



# THE NEW BARN-RAISING

A toolkit for citizens, politicians, and businesses looking to sustain community and civic assets



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May 2014

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## On the cover

Top image: The Detroit Institute of Arts (source: Detroit Institute of Arts)

Bottom image: The East Phillips Park Cultural and Community Center, Minneapolis (source: East Phillips Improvement Coalition)

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# SUMMARIES

## Summary in Brief

### About the toolkit

This toolkit outlines a range of policies and practices through which politicians, citizens, community and civic groups, charitable foundations, unions, and businesses are endeavoring to sustain community and civic assets such as parks, theaters, libraries, art galleries, recreation centers, senior centers, and museums. The toolkit draws heavily on extensive research conducted in three U.S. metro areas — Detroit, Minneapolis/St. Paul, and Baltimore — in 2012 and 2013 as well as examples gleaned from elsewhere in the United States. The research focuses on city- and state-level policies, but refers to national policies, organizations, and programs when relevant.

The Barn Raising of the toolkit title is a reference to neighbors who volunteer to help build barns for local farmers — mainly in 19<sup>th</sup> and early 20<sup>th</sup> century North America but also today in some Amish and Mennonite communities in the United States. The metaphor is used because the toolkit's central focus is the advantages to be had from involving a broad set of people and organizations in supporting assets with money and volunteer help.

### The toolkit's objectives are:

- To propose possible short-term (within the next year) responses to recent public spending cuts and private spending constraints (this latter includes reductions in business's ability to spend on community activities, charitable foundations' endowments, and the wealth of prospective donors); and
- To propose possible medium-to-long term visions for sustaining assets.

In the short term, the toolkit offers a range of tactics that can be used to raise awareness, money, and help but certainly no quick-fix solutions — especially for more disadvantaged neighborhoods and cities. However, over the longer-term, the toolkit plots out what needs to happen for a future in which more people use and enjoy community and civic assets. The toolkit offers novel ideas on awareness-raising, notably around the marketing of assets. It outlines a wealth of governmental and non-governmental means to fund these assets, and it provides strategic thinking around how volunteers can help. Above all else, the involvement of so many different stakeholders should augur well for the effective governance of the assets and, as a welcome by-product, strengthen peoples' connections, pride, and engagement with their communities and cities.

## STRATEGY #1 — Raising Awareness

In the short term, opposition to public spending cuts is likely to include vocal eleventh-hour protest and harnessing of the local media and social media by asset supporter groups. These protestors may be able to draw on the existing evidence base to make their case for their asset or asset type.

In the longer run, those who wish to sustain assets need to consider making the case for assets convincingly, continuously, and collectively. This can involve a series of strategies:

- Letting politicians, voters, foundations, donors, and others hear about the benefits of assets. Cases seem to do especially well if they are concise, include strong visuals, and draw on personal stories or statements of support. Local university students and academics can be an important resource in gathering data to help make the case.
- Periodic meetings between asset support groups and politicians can be helpful in those cities and states where these politicians have the power to allocate resources directly or to orchestrate a public vote for a dedicated tax.
- Making the case can also be done by alliances between assets of the same and different types — so, for example, different “friends of the library” groups working together but also alongside “friends of the museum” groups. All such groups are, after all, arguing for the same type of thing, assets that we benefit from individually and as a society.
- Asset managers/supporters can market the asset regularly to ensure high levels of use and support for assets, anything from roadside billboards to smartphone apps that tell people about an asset. Asset managers and support groups have also drawn in people with events such as concerts or runs.
- Marketing is especially valuable alongside continued improvements to the asset’s range of offerings, innovation around the things you can see and do when you get to an asset. Getting more people to use an asset increases its value for money and the likelihood of it being supported.
- Pro bono marketing support from the private sector is always useful but especially so where public and charitable finances are stretched.

## STRATEGY #2 — Raising Money

The toolkit outlines the potential sources of funds, but being able to identify these different resources does not necessarily guarantee the financial sustainability of an asset. In the short term, charitable foundations and wider civil society may all be able to find funds to help assets, but this may mean taking it from other causes. If the public shouts loud enough, politicians may be able to reprioritize some public spending.

In the long run, there are a range of means for generating funds for assets. The United States has a wide range of tax-related mechanisms through which voters can support assets, including property taxes, sales taxes of various types, bond sales, state-level tax credits on charitable donations, tax-increment finance, special assessment districts, Business Improvement Districts (BIDs) within cities, and redistribution of property tax base growth within a metropolitan area. The very act of voting on such mechanisms, which the public usually gets a chance to do periodically, is useful as it raises awareness and discussion of assets, thereby building on whatever may have been achieved through the case-making and marketing referred to in the Awareness section. Even if you want the private sector and foundations to lead on the support for assets, there are still advantages to at least some degree of government involvement.

Involvement of government funding can be made more attractive given the fact that there are many examples of efficiencies being found in the delivery of publicly funded assets and that many city-owned assets, from golf courses to public markets, are increasingly managed and programmed by external partners, usually non-profits and social enterprises. These partnership arrangements offer the potential for greater freedom to innovate and for funds that government cannot access such as foundation grants and donations.

It is also important to recognize that even if taxpayers do want to give high levels of support to assets, there are still many benefits of allowing funding to come through alternative sources. Awareness is often raised when fundraisers seek to persuade people to give and when they invite them to fundraising events at or in the assets. Often, there is better governance of assets owing to interest in them from a wider group of stakeholders/supporters. For example, businesses that support assets with money or products also acquire a degree of association and are then motivated to ensure the success of the asset. The more enlightened businesses see a clear connection between asset quality and their own success.

Charitable foundations can also support assets in ways that are innovative and that local government might see as outside its remit — for example, in the creation of greenways that link up assets such as public markets and parks or support for consultancy studies that lead to the creation of conservancies or other non-profits that seek to help sustain assets.

Raising money from civil society also has the welcome by-product of strengthening social ties as groups and people organize to raise money, make connections with others to secure donations, and meet each other during social events that raise money. Ideally, these can also cross class and race divides in the process.

### **STRATEGY #3 — Raising Help**

In the short-term, volunteers can do more to assist with rudimentary tasks, such as park clean-ups, where staff numbers have been reduced. However, there are various skill, managerial, and legal barriers to attempting to replace paid staff with volunteers, what can termed “supplanting volunteering.” It is also the case that volunteers cost money to recruit, train, and manage. If cuts are being made, volunteer management is an area that will require at least some resourcing — the danger being that you otherwise end up with even fewer volunteers and not more.

In the long term, the report highlights the potential advantages that volunteers offer over and above the things that paid staff can do. This can be termed “supplementary volunteering.” For example, volunteers can:

- Bring local knowledge to bear as asset users and people who know other users.
- Increase an asset’s community and civic connections (useful for raising awareness around the assets, raising funds, and increasing a community and city’s sense of ownership over assets). Again this has the by-product of creating or strengthening social ties.

### **All places are not created equal**

How your area responds will depend, in large part, upon its politics, specifically the views that people hold around the rightful roles of government and civil society. None of the case study cities saw all provision of community and civic assets being just done by government or just by non-government actors — it was always a mix.

Your area’s response will also depend upon capacity, not least money, time, and access to people with these. Also important in terms of capacity is the strength of local economies, local democracy, and the local charitable foundation scene. All of these factors will vary from place to place. Using taxes to fund assets will be especially difficult in cities facing public spending cuts. In areas that have seen high out-migration, the “ask” of volunteers is likely to be especially great owing to fewer potential volunteers, a lower tax base, and the same workload. In such instances, resources from outside the city and state — whether from government, foundations, or individuals — become especially important.

# Full Summary

## About the toolkit

This toolkit focuses on community and civic assets that have long received a great deal of financial support from government. This primarily includes parks, libraries, recreation centers, senior centers, theaters, art galleries, and museums.

These are the places and spaces in a neighborhood or city that are a central aspect of our lives. They are the places to watch kids first play sports; jog; walk the dog; go on dates; acquire a love of reading; get online if we have no internet at home; hang out with friends; first see art up-close; understand a city's history; or see a first music concert. Although depth of pocket can sometimes be an excluding factor, such assets are characterized by being popular and easy for anyone to get into irrespective of race, religion, ethnicity, class, physical ability, sexuality, or other defining characteristics.

In many countries, particularly post-industrial countries, funding for such assets is under threat from:

- government spending cuts aimed at bringing spending in line with the tax take (cutting the budget deficit) and at helping to repay bond-holders who financed past public deficits (cutting the public debt);
- private spending constraints — reductions in business's ability to spend on community activities and reductions in charitable foundations' endowments;
- outmigration and/or falling property values that lower local tax revenues (notably income and property taxes) and the number of potential volunteers; and
- ideological challenges to certain things being funded by the public sector even when public finances are healthy.

The use of assets more generally are also under threat from changes in life-style such as reduced exercise, increased private socializing, and greater use of internet and social media.

The toolkit is intended for use by:

- central government policymakers of all political parties, for whom it offers a “big picture” framework;
- local government, for whom it offers a menu of policy options around raising funds and utilizing volunteers;



- non-profit bodies (from civic-scale asset support groups through to neighborhood and resident-driven organizations), for whom it offers a range of tips around promotion, fundraising, and volunteer management;
- charitable foundations, for whom it offers a range of insights into how to support assets;
- individuals with an interest in defending public assets or giving more generally, for whom it offers a range of ways to get involved and the encouragement that many have already trodden the same path;
- businesses eager to make a community contribution, for whom it suggests ways in which they can best engage;
- trade unions, for whom defense of assets, and with them public sector jobs, pay, and work conditions, are paramount;
- urban and public services researchers, for whom it offers many findings and suggestions for further research.

## **The research that underpins the toolkit**

The research that underpins the toolkit was funded via an Urban and Regional Policy Fellowship awarded by the German Marshall Fund of the United States and was undertaken in the summer and early autumn of 2012. Prior to the award, I worked in my home nation, the United Kingdom, looking at public policy around cities, community development, and civil society. In recent years, the U.K. has seen many policy developments — some driven by perceived economic necessity and some by ideology — that all seemed to make it likely that government, especially central government, would play less of a role in sustaining community and civic assets and that civil society (individuals, employees, business, unions, charitable foundations, and non-profit organizations) would be asked to do more. The U.K., particularly England, seemed to be headed to a more typically U.S. model — high levels of voluntary giving of time and money by the public, and a more decentralized system in which cities have more powers to innovate.

Following a large U.S.-wide canvassing for interesting policies and projects that had been, or could be, used in sustaining assets, I selected three metropolitan areas that had the greatest critical mass of interesting ideas: the Twin Cities of Minneapolis-St. Paul in Minnesota, the Detroit metro area in Michigan, and Baltimore in Maryland. I interviewed over 160 individuals from local government, foundations, neighborhood non-profits, and academic institutions, and completed an extensive literature review during and after the interviews. The near-final draft of the toolkit was also then circulated to the interviewees and to organizations and initiatives mentioned but not interviewed.

## The Barn-Raising concept

The toolkit title refers to the practice of barn-raising in frontier North American agricultural communities in the 19<sup>th</sup> and early 20<sup>th</sup> centuries (and still today in Amish and Mennonite communities). The practice involves local citizens pulling together to construct buildings that, in addition to their economic (agricultural) role, also often served as the focal point for communal celebrations. The barn-raising of old was hard work but was also a highly social affair.

Like the communal barns of the frontier United States, our libraries, parks, recreation centers, and art museums serve as key anchors to communal, social, and cultural life. In the new economic frontier of public spending cuts, government has a much less dominant role in overseeing the funding, managing, and delivery of community and civic assets. Instead, citizens, foundations, non-profits, and businesses are asked to pull together to do more.

**Figure 1: An example of North American barn-raising from the early 20<sup>th</sup> century**

*(source: Alexander W. Galbraith/Wikimedia Commons)*



## **The “New Barn-Raising” refers to the raising of three things:**

- awareness around the benefits of assets;
- money to support the assets’ capital and running costs; and
- help from volunteers to deliver asset-related services and to raise awareness and money.

It is for this reason that awareness, money, and help form the three main sections of the toolkit.

The New Barn-Raising is not about civil society being asked to single-handedly sustain assets nor is it to naively suggest that substantial spending cuts can simply be “made good” by such activity. It is instead to highlight the benefits of involving both civil society and government, with the exact balance being determined by whatever level of provision residents of a particular community or city feel comfortable with.

## **Key messages in the toolkit**

The case study areas have not escaped concerns around public and private spending constraints and have not found a magic bullet to address these. However, they have offered lots of reasons for hope. The key messages in the toolkit are that:

- on awareness, asset support groups can best make the case for assets continuously and collectively rather than simply pursuing 11<sup>th</sup> hour protests against cuts. The asset offer should also be marketed to the public;
- on funding, there are many mechanisms available to U.S. local government/voters to support assets, and there are benefits for assets and wider society of support also coming from communities, business, and charitable foundations;
- on help, there is the potential, as yet not fully explored, for volunteers to improve the quality and attractiveness of assets (and, again, deliver benefits for wider society). There are some possibilities to fill jobs that have had their funding cut but there are various limits on what volunteers can do.

The following sections outline these three themes more fully.

## Raising Awareness: key options open to those eager to sustain assets

### Theme 1 — Sustainable assets require a sustained case to be made for them

Pro-actively and continuously make the case around why an asset is worthy of funding or volunteer time. This is in contrast to the typical short-term response when public spending cuts loom or when pushing a specific fundraising appeal. We all read constantly of 11<sup>th</sup>-hour campaigns to save assets but seldom of ongoing promotion that starts when public finances are healthy. In the United States, several successful campaigns to secure additional money have taken many years—usually because these campaigns required legislation at city or state level.

