

VIENNA CAPITAL CAMPAIGN

*Framework for
Success*

*April 21, 2025
Work Session*

Primary Goals

- **Fundraising** for Capital Construction of the Aquatic & Fitness Center
- **Establish a Foundation** – Expands ability to seek alternative funding, such as private grants.
- **Longterm Sustainability** – 10% of funds raised reserved for Endowment/unexpected expenses

CAPITAL CAMPAIGN

Approve Meals Tax



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graph TD; A[Approve Meals Tax] --> B[Approve Use of Annex Property]; B --> C[Approve CIP];
```

Approve Use of Annex Property

Approve CIP

COUNCIL ACTION ITEMS

Now

- **Pre-Campaign Planning**

**Phase
1**

- **Quiet Phase & Major Donor Cultivation**

After Approval of Meals Tax, Annex Use, and CIP

**Phase
2**

- **Public Launch & A&E Alignment**

Seed Donations, Final Renderings

**Phase
3**

- **Groundbreaking & Construction**

Major Milestone Celebration & Donor Recognition

Final

- **Grand Opening & Stewardship**

Year 1-2

- Pre-Planning
- Phase 1

Years 2-5

- Phase 2
- Phase 3

Year 5+

- Stewardship

PHASED IMPLEMENTATION

Pre-Planning

In Progress

Developing Financial Framework &
Policies & Operating Guidelines

- Gift Acceptance, Naming Rights
- Pledge Management
- Financial Controls

Next (Phase 1)

Campaign Manager

Communication Strategy & Campaign Materials

Recognition Program

Donor Database

Identify Prospective Donors

Seed Pledges from Key Donors

Completed

- ✓ Feasibility Study
- ✓ Community Campaign to Determine Need
- ✓ Design Concepts, Construction Timelines, Operational Strategies
- ✓ Detailed Budget – *construction, soft costs, contingencies, furniture, equipment*
- ✓ Case for Support – benefits to the community
- ✓ Finalize Steering Committee

Stakeholder Engagement

Pre-Campaign Planning

Steering Committee

- Campaign Manager (TBD)
- Parks & Recreation
- Finance
- Public Information
- Economic Development
- Town Manager
- Town Attorney (as needed)
- Up to 2 Elected Officials

Phase 1

Hire Campaign Manager
Recruit First External Stakeholders

Phase 2

Expand External Stakeholders

Bringing in **outside supporters too early** could result in wasted energy if the campaign isn't ready for full engagement. This approach ensures their involvement is **strategic and effective** at key fundraising moments.

Phased Implementation

Phase 1: Quiet Phase & Major Donor Cultivation

Once the Council approves Meals Tax, Approves Use of the Annex, and directs Town staff to begin Architect & Engineering Design:

- Hire Campaign Manager
- Begin Architectural & Engineering Design
- Finalize donor recognition plans, supporting policies, and sponsorship opportunities.
- Engage select external stakeholders, such as volunteers, business leaders, and community advocates in the campaign.
- Begin outreach to major donors, businesses, and grant organizations.
- Develop campaign messaging and marketing materials.
- Prepare for public campaign launch.

Phased Implementation

Phase 2: Public Launch and A&E Alignment

- Expand volunteer involvement
- Architectural & Engineering – Engage donors by showcasing design progress.
- Public launch of campaign, including events and community engagement.
- Secure additional donor commitments before construction begins.

Phase 3: Groundbreaking & Construction Fundraising

- Groundbreaking Ceremony (Target: 2029) – Major donor recognition opportunity.
- Continue fundraising push with a focus on final campaign goals.
- Maintain donor and community engagement with construction updates.

Phased Implementation

Final: Facility Opening & Stewardship

- Facility Opening – Public celebration and donor recognition.
- Complete all donor acknowledgments and fulfill recognition commitments.
- Shift to long-term donor stewardship and potential endowment funding.

Campaign Manager

Primary Areas of Responsibility

1. Strategic Planning & Fundraising Execution
2. Donor Cultivation & Stewardship
3. Steering Committee & Volunteer Coordination
4. Marketing & Public Outreach
5. Campaign Oversight & Reporting

FINANCIAL STRUCTURE

Capital Costs vs. Operating Costs

- Capital costs – expenses directly associated with the acquisition, design, and construction of the physical asset
- Operating costs – ongoing expenses necessary to support or manage the project (e.g. water, chemicals, pump maintenance, pool cleaning)

Campaign Manager

- Classified as an operating expense
- Funding will need to be identified out of General Fund operations

FINANCIAL STRUCTURE

Structure

- Finance will assist Parks and Recreation and the Campaign Manager with safeguarding and proper recordation of the donations
- Finance has a structure in place that tracks donations in the Town's accounting software separately from other funds
- The donations would be housed in the Capital Improvement Fund as a restricted donation (liability) and not recognized until certain phases of the project are complete

Donation Classifications

- Restricted for Aquatics & Fitness Center Project
- 10% of Donations to Endowment

Allocation of Staff Time *(Steering Committee)*

- Capital Campaign Staff Time – General Fund
- Design, Construction Staff Time – Capital Fund

THANK YOU

- ▶ City of West University Place, TX
<https://www.westutx.gov/>
- ▶ *DonorSearch.com*
- ▶ <https://www.onecause.com/blog/capital-campaign-stages/>

RESEARCH