteria:

The following selection criteria will ensure that a 'gift' item contributes to the program's objectives. The items should:

- be capital in nature
- reflect uniqueness and separateness (ie. donating a slide is going to be more unique and separate within a play area than one of the structure's decks would be)
- have permanence
- have profile, (be a visible or already important feature)
- have community and political support
- have thematic appeal
- have location appeal and be appropriate to the location
- be affordable
- be implementable and maintainable to our safety standards

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- have memorial or legacy appeal
- be of benefit to the public at large
- be an "embellishment" rather than a "necessity" (ie. a bench versus a drain line)
- fit within the general mandate of our parks master plan.

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The program will want to limit proposing of items needing a large congregation of individual donations before implementation is possible as if the entire amount cannot be committed, then funds might have to be returned.

The program does not want to actively solicit for 'in kind' items. Any 'in kind' items offered will have to be assessed on an individual basis. The Commission reserves the right to refuse donations that do not meet the selection criteria.

Benefits and Recognition:

Recognition will include a letter of thanks from the Commission, with a Burnaby lapel pin. Certificates of appreciation will also be issued. These will be designed and submitted to the Commission for approval.

A plaque would be placed on all items "plaqueable", and of sufficient dollar value to warrant the cost of a plaque.

The cost of the plaque would be reflected in the overall price of the gift item. Hence the appropriate scale of the plaque would already be outlined to some degree in the item's price range.

One of the most permanent and accepted types of plaque is a bronze one. We certainly don't want to use anything that isn't durable or vandal resistant, as we don't want to be replacing these. A bronze plaque portrays a level of subtle elegance that is pleasing to donors and is attractive to public park users.

The program should adopt a basic material for the plaques to ensure continuity, efficiency of implementation and a feeling of equality. Variation of text and pattern will provide sufficient individual appeal. The program should not get bogged down with offering too many options, though we want to maintain some flexibility with respect to unique situations. Photographs of various plaques as examples will be posted at the meeting.

Staff recommend using bronze plaques - they are attractive, durable and well received. They will fit in well with the range and diversity of donated items. They are tried and tested by other municipalities and we have used them in our parks over the years with success.

Larger special projects might entail escalating the level of recognition to include an event/ceremony to 'open'/unveil the gift item or other form of high profile public thank-you. The Commission may wish to consider inviting appropriate donors to Recognition Night, which would be decided on an individual basis.

Administration:

Coordination and management of this program will fall under one area of the department for continuity. The administrative tasks involve:

- generating and maintaining a Commission approved list of gift items
- being the public contact for information and receipt of donations
- working with a donor on specific details surrounding each donation, including location options and desires, recognition or message associated with the gift and the level of recognition and obtaining the ensuing approvals required

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- processing/organizing appropriate departments on the financial aspects
- coordinate design details
- arrange for the purchase and or fabrication of the item, overseeing the budget and documenting the process
- maintain proper records on all donations to ensure the future of the legacies and for maintenance purposes
- coordinate the production and marketing of the brochure with assistance from other areas of expertise.

The Commission should be aware that a very successful campaign will lead to a heavy burden on current staff time and resources if all the above steps are to be performed proficiently. As requests come in, priority will have to be given to providing information, providing site details, designs and estimates and in administering the implementation of donor gifts. For example, the City of Vancouver's Legacies and Gifts program required six full-time staff members for an intensive two year program. Clarification about how aggressively the Commission intends to market this program will help predict departmental staff needs.

Accounting:

Donations to the program will be tax deductible under the Income Tax Act. Upon receipt of funds, Burnaby will issue the donor a receipt. Phasing of fund contributions will be possible and will be worked out on a project specific basis depending on the details involved.

All donation monies will be placed in a special trust fund with each item listed as a sub-account for differentiation. Expenditures will be through Commission approval of each project.

To offset the program's administration and maintenance costs within the actual gift price becomes burdensome administratively and in terms of obligation to the donor, staff recommend that this not be done. Donors may have different interpretations of maintenance needs or practices which do not coincide with the department's mandate for the public good.

A sense of ownership of a gift obviously remains with the donor, particularly in situations where the gift is a memorial one; this personalizes the gift to the benefit of our community; its importance is in no way to be diminished and while treating donors sensitively, it is best that we indicate clearly under what terms we accept donations.

Any 'in kind' donations that the Commission chooses to accept will require a written assessment of the value for tax deduction purposes. Value will be determined by a staff member with working knowledge of whatever subject field the donation would fall under.

Maintenance:

All donations will become park property; the Parks and Recreation Department will be responsible for the maintenance of all gifts to ensure that the proper safety and maintenance standards are achieved.