Make the case to anyone that can help with money or time. The case can be made to those that can deliver public money — politicians and voters. These can be reached through sustained lobbying. For example, in St. Paul the Advocacy Committee of the Friends of St. Paul Public Library meets annually with the mayor and councilors to present a concise case for the library and its needs in the budget process. The case can also be made through protest or marches, public meetings, door-knocking by teams of volunteers, media features, and legal action. Prospective donors and supporters also need to be approached; this can include individuals, potential donors and volunteers, local businesses, unions, and foundations.

A case for assets needs to stress how they can support mainstream civic concerns such as crime reduction, improved race relations, and improved educational performance by school pupils (particularly for underserved and low-income students). Ideally you can show how assets can deliver a return to the funder by saving money in the medium-long term. In St. Paul, a small non-profit called Frogtown Gardens produced a strong evidence-based case, and the City of St. Paul government duly agreed to materially support the group's efforts to secure a new neighborhood park and urban farm. The case was made using a framework provided by national non-profit The Trust for Public Land and was prepared by a local volunteer university student. The toolkit highlighted, among other things, the reduced water pollution clean-up that would result from the trees and plants that the park and urban farm would bring.

Make the case concise, visual, and human. Make the case for your asset using concise summaries of the benefits and demonstration of need for an asset. This, in turn, can benefit from good easy-to-grasp visuals such as maps to show how some areas or cities compare against others in terms of investment, levels of assets, and need. Also desirable is a “killer stat,” one bit of short, easy-to-grasp data that greatly helps a case. You could also use a human dimension with quotes from supporters, pictures of people using the assets, and audio/video testimonies. In their effort to restore a public pool in a city-owned recreation center, a small non-profit called Minneapolis Swims has used all these efforts to make the case for funding. As a result, they have secured financing from the state and are well-placed to secure the remaining money they need.

A range of people can help you make the case. Your community can make the case itself. Politicians and voters can see a human angle to a case if it comes from those likely to benefit. If you are making a case to government, you also need allies that know their way around the corridors of power, likely a current or former civil politician or civil servant. In Minneapolis, local State Representative Karen Smith has played this role for the East Phillips neighborhood group, which has successfully lobbied for state money to build a new public recreation center. Unions can also help you make the case to their members, as occurred with votes on dedicated property taxes for the Detroit Zoo and Detroit Institute of Arts. If you (or your supporters) can afford to, you might need to bring in lobbying expertise. If very large amounts of money are at stake, you might want to hire a professional advertising and public relations/affairs outfit.

Asset supporters have the greatest impact when they jointly make the case for assets. A classic case in point is the non-profit Minnesota Citizens for the Arts (MCA) that joined forces with other groups and coalitions to get an amendment to the state constitution that funds the arts and “the great outdoors” from a state-wide sales tax, the first of its kind in the United States.

## Theme 2 — Market your assets

Market the “asset offer.” It is important to establish a large presence in your community for your asset. For example, the Detroit Public Library puts up huge roadside billboards; the Detroit Institute of Arts places replicas of its art works around the metro area accompanied by talks and events. Similarly, Baltimore’s Maryland Zoo has a “zoo-mobile” that takes smaller animals out to schools. Other strategies include taking people on tours of assets, including virtual ones on YouTube or Vimeo, and using various “maps and apps” that let people know what they can see. You can also draw people into an asset with concerts, runs, walks, bicycle rides, and the like.

Be as innovative as you can, and, again, tell people about it. There are numerous examples of innovations around assets. For example, the Baltimore public library system and the city’s health department now operate “virtual supermarkets” in three library branches located in “food deserts.” Local residents can order fresh food online (at home or from the library) and then collect it from the library at a pre-arranged time. In St. Paul, the library and recreation departments have just started Library after Dark one night per week in two public library branches where the libraries open their space to teens for a few hours after it closes to the general public.

Assets can also include, or be included within, a wider range of attractions. Urban designers and land-use planners can help in bringing this strategy into fruition. For example, Baltimore’s new Highlandtown library deliberately included a café space in the design to make for a better and more popular asset whilst also ensuring a steady income stream from the tenants. Similarly, at Owings Mills in Baltimore County, the asset (again a library) is being built within a private mixed-use development that includes residential, shopping, and leisure.

Public sector professionals can be encouraged to promote the benefits of assets. Given that assets have benefits for education, well-being, or sociability, government could consider actively encouraging public sector art teachers, doctors, mental health professionals, social services staff, police, or youth agencies to promote their respective assets. For example, doctors could hand out leaflets describing the locations of local parks and how many calories a person might burn if they walked a lap of that park. Similarly, teachers worried about the learning environments at certain pupils’ homes might direct them to homework clubs at local libraries.

Use the media and social media. The time individuals spend online, watching television programs, or listening to radio means that these media are all good ways to reach them with a message. This message could be a case for assets or an announcement about something they can find if they visit the asset. The Detroit Institute of Arts, for example, created TV ads for a major campaign in 2012. Though not every asset has the resources to do television ads, there are certainly less costly routes, such as short videos that can be made on smartphones or camcorders and circulated via email and social media.

Grant applications could include a budget line and plan for case-making and marketing. In many cases, non-profit groups managing an asset undertook the most case-making and marketing in support of that asset. This suggests that making the case for assets and marketing them could be seen as a legitimate cost by grant-makers and donors. At present, not all foundations are comfortable funding general operating/core costs for non-profits that they want to support.

## So how can raising awareness be like the barn-raising of old?

It should be apparent already that raising awareness around assets is, if it is to be successful, a team effort. Politicians can help; you need to forge alliances with neighborhood and civic groups; you may need university help with number-crunching; and business has public relations skills that it can bring to the table. Above all you need to create a sense of excitement through the emergence of coalitions, the success of these coalitions, events that bring people together; and an improved asset offer that gets more people using assets. Alongside the excitement there does however also need to be a slow-burn element — an enthusiasm for assets that grows over a longer period and that is sustainable.

## Raising Money: key options open to those eager to sustain assets

### Theme 3 — There are many local tax-related mechanisms that can support assets

Various tax-related mechanisms can be employed to sustain assets. In fiscally and politically centralized countries such as the United Kingdom, decisions around public funding for assets instead often depend greatly upon what amount of tax revenue is “repatriated” by central government to local government. This situation is much different in the United States. Examples of U.S. taxes that can and do support assets include:

- **General property taxes:** These are taxes levied on the value of a house or business and are by far the main form of local government finance in the United States. They can be used to support assets depending on the extent to which elected politicians choose to allocate the money to assets.
- **Dedicated property taxes/millages:** This is a property tax dedicated to specific spending areas. An example here is Minneapolis, where a dedicated slice of property tax has long been allocated to the Park and Recreation Board and Minneapolis Institute of Art. In Michigan, such taxes are voter-approved “millages” that typically last for ten years.
- **Retail and services sales taxes:** These are taxes levied when a purchase is made. The city of St. Paul government, for example, funds its program of loans and grants for neighborhood and cultural programs in this way. Beneficiaries of such grants include everything from community gardens to a major renovation of a downtown arts center.
- **Real estate sales tax:** This is levied every time a real estate sale takes place. Maryland’s Program Open Space uses just such a tax to create a dedicated funding source to conserve natural resources and provide public recreation facilities. Grants are given to local government to acquire and develop land for public parks and conservation areas. Baltimore’s public parks are among those to have benefited from this over the years.
- **Special Tax Districts:** The City of Baltimore government allows four residential areas within the city to levy and spend taxes in addition to city taxes. These are intended to provide additional locally specific services, usually policing and cleaning but it also takes in community asset-type activity.
- **Business Improvement Districts (BIDs):** these are a defined industrial or commercial area within which businesses pay an additional tax (or levy) in order to fund projects within the district’s boundaries. There has been much U.S.-U.K. dialogue and research on BIDs (see the Raising Money bibliography) so, although they were encountered in the research, they are not covered in the toolkit.
- **Tax-base sharing:** The Twin Cities is known internationally for its metropolitan approach to urban development. For the last 40 years, the Fiscal Disparity Law has used growth in the metro-wide business property tax base to help needier areas. Because it lessens areas’ need to have their own business property base, it also encourages open space.

The advantage of these different tax mechanisms is that asset managers do not have to rely on an individual income stream. Even when property values are falling, for example, revenue from sales taxes may still bring in money.

The ability to vote on such mechanisms is valuable for its own sake and in helping to raise awareness. Most mechanisms are introduced following a vote of residents, usually at the city-wide level but sometimes at higher and lower levels. Votes on certain taxes attract attention and debate in the media. The DIA millage vote took place when I was in Detroit and the buzz in the local media was considerable.

There is also a range of other tax-related mechanisms that allow local and state government to attract finance to assets.

- **Municipal bonds:** These are bonds issued by local government to raise investment, which then pay back the initial purchase price plus interest. States and municipalities have also financed assets through issuing these — subject, that is, to the cities’ respective credit ratings. The city of Minneapolis government, for example, took over four city theaters and, using bond money, undertook major upgrades and handed the theaters over to a specially created trust.
- **Tax Increment Finance (TIF):** This is where a city secures investment in infrastructure through sale of bonds or private investment, in either case repaying it through future tax growth in the area that had the investment (a kind of localized bond). In Minneapolis, TIF was used to fund a 20-year Neighborhood Revitalization Program that attracted awards and international attention for the way it galvanized neighborhood activism across the city and proved very helpful in securing many new community assets.
- **Tax breaks to donations to non-profits** (including asset support groups). The state of Maryland gives such breaks. Non-profits have to apply to receive tax credits from a pool that they (the non-profits) then give to donors — so a minimum (\$500) donation to a credit-holding non-profit would see the donor get \$250 of credits in return.

The toolkit offers a check-list of questions to ask when contemplating the introduction of any new tax mechanisms. These cover the what, why, where, when, and how, addressing issues such as whether it will deliver the desired funds, whether it will do so efficiently, and whether it will do so equitably.

#### **Theme 4 — Local government can help assets by making the most of taxpayer funds**

Local government asset managers have a range of efficiency measures they can try where improved efficiency is defined as getting the same or more output for less input. Measures that aim to improve public assets’ operational efficiency include “take-over” of a municipal library system by a surrounding county library system (as happened to Minneapolis Public Library system a few years ago); self-service checkouts in libraries (as seen in Baltimore County Library); shared services (as between Scott County and Three Rivers park systems in the Twin Cities metro area); and library use of a fee-collection agency (as done by Detroit Public Library system).

Charges to hire items/equipment can show whether a particular service is valued. Typically, entry to a community or civic asset is free and any entry charges that do exist are kept to a minimum. However, charges are often applied to more intensive programming such as summer youth camps. Charges are also often made for “extras” such as seeing a special exhibition, renting a video, or hiring a picnic shelter or kayak at a park with a lake. Charges for extras are useful in that they require people to consider whether they value them. In turn, this signals to asset managers that either something is popular or that the offer/price are wrong. Payment of something also ensures that more specialized aspects not used by taxpayers are supported by those who do use them.

Charges need to be widely seen as fair. Charges can be controversial, so the toolkit outlines ways to address this. First, local politicians, foundation heads and community activists need to debate which assets they think should be accessible freely by right. Where it is felt that something should be available by right, consideration must be given to how to help those unable to pay — for example, scholarships, bursaries, fee-waivers — and how to administer these without stigmatizing the recipients. This still leaves the question around whether government and others have the money to make free access a reality, which is potentially a taller order in cities with high levels of disadvantage.

The proceeds of charges need to be wholly or partially retained by the assets. All or a substantial portion of fee proceeds need to be retained by the asset or the department that manages them and not returned to the city's general fund. This ensures there is an incentive in place to use charging and to get the charges right. With management of city-owned assets by non-profits, an increasingly common occurrence, the money does stay with the asset.

### **Theme 5 — City-owned assets may also attract more resource if run by non-profits**

City-owned assets can be run by non-profits. The term “run” is here used to mean managed, resourced, and programmed. This arrangement has the potential advantage of opening up assets to:

- management by social enterprises that have a public service ethos allied to a business/enterprise mind-set;
- competition for foundation grants and donations from philanthropists and the general public; and
- private investment, in the case of theaters and golf courses, which have the potential to make money.

There are numerous instances of city-owned assets being taken on and run by non-profits in the case study cities; it is by far the main direction of travel in terms of asset operation moving between public, private, and non-profit sectors. Examples include Clark Park and Eastern Market in Detroit; 12 Rec Centers in St. Paul; and five neighborhood markets and five golf courses in Baltimore.

Dynamic non-profits could be contracted by city government to deliver core asset services and generate additional funding and innovation. With the exception of the management of recreation centers in Baltimore County, which surrounds the city of the same name, this does not really occur at present in the case study metro areas. There are however assets that are run by non-profits that also get a high level of public grant funding such as a handful of Baltimore's senior centers, the Minneapolis Institute of Arts, and Detroit Zoo.

City governments can give help to ease this transition to partnership or contracting. When non-profits gain ownership and/or management over city assets, city governments can take a number of steps to facilitate the ownership transfer. For example, they are typically leased on very low rents; are exempt from property tax (as they remain in city ownership); may get a lump-sum upon start-up; or get assistance with building or program management issues. It is for this reason that such shifts are typically described by city officials as partnerships.

When considering possible partnerships, city governments need to think about a number of factors, including the likely effect on service quality, accessibility, staff pay/conditions in relation to public provision, and sustainability over the long term. Sometimes the moves have been described in local media as privatizations rather than partnerships on the grounds that assets were disposed of to remove costs from city accounts and/or as the only alternative to closure. The likely outcome depends heavily on the context in which the transfers occur, including the state of local government finance and the prosperity of the local population.



## **Theme 6 — Public fundraising can also raise awareness and social capital**

Securing donations and raising money through events and services can also raise awareness of assets by serving as a reminder to donors and grant-makers of what is (or could be) available to them. Fundraising events also often involve bringing people into the asset so they get to see what the offer is. Such events keep assets in peoples' minds between the (much less frequent) votes on special taxes to support assets.

The amounts raised also serve as a (crude) barometer of the asset's popularity. Whilst the wider state of the economy and peoples' personal wealth/circumstances will invariably affect donations, a medium-to-long-term view of an asset's fundraising success can give some indication of the value that local residents place on it. Success should prove attractive to other funders. In the same way, increased awareness should serve as a form of governance for assets — the more people that are giving to assets and visiting them, the greater should be the interest in how they are managed.

Fundraising also strengthens the local social fabric of a community or city. Fundraising events, such as discos and fairs, can be key dates in local calendars. Some organizations, usually smaller ones, call them “fun-raisers” where the “enjoyment to fundraising ratio” is especially high. The act of fundraising more generally creates/reinforces networks and/or friendships. In Detroit, for example, a foundation-funded Citizen Philanthropy program is drawing on and creating social ties to raise funds. A local committee identifies social enterprises and other worthy projects (which can include assets), and these selected projects are championed by interested locals who give their own money and tap into their networks of friends, often via social media. The locals are usually professionals and creative people of modest means, not traditional (i.e. millionaire) philanthropists.

Those who donate to assets are often included in networks, which have various events to thank them. A good example of such a network is the Friends of the St. Paul Library's Loyalty Circle for those who have given for ten years or more. Membership brings recognition and invitations to various events throughout the year.

## **Theme 7 — Technology is increasingly important to accessing potential donors**

Crowd-resourcing sites are increasingly used to fund assets with smaller non-profits being the ones organizing the campaigns. Sites being used include Kickstarter, Indie GoGo, and Razoo. More generally, the United States also now has Citizeninvestor and Neighbor.ly, crowd-resourcing sites that attempt to co-/fund local government projects. The danger with online giving is that it can be done at the touch of a computer mouse whereupon the donor forgets about the cause. The key is to try and convert this interest into sustained engagement.

Such online platforms are complements to taxation rather than alternatives to it. Whilst they may never be the main way to levy funding for assets, online platforms can bring in enough resources for specific purchases for use in/on an asset. For example, the non-profit Baltimore Green Map organization has crowd-resourced the \$9,500 needed to produce several thousand copies of the Druid Hill Park Passport, a child-friendly booklet highlighting features of interest in one of the city's public parks.

A key aspect of crowd-resourcing sites is the short promotional videos that fund-raisers produce to persuade donors. These videos are often good at engaging Internet and smartphone users. Links to such videos can be easily distributed via Facebook, email, and Twitter. The videos can also be used for awareness-raising more generally. Asset support groups may well need to seek help with the making and editing of such videos.

## **Theme 8 — Charitable foundations add a valuable dimension to the asset landscape**

Charitable foundations add a valuable dimension to the asset landscape in terms of their capacity to innovate, to build upon/”top-up” existing public assets, and to take a longer-term view than politicians who often have one eye on the next election. Examples include:

- McKnight Foundation’s support for the consultancy work that led to creation of the St. Paul Parks Conservancy;
- Baltimore Community Foundation’s support for community groups to show outdoor movies in parks in summer;
- Detroit foundations’ support for physical links between assets, such as Detroit’s Greenways and riverfront walk; and
- the Miami-based James S. and John L. Knight Foundation’s support for the Detroit Institute of Art’s Inside-I-Out program that installs replicas of its art work around southeast Michigan.

There are benefits of trying to encourage more individuals and companies to establish local foundations and to build up community foundations. Both types can benefit assets but, as the U.S. examples show, community foundations have strong knowledge of local needs, an ability to draw in funds from wealthy local people, and the ability to involve these individuals through what are known as Donor Advised Funds. This presents an opportunity, and a challenge, for countries such as the U.K. that have a smaller and more national-level foundation landscape.

## **Theme 9 — Enlightened businesses sees a connection between their success and asset quality**

Enlightened businesses see a connection between their success and asset quality. Twin Cities corporations have a long tradition of seeing their civic and community assets, not necessarily just public sector ones, as good for business, particularly attracting and retaining workers and customers. In many ways, these companies (which include 19 members of the Fortune 500) see their local area as a kind of de facto investor/shareholder. The Twin Cities’ corporate sector has a long-established club that allocates a percentage (up to 5 percent) of annual pre-tax profits to charitable causes. This club uses and reinforces connections among its members and, crucially, creates professional and social norms that incoming CEOs feel they need to be part of. Admittedly, as the businesses have become increasingly global, so too their definition of community has expanded, but the Twin Cities still do very well out of their strong business base. The key thing is that money comes from pre-tax profits, so the companies only give when profitable.

## **Theme 10 — Business can best support assets by using its own core skills, goods, and services**

Businesses can draw in core skills in getting the message out about assets. A great example of business partnership involved efforts to save the public library in the metro Detroit city of Troy. A local branch of a global advertising company was behind a popular and effective campaign that greatly helped the “yes” vote in a local tax referendum to support the Troy Public Library. Their main tactic focused on creating a new non-profit organization that invited people to a “book-burning” campaign the day after the library was scheduled to close. The book-burning campaign (deliberately) incensed locals, prompting record support for the library in a public vote on its funding. Because the shock value has gone, this specific campaign would be hard to replicate elsewhere but it does illustrate that the private sector can help market assets (and show off their core skills in the process).

Business can also give products to help assets: A good example is where a non-profit group that has drawn heavily on volunteers to renovate Detroit’s Romanowski Park secured money, products, and staff volunteers through Home Depot – including its monthly online “Aprons in Action” competition. The company has a strong brand in home and garden improvements and so benefits from informally promoting this. The competition itself was interesting as it was one example of many, where large companies run an online competition, similar to crowd-resourcing projects, for community-based projects to submit a video to a competition page on the company website and encourage supporters to vote for them. This effort helps to raise awareness of issues even if the ask of individuals is not that great.

### **So how can raising money be like the barn-raising of old?**

Raising money for assets involves the public in various ways. They can form coalitions to lobby for public funds and vote for dedicated taxes. These latter votes, in particular, create debate in the local media and stimulate discussion between local residents. All of this creates the sense of collective involvement and excitement seen with barn-raising. City-owned assets can also be taken over by community-based non-profits that can work in partnership with local government (the collaboration theme again). Non-profit groups that fundraise on behalf of public assets also draw upon and create social capital by bringing members of the community together. Charitable foundations and business are further valuable partners in the barn-raising, each bringing something slightly unique. The barn-raising of old needed its tools; here the modern-day equivalent is the technology (online platforms, short promotional videos) that is increasingly important to accessing potential donors.

## **Raising Help: key options open to those eager to sustain assets**

### **Theme 11 — The ideal scenario is volunteers that add to the asset’s appeal**

Volunteers undertake various roles in all of the main types of community and civic assets, for example as:

- docents/interpretive guides in art museums;
- book-shelvers and receptionists in libraries;
- teachers of classes in recreation centers;
- sports coaches with city park sports teams;
- supervisors of recreational games in senior centers; or
- co-managers of assets with city government.

Volunteers also work in friends groups and conservancies that support many assets as, for example:

- board members;
- fundraisers; or
- neighborhood watch members.

Local authorities and non-profits need to ask how volunteers can help in managing an asset. Asset managers need to ask what their key needs are in terms of specific skills and then assess the likely availability of these on a volunteer basis in terms of:

- whether each type of skills is likely to be available based on its degree of difficulty;
- the time it is likely to be needed for (from a few hours a year to year-round);
- the likely supply of volunteers; and
- the law (generally volunteers must be on a part-time basis and not displace employees or perform work that would otherwise be performed by employees).

Volunteers can help supplant staff where posts have been cut. In instances where there have been substantial public sector job losses, volunteers can step in and do some of the tasks previously performed by paid staff. In areas that have seen high spending cuts and depopulation, this contribution may be particularly impressive as needs may still be high (for example, a park still needs its grass mowed even when user numbers and potential volunteers have fallen considerably).

The ideal scenario for using volunteers is a way that improves the asset significantly. This could be because they:

- offer a dedicated and affordable alternative to paid staff;
- are useful when temporary and/or unpredictable work is occasionally required;
- may bring local knowledge to bear as asset users and people who know other users;
- can increase an asset's community and civic connections;
- can increase a community and city's sense of ownership over assets; or
- can be your contribution to citizenship education (school pupils) and professional development (university students).

Improvement of service in these ways is sometimes referred to as co-production.

You might want to encourage non-local volunteers working with local resident volunteers. Habitat for Humanity's CEO Build program often involves the would-be tenants in the actual construction work. In the same way, it is beneficial to encourage volunteering groups that come into an area (such as business workers or student groups) to work with local volunteers as it means that the local population has a moral imperative to make a "volunteer match" of some description and that barriers of class, understanding, and possibly race are being broken down.

## **Theme 12 — Volunteering with assets requires a support infrastructure**

Several city councils have introduced infrastructure to encourage voluntarism. The city of Baltimore's stepUP program recruits volunteers to supplement the work of city staff. The most relevant element of the program, Power in Dirt, encourages community groups and organizations to tend or even buy city-owned land (this most often involves vacant lots with potential as smaller community gardens and spaces). Another example is the city of Detroit's Adopt-a-Park scheme in which over 100 of the city's smaller neighborhood parks have agreed to take on management of their respective parks' upkeep, ranging from occasional clean-ups by local businesses and residents to high-level maintenance and programming by an effective and committed non-profit.

Employment of senior professionals at the heart of local government is a key driver for voluntarism. In Baltimore, for example, a chief service officer located in the Mayor's Office liaises with other departments, for example, with City Housing staff to ensure good online maps of available lots that residents may want to manage or buy and with Public Works to ensure City water is available for lots that are adopted.

Some local volunteering recruitment and management initiatives have sought to use social networks or have created such networks as a welcome by-product. Examples of using existing networks include neighborhood football teams in Detroit that have a community service competition running alongside the city-wide neighborhood football league. Examples of the latter include Baltimore's Baby-Boomers and elderly, for whom there are several programs that encourage volunteering. People get to meet new friends whilst also doing good things for others.

Several excellent national models for encouraging volunteering have been adopted in the study cities. Baltimore's stepUP, mentioned above, was part of the national Cities of Service network that encourages volunteering in city government service delivery. There are also several locally adopted national models that are of potential interest, notably Business Volunteers Unlimited that matches managers with non-profit boards and Habitat for Humanity's CEO Build that gets CEO's out into communities to build homes. The national model that is perhaps most relevant to assets is the non-profit ToolBank, which, through several local affiliates, lends tools and equipment to non-profit member groups, everything from drills to hoes.

## **Theme 13 — “Additionality” needs to remain a central concern for asset supporters**

The key question for all giving to assets — whether of donations, grants, or volunteered time — is whether it is increasing. If so, is this additional giving or is it just displacing giving from other good causes? The ideal scenario, particularly in the context of public spending cuts, is for additional giving whereby members of the public give more of their absolute disposable income, where there is more foundation grant money being dispensed and when individuals devote more of their time for volunteering.

## So how can raising help be like the barn-raising of old?

Volunteering, of all the three main strands of the toolkit, is the one most directly related to barn-raising. Volunteers contribute to all main types of community and civic assets — both as direct service work in assets such as senior centers and museums but also in the groups and conservancies that support many such assets. Volunteering can benefit from its local roots — people can help quickly if needed; they can bring local knowledge to bear as asset users and people who know other users; and volunteering can increase a community and city's sense of ownership over assets. Even when volunteers come from outside a community, there are still opportunities for them to join forces with local residents who could well have very different lives and backgrounds. As with the barn-raising of old, there needs to be a “ring-master.” With volunteering, this is a chief service officer in a mayor's office or someone with responsibility for volunteering in one or more key departments. And workers need tools — whether it be hoes and weed-whackers, internet webpages to help fundraise, or cameras to produce short videos to raise awareness and support.

## Concluding Thoughts

The most sensible course is to allow the public to democratically decide what support they wish to give to community and civic assets as taxpayers. In practical terms, this would likely mean a vote on different tax mechanisms to do this, something that also helps raise awareness about assets.

Even if taxpayer support for assets is high, there is still a good case for ensuring that at least some of the money and time is raised from community groups, foundations, and business as this increases awareness of assets and their good governance, and can also improve neighborhood and civic social ties.

The toolkit is valuable for almost any political scenario in that the mechanisms outlined can be applied to a situation where public support for publicly funded assets is high or one where a very residual public sector involvement is the desired course of action. Though achieving that desired course of action will be dependent on many local factors, this toolkit outlines many measures that are available for each of these courses of action.

The main area of political division is likely to emerge in poorer communities, towns, and cities that, despite wanting to support high quality assets, are unable to raise substantial amounts of money to realize this because their tax base is just too low. Here state and national political parties are likely to differ on the extent to which government at these scales should redistribute money to assets in these areas.

In the short term, the toolkit offers a range of tactics that can be employed to raise awareness, money, and help but certainly no quick-fix solutions, especially for more disadvantaged neighborhoods and cities. However, over the longer term, the toolkit plots out what needs to happen for a future in which more people use and enjoy community and civic assets. The toolkit offers novel ideas on awareness-raising, notably around the marketing of assets. It outlines a wealth of governmental and non-governmental means to fund these assets, and it provides strategic thinking around how volunteers can help. Above all else, the involvement of so many different stakeholders should augur well for the effective governance of the assets and, as a welcome by-product, strengthen peoples' connections, pride, and engagement with their communities and cities.

# INTRODUCTION

This toolkit is directed at those looking to sustain community and civic assets — specifically ones that have long received a great deal of financial support from government, including parks, libraries, recreation centers, senior centers, theaters, art galleries, and art museums. Such assets are under threat from government spending cuts, reductions in foundation endowments after the 2008 economic crash, ideological challenges to certain things being funded by the public sector even when public finances are healthy, and changes in life-style (notably the growth of online communities and the emergence of computer games). However, there are also opportunities as governments encourage greater giving of time and money and, in the U.K. at least, increased powers for local government and community groups.