Additional maintenance money will have to be recognized. This is an important consideration in approving a gift idea to be sure that it can be properly maintained, and will not put unexpected strain on our overall maintenance budget.

Distribution and marketing:

Initiating a program and distributing a brochure does not ensure that the program will automatically be successful. There is a certain level of solicitation and appeal required to generate a response that at least balances and hopefully betters the administration costs of operating this program.

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The Vancouver Legacies and Gifts program during Vancouver's 1986 Centennial year whose theme was 'give Vancouver a 100th birthday present' received approximately 3.5 million dollars worth of donations, representing 6.7 times the city's investment in administering the program. The Vancouver Parks Board launched a major campaign on the occasion of Stanley Park's centennial to try and raise 3 million dollars. They spent \$250,000 on a marketing campaign with the final result being the receipt of less than \$100,000 in donations. While these programs are much larger in scope than what the Commission is considering, they serve to illustrate the point that the method of marketing and advertising should receive serious consideration. 121

Varying degrees of pro-active marketing and distribution can occur. Three levels of action are outlined here in order to illustrate a range of options:

Option A: The brochure will be sent with a covering letter from the Chair of the Commission to Council, service clubs, local trade unions, the Chamber of Commerce and the local newspaper. Brochures will be placed for distribution in all our centers and libraries. Maximization of all means of free publicity will be used. The program will also be publicized in other appropriate municipal and parks brochures.

Option B: Would increase option A campaign, to include the development of a mailing list of additional key individuals and businesses for contact (ie. solicitor's offices). The Commission could consider small presentations or meetings as a method of introducing the donor program.

Option C: A more aggressive campaign would mailout the brochure to every homeowner to maximize the program's exposure. A small, portable display and a 15 minute slide presentation would be taken to as many corporate, business and service club candidates as possible.

Success of the program is partly dependent on people being frequently reminded of it. Follow up stories regarding donors and the installation of items can be mentioned in our local newspaper and 'Information Burnaby'. Publicity through any larger scale projects that have an unveiling ceremony would also further advertise the program.

One obvious and strong marketing tool to consider would be the promotion of this program in association with Burnaby's upcoming Centennial in 1992 and/or Central Park's 100th birthday in 1991.

Budget Requirements:

It is difficult to anticipate the amount of staff time required to operate this program once it has been launched. So many factors come into play when trying to accurately predict how receptive people will be. However, it must be assumed that the level of response generated will at the very least be indicative of the level of marketing and distribution applied.

In order to determine how much staff time would be involved, we have calculated the time needed to administer that dollar value in donated goods that is equivalent to the cost of the marketing option chosen.

The assumption has been made that we will receive a minimum return in donations at least equal to that which has been spent, in order to consider this program viable.

To produce the brochure and promote the program as described, the "true" costs (staff time, materials, supplies & services) are as follows:

Marketing Option A	- \$18,650	(12 months cost)
Marketing Option B	- \$28,650	(12 months cost)
Marketing Option C	- \$60,000	(12 months cost)

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Based on these figures the operation and implementation of equivalent dollar value worth of donations would result in additional staff time as follows:

- Option A - .20 person per year.....\$9,000
- Option B - .35 person per year.....\$15,750
- Option C - .65 person per year.....\$29,250

This would be the absolute minimum allotment of time that can be predicted given the number of unknowns involved in this exercise. Obviously, one would hope to generate more donations than the scenario described here, which would in turn increase staff time spent on this program.

For the first production run of the brochure we would recommend making 10,000 brochures for 1991. This would facilitate the program marketing as described in Option A. A more aggressive marketing campaign than that described in Option A would require additional funds not only for staff time but also in the marketing analysis and professional marketing input.

It is recommended that Option A be considered the appropriate marketing level at least for a trial year. A total of \$18,650 for production and advertising will be included in the 1991 Operating Budget.

Staff time to implement estimated at \$9,000 will be provided by reducing other administrative functions through a re-arrangement of priorities. We will monitor the actual hours spent and its impact on slowing down other workloads and report back our experience for 1992.

Relationship of program to other departments and committees:

Donors proposing ideas that do not fall under the Parks Department's jurisdiction would be passed on to the respective department for their consideration.

This program could establish the ground-work for a longer term program of soliciting and administering gifts of all sizes to the municipality, such as those appropriate to a foundation program. Staff would recommend that this program work in conjunction with or as part of a larger foundation program once such a program is in place. Council will be exploring the possibilities of this in the near future.