## **Government is changing and civil society is being asked to do more**

Many post-industrial countries around the world, motivated by a mix of perceived economic necessity and ideology, are looking to refashion relations between state (government) and civil society (foundations, non-profits, business, communities, and individuals). This is certainly very true of my own home nation — the United Kingdom, specifically England — upon which I will focus in the rest of this section. In terms of government at the national level, there has recently been a more pressing desire, partially to retain credibility with international investors, to bring down high budget deficits (the extent to which spending commitments exceed tax revenue) and national debt (money owed on the bonds that government issues to raise additional funds for public spending).

The cuts have included substantial reductions in the grant given from central government to local authorities, which hitherto made up the majority of local government funds. This is despite there being no concomitant reduction in the central government tax take. This latter instead continues to be allocated to centrally determined items such as defense, social security, health, and bond repayments. The extent to which public spending cuts are needed has been the subject of much debate in recent years, with some preferring growth measures (growing the economy so that tax revenues increase and social spending diminishes) over austerity ones. At a more ideological level, there are also longer-standing pressures from the political right, sometimes dubbed the “Tax Revolt” in the United States, to bring down taxes even if budget deficits can be eliminated and national debt paid off.

Public services are subjected to greater market discipline through increasingly being “contracted out” to the private sector and social enterprises and/or through funds being linked directly to service users such as pupils or patients. New forms of finance called Social Impact Bonds are being experimented with. These see private investment in public services and results in profits if savings are delivered (the principle of payment by results).

Cuts in British central government grants to local government have occurred alongside greatly increased freedoms for local government to use the central money it gets. Such freedoms are part of a deeper ideological desire, from all three main political parties, to put government nearer to the people through more decisions being taken by local government.

Communities are also being empowered through a greater say in local land-use planning decisions, more opportunities to vote, support for community organizing, a suite of community rights (for example, the right to have 6 months breathing space to find funds to buy any communally valued local building, such as a pub or post office, that comes up for sale), and through reduction of the red tape facing voluntarism and charitable work.

There are also central government efforts to stimulate voluntarism and charitable giving. Voluntarism in general is encouraged but there is also growing interest in volunteering in public service delivery (so-called “co-production”) as a way to improve the cost and quality of the service. Government has also supported the “giving infrastructure,” for example, around online giving mechanisms, encouraging civic engagement among the young and championing corporate social responsibility.

## Assets are in the front-line of ideological and public spending developments

Community and civic assets such as parks, libraries, and museums are in the front line of both ideological and economic developments. Ideologically, communities are being asked to take on greater responsibilities as an inherently good thing and, economically, community and civic assets are facing cuts to the public spending that sustains many of them.

In the United Kingdom, cuts to assets have recently dominated the media: accounts of library and youth club closures, limited opening hours at museums, galleries and theaters, and slashing of budgets for parks and recreation centers. This stream of bad news is only occasionally brightened by tales of local non-profit groups that have managed to keep such civic and community assets running. What seems clear is that the cuts and austerity are likely to be here for some time to come and that, even if the Conservative-dominated Coalition Government is replaced by a left/center-left New Labour administration or coalition, some form of demand will be in place for an increased role for “civil society” in delivering these types of assets.

## Research in three U.S. metro areas

I selected the United States owing to its impressive record on giving time and money to charitable causes and its high degree of decentralization (this latter being something the U.K. central government aspires to move toward), which should augur well for innovation in terms of policies and projects. Admittedly, the United States does have some key contextual differences — nearly a third of U.S. giving is to religious organizations and the average American pays just under 30 percent of their income in tax, whereas their British counterpart pays about 40 percent. **Box 1.1** outlines some of the key giving comparisons.

### Box 1.1: Giving — the United States and U.K. compared

- In the United States, charitable donations are some 1.67 percent of GDP — against 0.73 percent for the U.K. (CAF 2006).
- In the United States, each person gives, on average, £414 (\$694) – against £148 (\$247) for the U.K. (CAF 2014).
- Those earning over £200,000 per annum in the U.K. give £2 to charity for every £1,000 that they earn, compared with an equivalent £90 for every £1,000 among their peer group in the United States (Philanthropy Review 2011).
- In the United States, 42 percent volunteered in the previous month (7<sup>th</sup> globally) against 26 percent in the U.K. (CAF 2012).
- Of the world’s largest 25 charitable foundations, 17 are from the United States (the U.K. has 3).<sup>1</sup>

<sup>1</sup> [http://en.wikipedia.org/wiki/List\\_of\\_wealthiest\\_foundations](http://en.wikipedia.org/wiki/List_of_wealthiest_foundations).



In late 2011 and early 2012, people from over 70 U.S. national and local organizations ([see National Acknowledgements section in the Appendix](#)) responded to my request for examples of interesting policies and projects that supported community assets or that could be employed to do so. Examples came back from across the contiguous United States. Once I had assembled all of the cases, I narrowed the focus down to asset types that have typically had high levels of public funding. Three metro areas emerged as particularly strong prospective case studies because they display innovation on several of the key themes under consideration:

- Detroit and southeast Michigan;
- Baltimore, Maryland; and
- the “Twin Cities” of Minneapolis and St. Paul, Minnesota.

It should be stressed that the selection of areas was much more art than science. This is not the “definitive list of the best asset-supporting metro areas in the United States.”

The cities themselves vary in socio-economic terms ([see Table 1.1](#)). Crucially, all are wrestling, to various degrees, with the issue of how to sustain public assets.

**Table 1.1: The case study metro areas compared**

	Population (2010)	Economy	Politics	Volunteering <sup>2</sup> in 2011 (against national average of 26.8 percent)
<b>Baltimore</b>	621,000 <sup>3</sup> 64% black, 30% white  Metro area is 2.7 million	No Fortune 500 company HQ following takeover of Constellation in 2013. Strong central business district. Much-vaunted inner harbor development — mixed-use but with strong tourism and leisure focus.	Strong mayor system	26.5
<b>Detroit</b>	713,777 <sup>4</sup> 83 percent black, 11 percent white  Metro area is 4.3 million	13 Fortune 500 headquarters in metro area, including two of the top ten — Ford and General Motors.  Strong Central Business District and resurgent Midtown.	Strong mayor system	25
<b>Minneapolis-St. Paul</b>	<b>Minneapolis:</b> 393,000 (64% white, 19% black, 11% Hispanic/Latino)  <b>St. Paul:</b> 285,000 60% white, 16% black 15% Asian  Metro area is 3.4 million	18 Fortune 500 headquarters  Both cities have central business districts	<b>Minneapolis:</b> weak mayor system  <b>St. Paul:</b> strong mayor system	37 (highest in United States)
<b>Source:</b>	<a href="http://www.census.gov/2010census">http://www.census.gov/2010census</a>	<a href="http://money.cnn.com/magazines/fortune/fortune500/2012">http://money.cnn.com/magazines/fortune/fortune500/2012</a>	Interviews	<a href="http://volunteeringinamerica.gov/rankings/States/Volunteer-Rates/2011">http://volunteeringinamerica.gov/rankings/States/Volunteer-Rates/2011</a>

<sup>2</sup> Volunteering includes work at schools, community groups, religious organizations, and other non-profits. National (Current Population Survey) data shows that overall hours and numbers participating, similar to national averages, have both decreased in the case study cities between 2008 and 2011, inclusively.

<sup>3</sup> Small increase on 2000; the first increase in population for 6 decades.

<sup>4</sup> Fell by quarter of 2000 level due to outmigration.

Between June and September of 2012, with the support of an Urban and Regional Policy Fellowship from the Washington DC-based German Marshall Fund of the United States, I visited the three areas to look at the policies and projects in question. During this time, I interviewed over 160 individuals, evenly spread between the cities, with a very small number in Washington, DC. The interviews were mainly with those involved in specific policies and projects: elected officials, city council staff, non-profit managers, community groups, and business-people. This project also involved background reading and interviews with individuals with a wider view of their cities to get a more balanced take. These additional interviews helped build up a much bigger picture of the cities and of issues around fundraising and volunteer use. Since that time, I have undertaken further background reading to examine issues raised in the interviews and, in the summer of 2013, I invited comment on the draft toolkit from the interviewees and others that appeared in the toolkit.

### Three Key Themes

The aim of the toolkit is to highlight the practical options and lessons that politicians, asset managers, local citizens, community groups, civic non-profits, unions, and local businesses have been using to help them to participate in the New Barn-Raising. This is done with a view to thinking about what might be done in other cities and regions around the world. The aims were two-fold:

- to consider possible short-term (next year) responses to recent public spending cuts and private spending constraints (this latter includes reductions in business's ability to spend on community activities, charitable foundations' endowments, and the wealth of many prospective individual donors); and
- to think about possible medium- to long-term visions for sustaining assets.

The “New Barn-Raising” of the toolkit title is a reference to the practice of barn-raising in North American agricultural communities in the 19<sup>th</sup> and early 20<sup>th</sup> centuries (and still found today in Amish and Mennonite communities). The practice involves local citizens pulling together to construct a building that, in addition to its economic (agricultural) role, also often serves as the focal point for communal celebrations.<sup>5</sup>

Today it is not so much barns that need raising, but awareness about the social, economic and environmental benefits that assets provide and money and volunteer help to help sustain these assets. For this reason, awareness, money, and help form the three main sections of the toolkit. And it is also no longer just citizens that are expected to do the raising but government, foundations, non-profits, and business.

The work will be disseminated widely and freely in the United States, U.K., and elsewhere. The particular challenge is to get the toolkit read and/or discussed by those who are not supportive of assets however they might be funded and to those who think that government or the private sector can do it all.

While the focus of this toolkit is upon assets, the framework and many of the findings have wider applicability to any area currently funded by the public sector such as policing, housing, health, and education.

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<sup>5</sup> Whilst barn-raising has proven a popular metaphor with those who saw the report drafts and is one I greatly like, it is also not a perfect one. In the past, it was invariably white people that did it; tasks were allocated along strict gender lines; it required fair weather; it often involved family and friends as well as neighbors; it relied on a strong norm around helping being seen as desirable and unavoidable; turn-out was very high; it involved lots of reciprocity — you helped others build their barn and they would help you build yours; most peoples' involvement was over a very short space of time not a sustained engagement; it relates to an asset that was primarily for private use rather than, as with a church, communal use; the maintenance was also done privately by the barn-owning family rather than communally.

# RAISING AWARENESS ABOUT YOUR ASSETS

This section looks at how we can raise awareness for community and civic assets, in particular those that have traditionally received much of their funding from the public sector. This offers:

- A check-list of community and civic assets that communities and cities have or might want to have. This is useful for city politicians, community leaders and groups, foundations, businesses, and social entrepreneurs looking to understand assets and what their city has or lacks in the way of assets;
- An understanding of the different models for resourcing assets in the public sector. The predominant example is the partnership model, whereby local government supports a high level of public services but “tops” these up with support from external sources. For those places and asset types where cuts are substantial and/or there is an ideological opposition to government doing very much, civil society is usually asked to do much more to support assets in a model called Residualism.
- Guidance on how to assemble a case for the importance of assets. This is mainly useful for non-profits, friends groups, and conservancies that look to raise funds and volunteer time for assets;
- Guidance on how to deliver the case for assets. These are the channels to approach and the mechanisms to use to get the message across effectively. This is targeted to non-profit supporter groups seeking to persuade local government and other prospective funders and volunteers;
- Guidance on how to market the “asset offer,” the specific resources and events you can find when visiting an asset. This is typically useful for public asset managers and local government marketing staff.

## Auditing your community and civic assets: how does your area do?

### What are community and civic assets?

Community and civic assets are the places and spaces in a neighborhood or city that are a central aspect of our lives. They are the places where you watched your kids first play sports, you jog, you walk the dog, you dated, you acquired a love of reading, hung out with your friends, first saw art up-close, understood your community or city’s history, you meet friends and grab lunch. These assets are likely more important to you than you first thought.

**Table 2.1** offers a check-list of key types of community and civic assets and the sectors they can be found in. It shows that assets vary widely in terms of their nature and funding — more specifically around:

- **Range:** there is a considerable range of assets — from art museums to zoos;
- **Geographical scale:** some assets are typically at the neighborhood scale, others at the civic scale (**indicated by “CIVIC” in Table 2.1<sup>6</sup>**) and some operate at, and between, both scales. The latter are included in italics.

<sup>6</sup>The smaller the town or city, the more likely it is that things like high-school sports and main streets are deemed civic.

- **Size and formality:** some assets are large and formal, such as the Detroit Public Library, while others are small and informal, such as the horse-shoe pit in Baltimore’s Pigtown neighborhood;
- **Usage:** almost no asset type is likely to be frequented by everyone even though high accessibility is a key feature of all true community and civic assets. Accessibility can be in terms of price, physical reachability/ safety, and diversity of those attending or running the asset;
- **Delivery agents:** no asset type is just delivered by the public sector. For example, Baltimore has senior centers that are run by non-profits (with some support from the city council) alongside those that are entirely council-run. The same city also has non-profit Ys (what used to be called YMCAs) that operate alongside city recreation centers. There are also non-profit run assets that receive a good deal of state and/or local grants, such as the Baltimore Museum of Art and the Walker Art Center in Minneapolis. Furthermore, there are also wholly private sector assets such as main streets, shopping malls, and multiplexes and many assets that are run, wholly or primarily, as non-profit operations; and
- **Permanence:** Some civic assets are likely to have much greater permanence owing to the substantial sunk costs involved whereas others, notably smaller assets, will have much lesser permanence owing to the greater ease with which they might be sold or built on. With public art, for example, assets can range from the long-term to very temporary installation pieces. In the summer of 2013, the Downtown Detroit Partnership transformed a traffic island in downtown Detroit into an urban beach (minus the water).<sup>7</sup> Assets can also be a mix of the temporary and permanent. For example, since 1914, streets and space in New York are fenced off by the Police Athletic League for organized sport and leisure activities for youth (PAL Playstreets).

**Table 2.1: A check-list of commonly found community and civic assets and the sectors they can be found in**

	Public Sector	Non-Profits/Social Enterprises	Market
Aquaria (CIVIC)	x	x	x
Art museums (CIVIC)	x	x	
Block parties		x	
Botanic gardens (CIVIC)	x	x	
Bowling alleys			x
Cafes, diners, and coffee shops		x	x
Church spaces (if open to all irrespective of faith)		x	
Cinemas		x	x
Communal areas in affordable housing blocks		x	
Communal areas in Community Development Corporations’ offices		x	
Communal areas in “trailer parks”		x	x
Community centers	x	x	
Community gardens and apiaries	x	x	
Co-op food/general stores		x	
Dog parks	x		
Fairs and festivals		x	

<sup>7</sup> See <http://thirdcoastdaily.com/wp-content/uploads/2013/07/3Beachfront-plaza-Detroit.jpg>

continued Table 2.1: A check-list of commonly found community and civic assets and the sectors they can be found in

	Public Sector	Non-Profits/Social Enterprises	Market
Farmers markets (CIVIC)		x	
Gated alleyways (“Alley-gates”)	x		
Golf courses (CIVIC)	x		x
Gyms	x		x
“Guerilla gardens” (cultivated without permission)		x	
<i>High school sports</i>		x	
<i>Ice rinks</i>	x	x	x
<i>Libraries</i>	x	x	
Main streets (retail streets with character)		x	x
Museums (CIVIC)	x	x	
Neighborhood stores		x	x
Outdoor cinema		x	
Outdoor gyms	x		
<i>Parks</i>	x		
Piers (CIVIC)	x	x	x
Playgrounds	x	x	
Playstreets (periodically fenced off streets)	x	x	
Pocket libraries		x	
Post offices	x		
Professional sports franchises (CIVIC)			x
<i>Public art</i>	x	x	x
<i>Public markets</i>	x	x	
<i>Public squares/plazas</i>	x		
Quasi-public space in malls			x
Reading rooms and little free libraries		x	
Recreation/Sports Centers/Ys	x	x	x
Senior centers	x	x	
Settlement houses		x	
Skate-board parks	x	x	
Sports courts and fields	x		x
Steps, porches, and street corners		x	x
<i>Swimming pools and outdoor lidos</i>	x	x	x
Tables for chess and table-tennis	x	x	
<i>Theaters &amp; performing arts centers</i>	x	x	x
Urban farms (CIVIC)		x	
Zoos (CIVIC)	x	x	

## This section has helped you to.....

- Identify your assets: You will now have an overview of the basic definition and types of assets. With this framework, how does your community and city fare in terms of its asset base?
- Find potential allies and help — Some of the assets above may have methods that you can learn from and/or they might be fighting similar battles around impending cuts. You can research them to learn more about the strategies that could be used for your asset, or you could help another asset manager out if you hear or suspect they need to raise additional resources.



Figure 2.1: A formal, civic asset — the Detroit Public Library's Central Branch (source: Valerie Hinojosa/Flickr)



Figure 2.2: An Informal community asset — the horse-shoe pit, in Pigtown, Baltimore

For over 30 years, the Pit has hosted games, music, barbecues, and an annual tournament that attracts competitors from all over the state. Several years ago the site was purchased, on behalf of local residents, by the non-profit Baltimore GreenSpace, for \$1.00 from the city of Baltimore.

(source: Baltimore Green Space and the Community Law Center)

# Who could support your assets?

This section looks at the four main resourcing models that I have discerned, which can be applied to existing community and civic assets: privatism, residualism, partnerships, and municipalism. The main focus in the case study cities has been how to make partnerships (between government, non-profits, the private sector, and the public) work where the government does a lot but this still gets “topped-up” by others. In a few cases, there has also been a need to make residualism work, whereby government’s role is minimized and often accompanied by substantial cuts.

The models are particularly useful to:

- non-profits and asset support groups looking to get a picture of where their money is or might be coming from;
- local politicians looking to understand options open to them;
- foundations looking to gauge what role they should play in sustaining assets;
- corporate social responsibility managers looking to align their businesses to good local causes;
- social entrepreneurs that may wish to deliver assets on a non-profit basis; and
- the private sector, which may see a market opening for delivering some of the assets on a for-profit basis.

## Privatism

The most radical of the four models, in the sense of being the greatest departure from the present situation in most post-industrial countries, is the privatist model. In this model, government does nothing by way of ownership or funding of services, and whatever provision there is comes from some combination of foundations, philanthropists, social enterprise, volunteers, and for-profits.

Social enterprises and for-profits will be likely to require user payments in some form whether it be a charge for entry or some subscription for use.<sup>8</sup> Equity/fairness considerations can still be retained with bursaries or fee-waivers for those able to demonstrate need. Providers might be licensed by a city council to ensure that equity was taken into consideration.

Privatism often involves a desire to make extreme public spending cuts and/or an ideological belief that such assets ought not to be funded from taxes. Certainly, there are and have been those who argue for a withdrawal of government from some areas of provision — albeit not necessarily for a full-on market-based, for-profit version.

**Box 2.1** outlines some examples of such thinking from Michigan.

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<sup>8</sup> See, for example, [http://en.wikipedia.org/wiki/Subscription\\_library](http://en.wikipedia.org/wiki/Subscription_library).



**Figure 2.3: A candidate for Privatism in the eyes of some — the Detroit Institute of Arts**

*The inscription reads: “Dedicated by the people of Detroit to the knowledge and enjoyment of art.”*

*(source: Detroit Institute of Arts)*

## Box 2.1: Examples of support for Privatism in Michigan

Tea Party members in Michigan have questioned the wisdom of providing public support for several key assets. In 2012, the Michigan coordinator for the Tea Party Patriots, Sharon Snyder, was quoted as saying that “it would be better to support it (the Detroit Institute of Arts) through donations, fund-raisers, that kind of thing”<sup>9</sup> rather than through a dedicated tax on residential and business property (known as a millage in Michigan). This was not entirely new or limited to the Tea Party. In the early 1990s, Republican Governor John Engler made major cuts to the DIA budget and to other Michigan arts institutions based on his opposition to arts funding. As his office explained, “the arts budget was seen as a non-essential service. It didn’t address the basic human needs of people.”<sup>10</sup>

## Residualism

In residualism, local governments own an asset but leave much else to non-profits or the market. This “much else” may include large parts of the maintenance and management of the upkeep (for example, mowing parks and painting senior centers) and/or programming (for example, continuing education classes in museums and running of sports leagues). Local government is not necessarily ideologically opposed to such assets being publicly funded, but they often lack the funds to fully support any repairs or operation.

Residualism is likely to be due to some combination of:

- falling population (which hits the city tax base);
- federal budget cuts; and/or
- the inevitable aging of buildings and equipment.

<sup>9</sup> Quoted in Stryker, Mark (2012), “Detroit Institute of Arts’ past puts its future in jeopardy,” *Detroit Free Press*, July 22.

<sup>10</sup> In Wilkerson, Isabel (1991), “Art Museum in Detroit Tries to Cope With Cuts,” *The New York Times*, July 29.



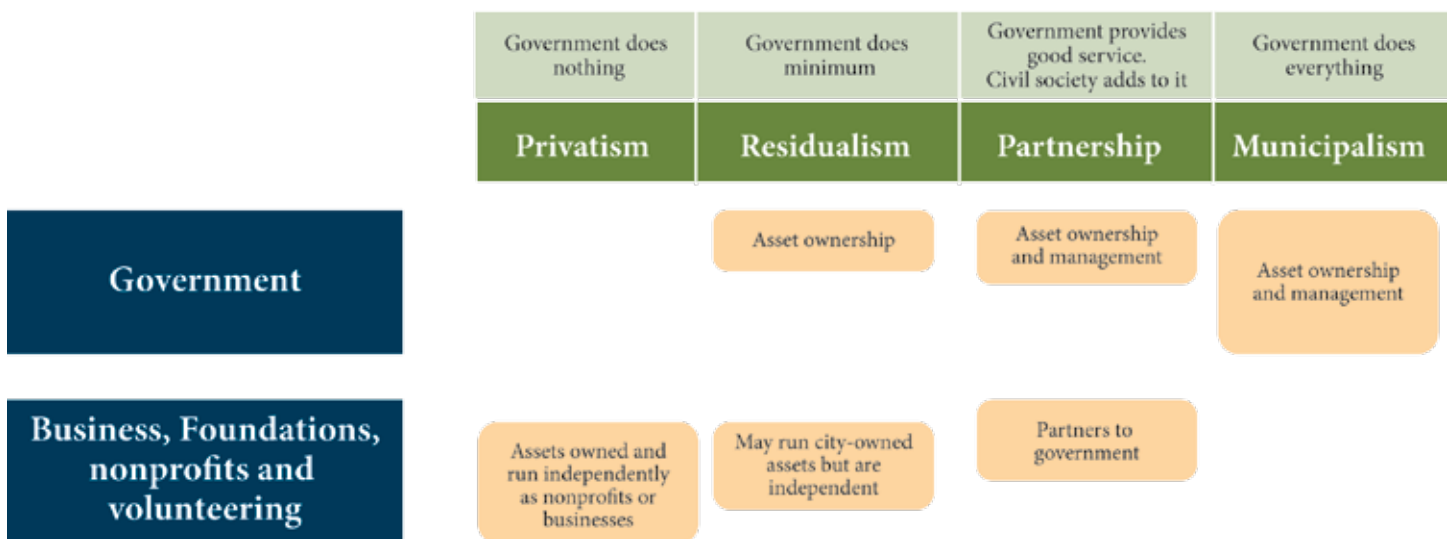
## Partnership

With a partnership model, government provides support to an asset (sometimes by sub-contracting the management and programming of assets to non-profit social enterprises), but any support is supplemented, or “topped up,” by money and volunteering from civil society.

## Municipalism

At the opposite end of the resourcing spectrum is municipalism, in which the city government does everything through its own finances and through its own paid staff. I did not find full-blown municipalism in effect, but it is included here as the natural book-end to privatism.

Figure 2.4: A visual outline of the four main resourcing models (source: author 2014)



### This section has helped you to ....

- Define different models for resourcing your assets: Though it is for each community and city to decide how it wishes to resource its assets, these models outline different strategies for meeting the resource needs of an asset.
- Recognize that some people contest the case for public support: some state/local political figures ideologically oppose the use of taxes to sustain some or all of the assets that have traditionally received much from taxpayers.
- Recognize that different models may operate in the same city. It is conceivable that different models apply to different types of assets in the same city. The residualism model might work for parks, while the partnership model might succeed for libraries.
- Accept that partnership and (reluctant) residualism are the main games in town. However, these are not the only choices. How would you feel if a local politician said all assets must be run on either a privatist or a municipal model? Your answer to this might change after considering the next section.

## Your message — getting your case for resources right

This section offers guidance for those of you thinking about how to make the case for assets that already exist or of ones that you think you want to establish. Making the case involves a combination of stressing benefits and the need for the asset in your community or city. This is useful for those looking for resources from local government/taxpayers, foundations, donations, and voluntarism, which often means non-profit groups such as friends and conservancies as these are almost invariably the ones making the case.

If you looked at all of the possible arguments you could be making about your asset, you could be forgiven for feeling daunted. This section also outlines a range of places that you might look to for assistance.

If you are one of those individuals, grant-makers, foundation managers, or philanthropists being asked to give money or time, this section will demonstrate why you might want to give (assets may be the solution to some of the social problems you are looking to tackle), what questions to ask of applicants and whether the applicants, have been doing everything possible to make their case to you.

### You need to prove benefits of your existing or desired asset

**Table 2.2** show the type of benefits that community and civic assets can deliver to users. These benefits overlap with things typically seen to be vital constituents of the “good life”: sociability; tolerance; well-being; education; social justice; environmental quality; and economic prosperity. However, there is a wide range of beneficiaries from assets, including many benefits for those that do not even use the assets – outlined in **Table 2.3**.