It is recommended that the Commission consider spring-boarding this donation program into Burnaby's upcoming centennial, which will provide a strong marketing tool for allowing the public to consider a donation on the basis of buying a birthday present for the parks system. As well, some of the special historical gift items that are listed for Central Park should be targeted for 1991.

Next Steps:

1. Advise Council by copy of this report.
2. Confirm figures and place them in the 1991 Provisional Budget for priority setting purposes.
3. Return with a certificate of appreciation to Commission for a final approval.
4. Assume priority approval in the 1991 budget.

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5. Assuming no problems, allocate necessary staff, determine a launching date and initiate the program in 1991.

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Attachment (1)

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cc: Director Finance
Director Administration and Community Services

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P.S. "Thank-you!!"
 Parks and Recreation
 Commission

gift will also be issued with our thanks.
 Commission will be issued, and of course, a
 tax deductible receipt in the amount of the
 certificate of appreciation from the Parks
 and Recreation Department.

Whenever possible a small bronze
 recognition plaque will be installed with the
 gift identifying the contribution.

Our parks are a living legacy
 personal addition to those parks
 is an exciting gift that gives forever.

Presenting Burnaby Park



How do I give my Present?
 Simply give the Burnaby Parks and
 Recreation Department office a call at
 294-7450 to find out more about 'presenting'
 or to make the arrangements for your idea.

Presenting Burnaby Park

In our neighbourhoods, along the river,
 up the mountain and beside lake and
 ocean.....our parks are an essential
 component of the livable life in Burnaby.

Growing within that circle of parks, a first
 rate community recreation program and top
 quality arts centre are developing.

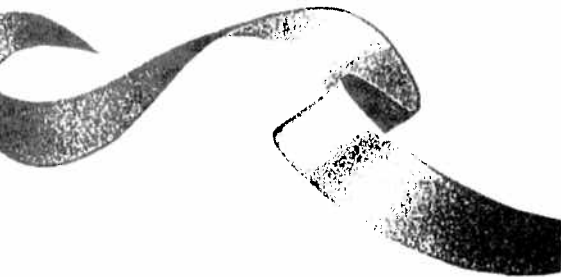
With respect to our parks and recreation
 facilities, citizens have reason for
 unqualified pride and fortunately, they
 express it.

They've requested an opportunity to
 make donations that will enhance their
 favorite parks today and build a heritage
 for tomorrow.

Why "Present" a Park?

As far as we can see into the world's
 future, our parks are a living legacy
OUR gift to the future. Making a
 personal addition to those parks is an
 exciting gift that gives forever.
 There are many reasons why any one
 person, group or business might
 choose to do this.....

- for the joy of it
- to memorialize a friend
- to commemorate a great occasion or achievement
- to celebrate a birthday or anniversary
- to improve their own favorite park
- to immortalize their name in a way that genuinely reflects those places or activities that have provided particular pleasure in life