**Figure 2.5:** Senior centers are places to meet, make friends and learn

*A jewelry-making group at the Harford Senior Center, Baltimore.*

*(source: Harford Senior Center)*



**Table 2.2: Benefits for users – a check-list**

Think about how assets may...	Consider how your assets do or can offer...
<b>Allow people to meet</b>	<ul style="list-style-type: none"> <li>• a mechanism to bring a local community together. This can assist “get by” social capital (everyday mutual support such as lending a drill or giving a carton of milk to a neighbor) and “get ahead” social capital (connections and resources that allow some people to improve their lot in life);</li> <li>• a mechanism to bring different people together. This can sustain/create social cohesion (understanding, tolerance and generosity between different groups whether it be religion, race, class, physical ability, sexuality). Good examples are sports and leisure activities popular across different ethnic and racial groups;</li> <li>• a mechanism for those of a similar age range to meet, such as rec centers for youth and senior centers for older people. This can assist in friendship-/relationship-building; and</li> <li>• a mechanism for like-minded individuals to meet. For example, museums can host classes for art-lovers and history-buffs. This can assist in exchange of knowledge and the forging of friendships.</li> </ul>
<b>Deliver well-being</b>	<ul style="list-style-type: none"> <li>• the opportunity (through parks, rec centers, and swimming pools) for exercise, whether as part of formal sports programs, informal “pick-up” games, or individual exercise such as jogging;</li> <li>• an artistic and cultural experience, notably libraries and museums;</li> <li>• health and fitness programs and meals and nutrition programs (as occurs with many senior centers);</li> <li>• to benefit mental health by offering places for quiet and reflection (parks, libraries, and museums); and</li> <li>• the chance to grow/raise cheap and nutritious food (community gardens and urban farms).</li> </ul>
<b>Educate and inform</b>	<ul style="list-style-type: none"> <li>• a safe place and instruction to learn to swim (swimming pools).</li> <li>• an education experience through informal trips or organized pupil/student visits (museums, art galleries, theaters, parks, green space, and zoos);</li> <li>• advice on social security and provision of educational and arts programs (senior centers);</li> <li>• educational course-books, instruction manuals, and other materials that offer stimulation and personal advancement (libraries);</li> <li>• information through library reference collections and, increasingly, online searches. Job-seekers often use library computers and staff to search for job opportunities and prepare CVs;</li> <li>• to supplement schools by (libraries) helping with early learning, summer reading programs, homework clubs and holding additional copies of books that are in high demand in local school libraries;</li> <li>• to inform people about food provenance and teach about the time and the patience needed to nurture something worthwhile (community gardens and urban farms);</li> <li>• after-school programs with an educational content (recreation centers);</li> <li>• to see contracts between park sports programs (often non-profit run) and participating pupils based around school attendance and/or maintaining good grades;</li> <li>• to improve educational performance and classroom behavior and pupil attention (regular cardiovascular exercise in parks and rec centers).</li> </ul>
<b>Social justice</b>	<ul style="list-style-type: none"> <li>• to help those without income to access books, magazines, newspapers, or a personal computer with internet access (libraries);</li> <li>• access to exercise for those unable to afford private gym or country club membership (rec centers and parks), helping to reduce the risk of obesity seen in many inner-city areas; and</li> <li>• a place that unemployed or homeless residents can go outside of their place of residence.</li> </ul>
<b>Opportunity for rallies and protest</b>	<ul style="list-style-type: none"> <li>• public spaces can take on prominent roles for public protest, as seen with the Occupy Movement and the Arab Spring (Berg 2011; Sanburn 2011).</li> </ul>

**Table 2.3: Wider socio-economic benefits – a check-list**

Think about how assets may....	Consider how your assets do or can offer...
<p><b>Deliver environmental benefits (in the case of parks, water and green space)</b></p>	<ul style="list-style-type: none"> <li>• to help with photosynthesizing CO<sup>2</sup> (trees, grasses and plants);</li> <li>• to help mitigate urban heat island effects;</li> <li>• to improve air quality by filtering many airborne pollutants;</li> <li>• to absorb storm water run-off and thereby lessen the extent of polluted water that drains into a city’s rivers and waterways and reduce the risks of sewer overflow; and</li> <li>• to encourage biodiversity (birds, animals, fish, plants).</li> </ul>
<p><b>Save public money</b></p>	<ul style="list-style-type: none"> <li>• to help politicians and taxpayers save more money in the medium-long term. Such a return on investment can come in the shape of reduced spending on some issues (such as reduced flooding and water prevention because parks and other public greenery have reduced the need for such spending) and/or as increased tax revenue (because more people want to live in a particular community or city and property taxes have risen accordingly).</li> </ul>
<p><b>Impact economic development</b></p>	<ul style="list-style-type: none"> <li>• to enhance the environment for business employees with places to go during lunch or after work or simply having a good window view;</li> <li>• to help in raising fit, educated employees and customers (notably parks, rec centers, and libraries);</li> <li>• to improve the attractiveness of the business as a place to visit and shop;</li> <li>• to improve commercial property values; and</li> <li>• to help minimize crime in/around the premises by encouraging more people to be in the area.</li> </ul>
<p><b>Deliver benefits to wider society</b></p>	<ul style="list-style-type: none"> <li>• to benefit society, work, and politics by helping to deliver an educated, literate population;</li> <li>• to benefit society and work by helping to deliver a healthy population; and</li> <li>• to benefit society and work by helping to deliver a sociable, tolerant population.</li> </ul>
<p><b>Drive community and urban renewal</b></p>	<ul style="list-style-type: none"> <li>• to help in “place competition” between towns and cities to lure companies, workers, tourists, convention-goers, retirees etc.;</li> <li>• to help improve residential property values, a premium that buyers pay in order to be near an asset;</li> <li>• to show how a well-designed, well-used park can mitigate crime;</li> <li>• to show how assets can reduce the instances of crime because of the opportunities they offer, especially for youth; and</li> <li>• to draw on and reinforce community spirit by involving people in the design, ownership, and management of assets.</li> </ul>

**Table 2.4: Examples of the types of benefits that have been stressed by asset supporters**

Benefits	Example
<p><b>Return on Investment (RoI) for public spending</b></p>	<ul style="list-style-type: none"> <li>In Frogtown, a diverse and low-income area of St. Paul, Minnesota, a neighborhood gardening group, Frogtown Gardens, recently saved a 13-acre piece of partially wooded land from being sold for affordable housing. The aim was to buy it outright and donate it to the City Council's Parks and Recreation Department. They conducted a study and amongst the returns it pointed to (and offered some estimates for) were:               <ul style="list-style-type: none"> <li>improved property tax revenues (from the higher value homes that would result);</li> <li>reduction in flooding;</li> <li>reduced water pollution clean-up;</li> <li>reduced healthcare costs from healthier diets and exercise.</li> </ul> </li> </ul>
<p><b>Evidence of money well spent</b></p>	<ul style="list-style-type: none"> <li>Detroit Public Library showed voters how money allocated previously through votes on a dedicated property tax for the library has been well spent in the sense of delivering desired outcomes. They persuaded voters to approve a renewal and increase (in time and amount) of a property tax. The voters overwhelmingly approved the tax and its extension.</li> </ul>
<p><b>Impact upon the business community</b></p>	<ul style="list-style-type: none"> <li>To attract and retain top employees it is especially important to have a good culture and leisure offer. This was part of the case put forward by "Vote Yes Minnesota," the official group that was formed to help secure a dedicated share of a state sales tax for the arts, cultural heritage, parks, and trails (which it duly achieved by securing a change, known as the Legacy Amendment, in the state constitution).</li> </ul>
<p><b>Saving money for individuals</b></p>	<ul style="list-style-type: none"> <li>Troy Public Library in Troy, Michigan, has an online tool that helps you calculate the value of a library to you. This shows how people can save through savings on renting books, CDs, and DVDs and through services such as classes and internet use.<sup>11</sup></li> </ul>

## You need to prove need if you are looking for funding

If you are looking for funding for a new asset, you will not just need to stress the benefits that might accrue from that type of asset. You will also need to show that there is a need for it, whether in terms of peoples' access to such assets and/or their stated desire to have them. **Table 2.5** offers a selection of the types of arguments made when attempting to show the need for an asset. The examples all revolve around tackling disadvantage or other social problems. A key stand-out point from the table is that the second and third examples involve groups that directly address the needs identified by prospective funders or supporters.

<sup>11</sup> [http://www.troylibrary.info/value\\_calculator](http://www.troylibrary.info/value_calculator).

**Table 2.5: Examples of the case for need that have been made by asset supporters**

Need cited	Example
<p><b>Lack of access to recreation centers, especially for local economically challenged youth</b></p>	<p>In 2005, a local Minneapolis community participation organization called the East Phillips Improvement Coalition had a concerted discussion about what their community needed. This marked the start of what was to become their successful fight to secure funding from the state legislature for a new Minneapolis Park and Recreation Board-run recreation center, the first such building in the city in a decade.</p>
<p><b>Alternatives to detention, such as recreation centers, that could improve public safety and youth outcomes for less money</b></p>	<p>In Baltimore, a non-profit called Safe and Sound cited a report commissioned by the governor that included the findings that recreation centers were among the alternatives to detention that can improve public safety and youth outcomes for less money.</p>
<p><b>Racial equity around public funding for parks</b></p>	<p>In (diverse and low-income) Peavey Park in Minneapolis, campaigners reminded the Park and Recreation Board of the City of Minneapolis's official 2020 goals, one of which was racial equity around public funding for parks.</p>

## **There are some key lessons around the ways used to deliver the case on benefits and/or need**

There are four stand-out points in relation to making the case around benefits and/or need.

1. Look for a “killer stat,” a statistic or bit of evidence that is extremely powerful and yet very easy for a layperson to grasp at the same time;
2. Look to deliver evidence visually, through maps, graphs and diagrams;
3. Look to add a human element in some form, something that converts numbers into a sense that real people might be involved.
4. Use the punchy 1-2 pager

Each of these points is now illustrated.

## #1 — The “Killer Stat”

Peavey Park is located in Phillips, one of the oldest and most racially and ethnically diverse communities in Minneapolis. In 2007, Hope Community Inc. (a local Community Development Corporation that owns and manages over 173 units of housing) mapped the investment that the Minneapolis Park and Recreation Board (MPRB) made in their park and compared it to Linden Hills, a wealthy area of comparable size in southwest Minneapolis. Their aim was to try and come up with evidence that would convince the MPRB to provide the investment needed to make Peavey into a fully functioning park. In doing so, they discovered their killer stats (**Table 2.6**).

Having such data in the public domain made it difficult to ignore. Since 2007, the MPRB has placed a substantial focus on capital and program investments in the Phillips community by constructing a new cultural and community center, renovating and reopening the Phillips Community Center as a community non-profit incubator, and constructing three new synthetic turf athletic fields. The Park Board’s current five-year capital includes the renovation and reopening of a long-abandoned indoor pool at the Phillips Community Center and field investments at Peavey Park. All told, these investments total over \$10 million.

**Table 2.6: Investment disparities in Minneapolis circa 2006-07**

	Park investment per child (2001-06)	Program budget per child (2007 only)
South West	\$417	\$93
Phillips	\$320	\$78

*(source: 2009 analysis of MPRB data by the Center for Urban and Regional Analysis, University of Minnesota)*

## #2 — Visual Evidence

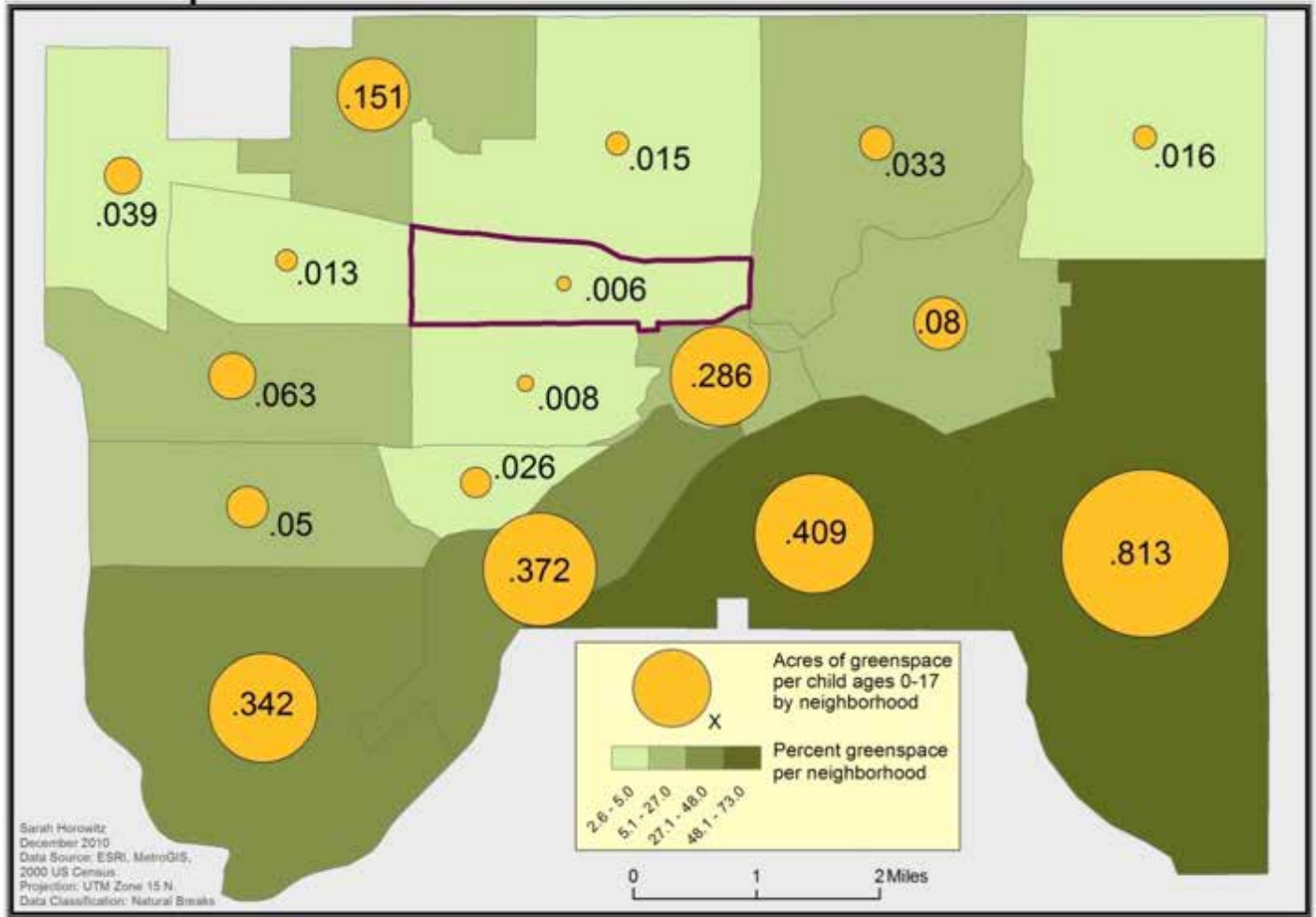
Frogtown Garden in St. Paul, referred to in **Table 2.4**, brought on a student volunteer from local Macalester College to complete Geographical Information System (GIS) analysis. This analysis showed that Frogtown has the lowest green space per child of any neighborhood in St. Paul.<sup>12</sup> The map was used to get the City Council on board with their plans, including help with rezoning and taking ownership of the land. Similar to the killer stat just referred to earlier, the map was straightforward and easy for a layperson to understand.

<sup>12</sup> Mapping of play space for children is being encouraged at a national level as a key part of First Lady Michelle Obama’s comprehensive Let’s Move! (anti-childhood obesity) Initiative launched in 2012.

**Figure 2.6: Showing low green space provision per child to argue for a new neighborhood park**

The image shows that Frogtown has less than 5 percent green space and a tiny amount of acreage for each of its youth.

(source: Sarah Horowitz, Fulbright Scholar, China)



Another good example in visualization comes from Baltimore in 2012 where a local non-profit, Safe and Sound, produced evidence that clearly showed that the city compares poorly with several other similar U.S. cities and with the national median in terms of spending on rec centers and parks per resident.<sup>13</sup> Their aim was to provide background for debates around mayoral plans to close or privatize one-third of the city's recreation centers, as well as six public pools. The graph was concise and powerful in terms of setting up context for the decisions.

<sup>13</sup> Also of interest here is ParkScore, a comprehensive rating system to measure how well the 50 largest U.S. cities are meeting the need for parks <http://parkscore.tpl.org/about.php>. ParkScore ratings are based equally on three factors: park access, which measures the percentage of residents living within a 10-minute walk of a park (approximately 1/2-mile); park size, which is based on a city's median park size and the percentage of total city area dedicated to parks; and services and investment, which combines the number of playgrounds per 10,000 city residents and per capita park spending. The Minneapolis public parks were included in 2013 as the list was extended from the 40 largest to the 50 largest; it took top honors earning the first perfect "5 park bench" rating from the non-profit organization.



**Figure 2.7: Baltimore compared to other similar cities — total per capita spend on recreation and parks**

*Includes both capital and revenue spending.*

*(source: Almaguer 2012 – full citation is in the Raising Awareness bibliography)*



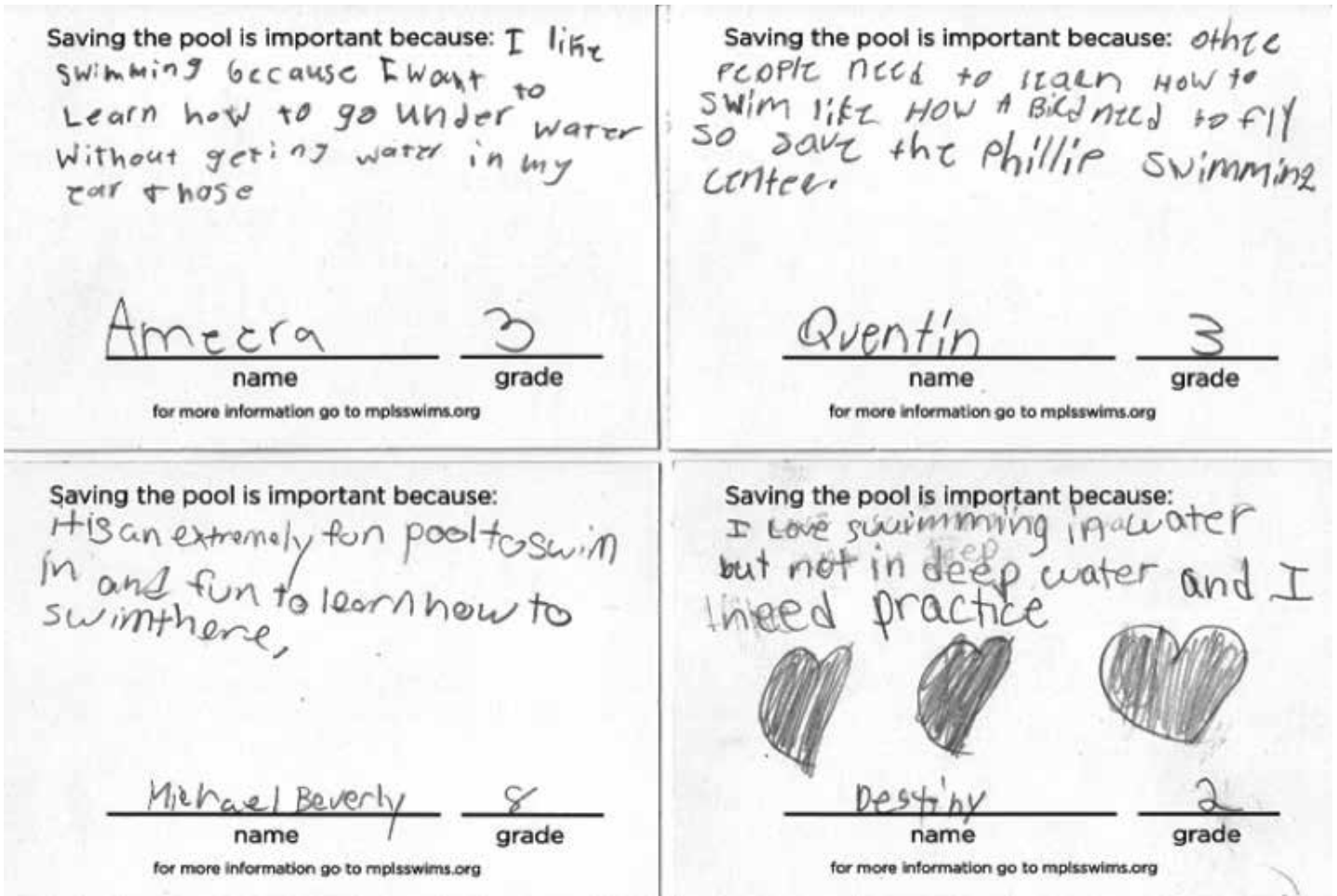
### #3 — Look to add a human/emotive dimension

It's not all about numbers. Emotional language figured prominently in the campaigns surrounding the Legacy Amendment in Minnesota, voters were given a choice between “money language” and “love language.” The “Vote Yes Minnesota” arts campaign appealed to peoples’ affection for their state with the slogan “Protect the Minnesota You Love.” By contrast, anti-tax groups made signs emphasizing the tax burden with their “Stop the \$11 Billion Tax Increase: Vote ‘NO’”;

Also in Minnesota, Minneapolis Swims, a small non-profit that has successfully campaigned to secure state legislature support for a reopened and improved public pool for their inner-city area, encouraged the use of personal statements; asking local youth to set down their thoughts on why a pool is needed. **Figure 2.8** shows just one of numerous such examples collected by the group. The organization has also used powerful oral and written accounts from those who have lost loved ones to unintentional drowning, as the area has a high level of such incidences compared to many other parts of the United States.

<sup>14</sup> In 2008, Minnesota’s voters passed the Clean Water, Land, and Legacy Amendment (Legacy Amendment) to the Minnesota Constitution to protect drinking water sources; protect, enhance, and restore wetlands, prairies, forests, and fish, game, and wildlife habitat; preserve arts and cultural heritage; support parks and trails; and protect, enhance, and restore lakes, rivers, streams, and groundwater. The Legacy Amendment increases the state sales tax by three-eighths of 1 percent beginning on July 1, 2009 and continuing until 2034 (see <http://www.legacy.leg.mn/about-funds>).

Figure 2.8: Minneapolis Swims gave their funding case a human and emotive side (source: Minneapolis Swims)



#### #4 – Use the punchy 1-2 pager

Several organizations use short one-page or two-page documents outlining the benefits of their asset. A good example included here is, again, from Minneapolis Swims. The campaign produced a combination of evidence (in particular a handful of punchy one-pagers to hand out to politicians, journalists, and others). In the following example, asset supporters stressed the benefit of the pool to public health.

## Public Health Significance of Phillips Swimming Pool

Please support bonding bill HF307/SF214



Facts:

- Minnesota has the highest African American and the third highest native American drowning rates in the nation
- Drowning is the number one cause of accidental death for African American children aged 5-14 in Minnesota
- For every child that drowns two are hospitalized
- 2011 was a near record year for accidental drownings in Minnesota
- 63% of Minnesota adults are overweight or obese and 23% of children are obese costing Minnesota \$1.3 billion
- Swimming regularly delays the physical indicators of ageing up to twenty years

Minneapolis:

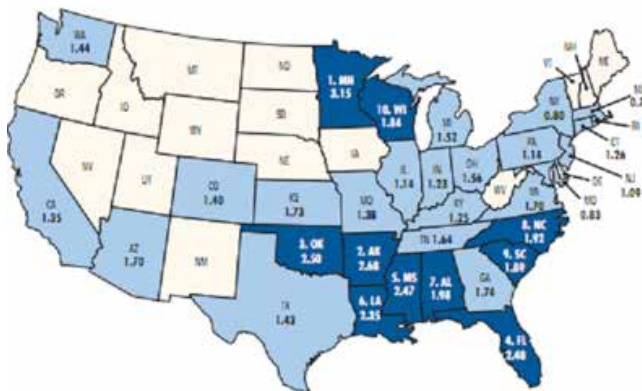
- Has no public indoor swimming pools
- All Minneapolis public school closures over the past decades have been in low-income, high minority communities within the city
- The four remaining public school pools are in corners of the city that are the most affluent



We believe:

- Swimming is a life-saving skill and outdoor access skill that all children in the State of Minnesota should learn
- Access to water exercise and therapy will improve the health of the community

Drowning rates (unintentional) amongst black population



Dark blue areas are ten highest in U.S.  
Minnesota has 3.15 deaths per thousand

Drowning rates (all intents) Native American



Dark brown areas are those with at least 3 deaths per thousand

Minnesota is the top middle state on the above maps

## Help in Developing Your Case

Pulling together the specific benefits of your asset and national evidence on the types of benefits mentioned presents a daunting task for most small or medium-sized non-profit groups. However, there is a range of ways that these organizations can obtain assistance. Examples of these are included in **Table 2.7**. One of the stand-out features is the importance of the use of GIS.

**Table 2.7: Sources of assistance when assembling the case for your assets**

Sources	Specific tasks	Examples
<b>Consider using technology to assess your asset</b>	<ul style="list-style-type: none"> <li>LibSat™ Customer Satisfaction Survey can be completed by anyone visiting the website of a library that uses the software. The LibSat system is provided by the Counting Opinions company.<sup>15</sup></li> </ul>	<ul style="list-style-type: none"> <li>Baltimore County Public Library System uses the LibSat system. In 2011, the system reported 94 percent overall customer satisfaction.</li> </ul>
<b>Contact local government for data</b>	<ul style="list-style-type: none"> <li>Approach local government and ask for data on assets and on their spending pattern.</li> <li>Local government can help by making data available wherever possible.</li> </ul>	<ul style="list-style-type: none"> <li>In 2007, HOPE Community Inc. persuaded Minneapolis Park and Recreation Board to share data on board spending. HOPE now champions transparent data on park investment<sup>16</sup></li> </ul>
<b>Google the evidence base</b>	<ul style="list-style-type: none"> <li>If you are confident with research and number-crunching, there is a lot of information on the Internet. Reach out to local researchers or math/science teachers for assistance.<sup>17</sup></li> </ul>	<ul style="list-style-type: none"> <li>Alexander et al. (2007), stress how summer reading programs can sustain the performance of disadvantaged youth during school holidays.<sup>18</sup></li> <li>Dr. John Crompton has shown that parks of average or above quality can yield a premium to house prices. (see, for example, Crompton 2004)</li> </ul>
<b>Secure help from a local university or data collection non-profit</b>	<ul style="list-style-type: none"> <li>University students, especially graduate-level ones, have research and analysis skills that can often be drawn upon for free. Departments dealing in geography and urban studies, community development, and social work are especially good places to start. Look to departments that deal with your asset type.</li> <li>Approach local non-profits that gather and analyze data on your locality. Many are members of the Urban Institute's National Neighborhood Indicators Partnership.</li> </ul>	<ul style="list-style-type: none"> <li>Frogtown Gardens, a St. Paul non-profit, used a Trust for Public Land framework (with the help of a geography student from nearby Macalaster College) to outline how the city would benefit from a new neighborhood park.</li> <li>In 2007, Hope Community Inc. mapped Minneapolis Park and Recreation Board investment in Minneapolis with the aid of a master's student in GIS from the University of Minnesota's Center for Urban and Regional Affairs.</li> </ul>
<b>Use evidence prepared by national (and state) "umbrella bodies"</b>	<ul style="list-style-type: none"> <li>Most asset types have national bodies that represent them and that invariably produce toolkits, fact sheets, and reports.</li> <li>The flipside is that such resources are often available only to fee-paying members. Local fundraising efforts could assist here.</li> </ul>	<ul style="list-style-type: none"> <li>The U.S. National Council on Aging reports that, compared with their peers, senior center participants have higher levels of health, social interaction, and life satisfaction (NCOA senior centers fact sheet).</li> <li>The American Library Association has a toolkit to help libraries make their case in tough times<sup>19</sup></li> </ul>

<sup>15</sup> If you have your asset users' emails, you can use off-the-shelf online survey software such as SurveyMonkey and Quask. They are very user-friendly and their prices range from free to increased payment as the numbers of people surveyed increases. You can also use brief tick-box card questionnaires to gauge experiences with the library's facilities, staff, materials, and computer resources (Detroit Public Library does this).

<sup>16</sup> Among the best examples of a city gathering and analyzing such data is Seattle's Race and Social Justice Initiative. The Initiative has been applied to park funding as well as to the city's wider activities.

[http://www.seattle.gov/Documents/Departments/RSJI/RacialEquityToolkit\\_FINAL\\_August2012.pdf](http://www.seattle.gov/Documents/Departments/RSJI/RacialEquityToolkit_FINAL_August2012.pdf).

<sup>17</sup> There are also various toolkits and manuals online that help you (and your helpers) gauge the benefits offered by your asset.

<sup>18</sup> Alexander, K., Entwistle, D., and Olsen, L. (2007), "Lasting Consequences of the Summer Learning Gap," American Sociological Review, no. 72, pp. 167-180.