Lost Lagoon Fountain plaque - Stanley Park

Presenting Burnaby

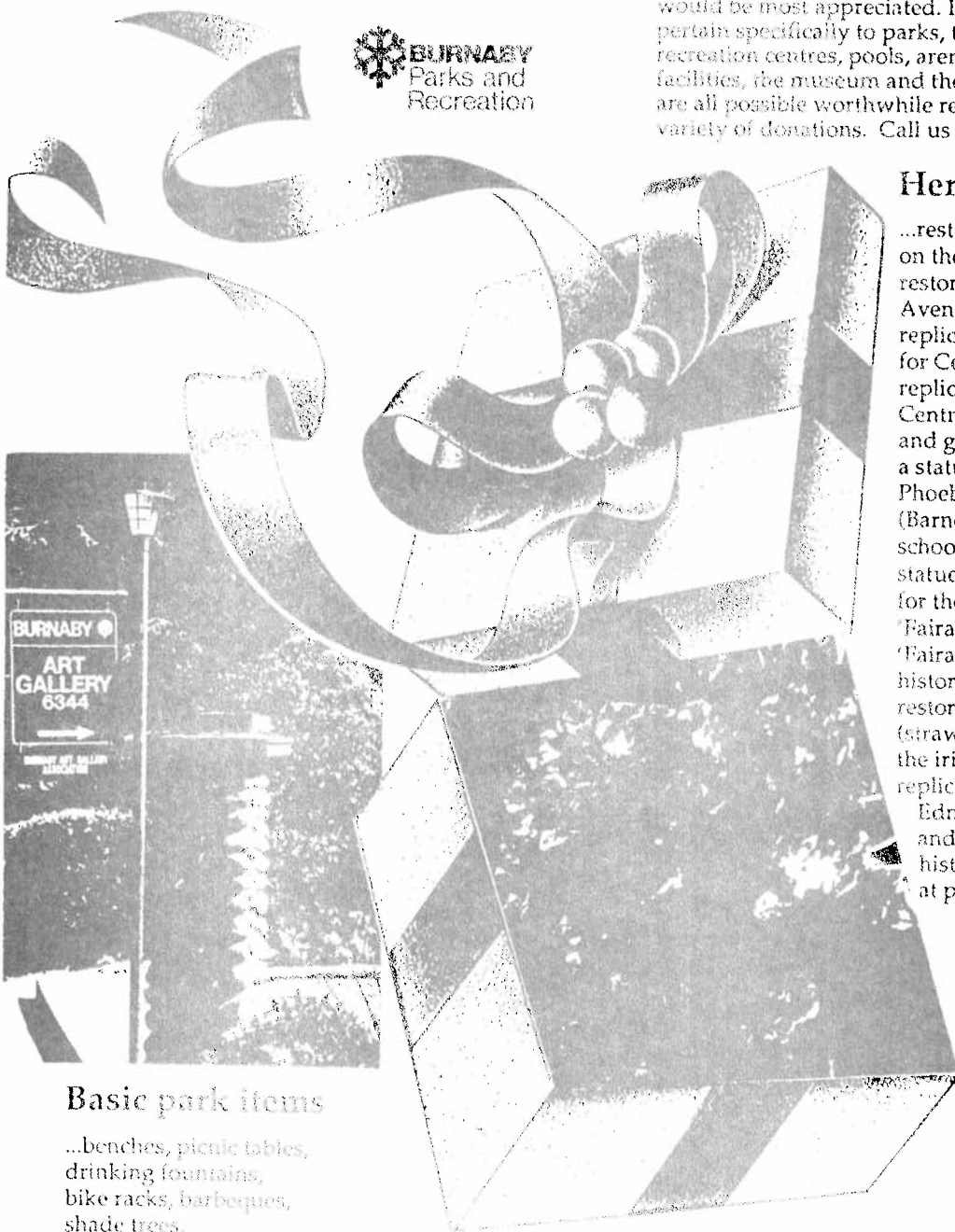
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*Our parks are a living legacy
 our gift to the future. Making a
 personal addition to those parks
 is an exciting gift that gives forever.*

What Kinds of "Presents" Could I Give?

Featured here are some illustrations of the kinds of presents that are possible and would be most appreciated. Items listed pertain specifically to parks, though our recreation centres, pools, arenas, sports facilities, the museum and the arts centre are all possible worthwhile recipients of a variety of donations. Call us with your idea!



Heritage Items

...restore the ironwork on the Central Park gates, restore the Patterson Avenue arch, replica bandstand for Central park, replica of the Central Park maypole and garden, a statue of Phoebe Spragg (Barnet's first school teacher) at Barnet, statue of Robert Burnaby for the Civic Square, 'Fairacres' Gazebo, 'Fairacres' rose trellis, historic garden restorations (strawberry fields, the iris gardens...) replica tramways at Edmonds/Kingsway and Central Park, historic plaques at points of interest...

Basic park items

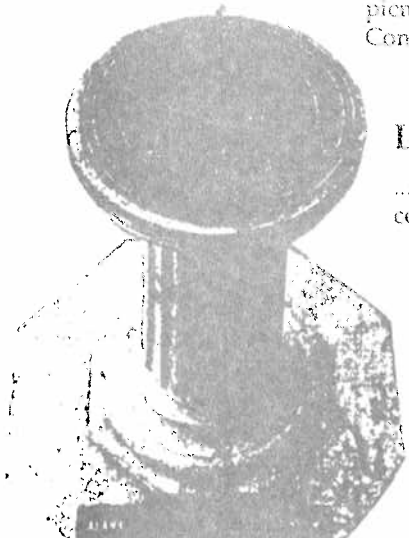
...benches, picnic tables, drinking fountains, bike racks, barbecues, shade trees, view point binoculars for Burnaby Mountain & Central Park, Special lighting, free-standing play components (spring rides, swings, ...), garden beds of shrubs and/or flowers

Special Legacies

...landmark/gateway for Boundary & Kingsway entrance, municipal conservatory, refurbished track for Swangard stadium, picnic shelters, arboretum, Barnet pier, boardwalk and seawall, Confederation park bandshell, a centennial rose garden

Larger items

...play structures ("spots for tots", etc.), spray pools, covered picnic table shelter, decorative fountain, park trails



Located in Stanley Park, U.S. Park

Lochdale Park play structure