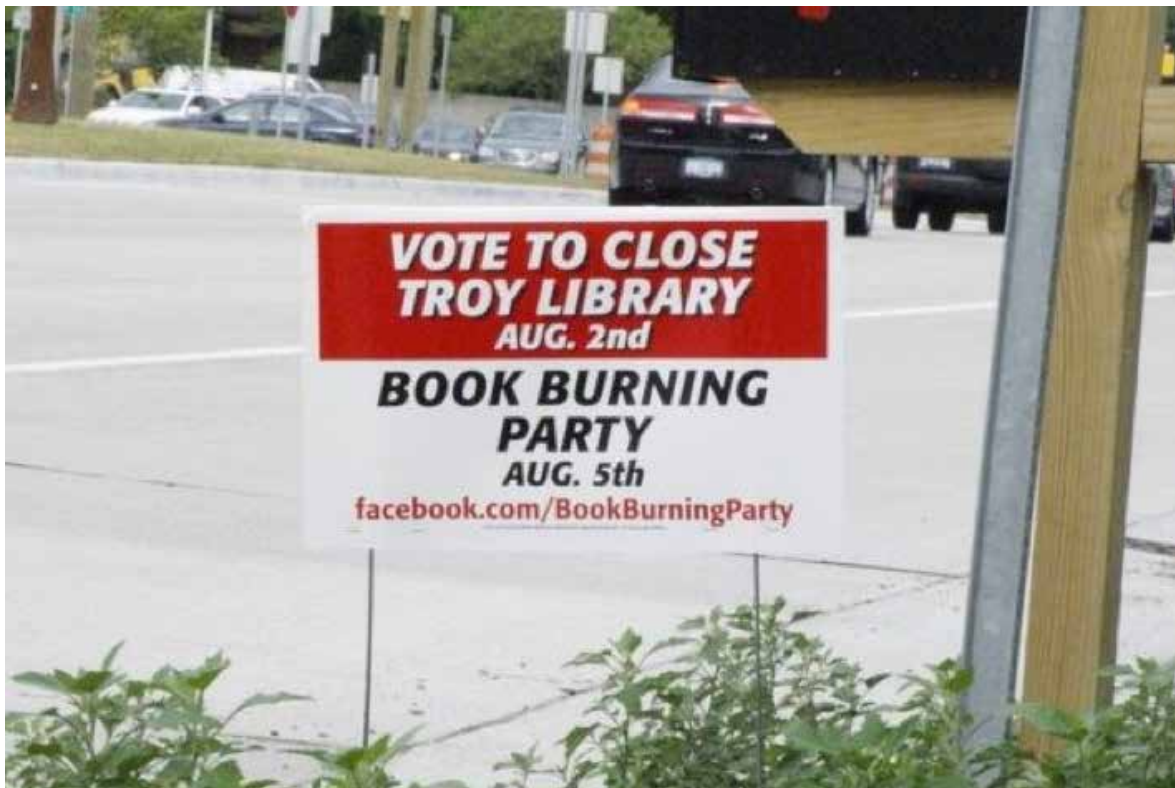
<sup>19</sup> <http://www.ala.org/advocacy/advleg/advocacyuniversity/toolkit>. Maryland Library Association also offers a free public relations toolkit — <http://www.mdlib.org/divisions/marketing/toolkit/toolkit.asp>. See also [http://en.wikipedia.org/wiki/Public\\_library\\_advocacy](http://en.wikipedia.org/wiki/Public_library_advocacy), <http://www.citizensformarylandlibraries.org/resources.asp>, and check <http://www.proquest.com> for details.

## Box 2.2: Recognize the skills that the private sector can bring – the case of Leo Burnett and Troy Public Library

In Troy, Michigan – part of the Detroit metro area — a local advertising agency did great work in helping persuade voters to approve a dedicated slice of property tax (a millage) for Troy Public Library. In the month before the third (and final) vote on a millage for Troy Public Library, a clandestine group, calling itself Safeguarding American Families, emerged from nowhere and set up a Facebook page and video announcing (and joyfully advocating) a book burning party if the library millage was rejected. Signs appeared around town advertising the event set for just after the vote. Locals were outraged and the focus of debate shifted from tax to books. The local and international media soon picked up the story. When debate had reached fever pitch, the book-burning campaign's true intent was revealed — that a vote against the library is like a vote against books. In August 2011, the special millage was passed with 58 percent of the vote (on a greatly increased voter turn-out).<sup>20</sup> Though it would be challenging to replicate given the wide coverage the vote received, the lesson is that the private sector can be extremely helpful. From a messaging perspective, the lesson is to be as creative as possible and to look to stir emotions as well as reason.

Figure 2.10: One of the attention-grabbing images put up around Troy by Safeguarding American Families

(source: Leo Burnett Detroit, Inc.)



<sup>20</sup> <http://www.youtube.com/watch?v=AoT13m8-Kxo>

## Box 2.3: National organizations that can help with advocacy and other information

- American Alliance of Museums
- American Community Gardening Association
- American Library Association (and its Public Library Association division)
- American Planning Association's City Parks Forum
- American Public Gardens Association
- Americans for the Arts
- America's State Parks Alliance
- American Trails
- Association of African American Museums
- Association of Art Museum Directors
- Association of Zoos and Aquariums
- Center for City Park Excellence (run by the Trust for Public Land)
- City Parks Alliance
- KABOOM! (seeks to expand access to play areas)
- Museum Trustee Association
- National Association for Olmsted Parks
- National Recreation and Parks Association
- Project for Public Spaces
- Rails to Trails
- Theater Communications Group
- The Institute of Museum and Library Services
- The National Parks Conservation Association
- Urban Libraries Council
- USA Swimming (and its 'Saving Pools Saves Live' program)
- United States Federation of Friends of Museums

### This section has helped you to ....

- Understand the benefits of assets. You have seen the many ways in which assets can benefit their users.
- See how assets deliver benefits to the wider society, ones that go well beyond the benefits that asset users receive (economists term these wider benefits 'positive externalities').
- Realize the social justice benefits if assets are open to all by ensuring that those with low or no income do not miss out on access to certain key assets because of an inability to pay.
- See the commonplace use of a combination of concise (often highly visual) data alongside a more human dimension involving personal messages. In other words, lengthy research reports may be useful as an underpinning for a message, but it is the concise message that does the real persuading.
- See the role played by non-profit groups in making and delivering the case for public assets.
- See the value for equity of local government transparency around spending on public assets, thereby allowing both local people and national organizations to make comparisons as to how their area/city is faring.
- Understand potential sources of help. Making a case for funding is not easy, especially if it is just you and a few committed others.
- Appreciate the need to try and enroll others who have the skills you need to make your case. Make them feel part of the effort by inviting them to your asset and to events.
- See the strong role played by universities, particularly gathering and presenting of evidence by volunteer students from departments that specialize in urban studies and geography.

# Delivering your message — messengers and media

Having looked at how to gather evidence and the ways in which it can be decisively communicated, there must be some combination of action around these messages — be it campaigning, lobbying, petitioning, or protest. This is needed to convert the case into resources for your asset. This section seeks to take away lessons from past efforts on these fronts, and looks especially at lobbying of politicians and campaigning to voters on the need for funding (whether new, continued, or increased). Both the successful and unsuccessful examples hold important lessons.

## Who is your audience?

It is important to stress that there may be several different audiences for your case.

- Existing and prospective users of assets: you need to get people to use (or continue using) your asset;
- Politicians that fund assets: get them to fund assets, legislate for such funding, or give voters a choice on whether they want their taxes to go toward assets;
- Voters: you need to make the electorate care about, and discuss, an issue;
- Foundations, donors, and philanthropists that fund assets: given that they are continually asked to fund good causes, you need to make the case for your asset; and
- Businesses that make donations and provide volunteers for assets: how can their involvement in your asset also benefit them?

## Who can be involved in making your case?

There are a range of useful tips from those who have “walked the walk” when it comes to campaigning, lobbying, petitioning, and protest. **Table 2.8** outlines the key lessons of who to involve in making your case and lessons learned from these efforts.

**Table 2.8: Key lessons around who should be involved in making your case**

Lesson	Example
<p><b>Have people on your team who understand how government works and who have political connections</b></p>	<ul style="list-style-type: none"> <li>• The East Phillips Community Design Team had the encouragement of local state representatives.</li> <li>• The CEO of Minnesota Citizens for the Arts has been praised<sup>21</sup> for her effectiveness, connections, and knowledge of the state legislature. The same report also praised the organization’s lobbyist and the respect they enjoy among the political and arts communities.</li> </ul>
<p><b>Realize that you can lobby</b></p>	<ul style="list-style-type: none"> <li>• The volunteer Friends of Troy Public Library made a considerable break from their traditional role and began to organize themselves to spark public debate and media coverage on votes around a millage (dedicated voter-approved property tax) for the library.<sup>22</sup></li> </ul>
<p><b>Build coalitions of support with people who will talk positively about you and give their organization’s blessing</b></p>	<ul style="list-style-type: none"> <li>• The chairs of the East Phillips Improvement Coalition and the East Phillips Community Design Team both believe that the strong partnership approach was especially important in convincing the state Legislature that the center should be funded and would be sustainable. This partnership involved the Minneapolis Park and Recreation Board, local politicians, and other neighborhood groups.</li> <li>• The Legacy Amendment campaign in Minnesota, referred to in Table 2.4, had a large multi-sector coalition behind it that included over 300 non-profits from arts and culture; hunting and angling; environmentalists; parks and trails; and clean water organizations. These groups covered the political spectrum, which gave almost everyone a reason to vote for it. The campaign even included existing coalitions such as the Minnesota Environmental Partnership and Minnesota Citizens for the Arts.</li> </ul>
<p><b>Whoever speaks for your cause needs to be united/coordinated</b></p>	<ul style="list-style-type: none"> <li>• In 2012, three protests in Baltimore aiming to prevent the mayor from closing or privatizing city recreation centers were all conducted in isolation of one another. A collectively-made case or, better still, a unified rally might have been more effective. The closures went ahead.</li> </ul>
<p><b>Look to get pro bono help from local advertising firms</b></p>	<ul style="list-style-type: none"> <li>• The book-burning campaign in support of Troy Public Library had been run by staff from the Michigan branch of global advertising company Leo Burnett (the Michigan office is in Troy). The company received excellent public relations coverage and awards for their work.</li> </ul>
<p><b>Hire or find specialist help if you need to and can afford it</b></p>	<ul style="list-style-type: none"> <li>• The East Phillips Community Design Team received the help of a Minneapolis Park and Recreation Board-funded lobbyist to get the state money. Once this was secured, they hired a Minneapolis-based consultant to help with additional fundraising and public relations.</li> <li>• The Friends of Troy Public Library hired a campaign company to advise on mailing (use of lists, techniques etc.). To reach younger voters, a young volunteer oversaw social media and the use of Facebook, Twitter, Tumblr, and a website.</li> </ul>
<p><b>If your campaign has millions of dollars at stake, you need the oversight of skilled and well-resourced professionals</b></p>	<ul style="list-style-type: none"> <li>• In 2012, the Detroit Institute of Arts needed to persuade voters to vote for a dedicated property tax to ensure its continued existence. The DIA’s Art is for Everyone ballot committee spent approximately \$2.5 million to hire an advertising company and resourcing a campaign. The campaign was a success.</li> <li>• The Legacy Amendment “yes” campaign hired political professionals for messaging and voter outreach. The campaign was headed by Ken Martin, a 30-something veteran of a handful of political campaigns, and now chair of the Minnesota branch of the Democratic Party.</li> </ul>

<sup>21</sup> <http://www.myphilanthropedia.org/top-nonprofits/minnesota/access-to-art-and-culture/2012/minnesota-citizens-for-the-arts>.

<sup>22</sup> The president/CEO of the Friends of the St. Paul Library has recently sought to clarify what friends groups can do in the field of advocacy, <http://lj.libraryjournal.com/2012/11/funding/advocacy-comes-in-all-shapes-and-sizes-advocates-corner/>. The Friends also produced a guide to lobbying which touches upon this, <http://www.portal.state.pa.us/portal/server.pt?open=18&objID=880740&mode=2>.



**Figure 2.11: East Phillips delegates meet with a supportive State Representative at the State Capitol building**

*Neighborhood Latino youth gathered on the floor of the Minnesota State Legislature after lobbying for a new community center. They are with Carol Pass, president of the East Phillips Improvement Coalition, State Representative Karen Clark, and Rosy Cruz, EPIC board member and neighborhood organizer.*

*(source: East Phillips Improvement Coalition)*



**Figure 2.12: The result of all the hard work — the East Phillips Park Cultural and Community Center**

*(source: East Phillips Improvement Coalition)*



## Public sector staff also have a role to play

Whilst public sector staff that work on/in assets cannot campaign as part of their day job, they can play a role in informing the public when cuts or closure are threatened or votes are taking place. During votes on millages for the Troy Public Library, the head librarian kept library staff informed about the votes (so that they, in turn, could inform the public), ran a Frequently Asked Questions page on the library website, wrote to the local media, and held 17 information meetings for the public.

## How can you best get your case across?

There are a number of different strategies to employ when getting your case across (**Table 2.9**).

**Table 2.9: Communication channels for those supporting assets**

<p><b>People</b></p>	<ul style="list-style-type: none"> <li>• Block captains — people who know their fellow residents and have links to police, housing providers etc.</li> <li>• Neighborhood watch leaders</li> <li>• Community “gatekeepers” (the people that know “everyone”)</li> </ul>
<p><b>Media</b></p>	<ul style="list-style-type: none"> <li>• Blogs</li> <li>• Community radio (including micro-broadcasting)</li> <li>• Free neighborhood newspaper</li> <li>• Informal public signs and posters to publicize community events, such as outdoor films</li> <li>• Local universities’ alumni newspapers</li> <li>• Neighborhood List-serv (what is referred to in the U.K. as a mail-base)</li> <li>• Newsletter and e-newsletters (MailChimp was cited as useful owing to being stylish and free until the user has 2,000 subscribers)</li> <li>• Online video posts through YouTube or Vimeo</li> <li>• Podcasts</li> <li>• Public meetings</li> <li>• Social media such as Facebook, Twitter, etc.</li> <li>• Website</li> </ul>
<p><b>Institutions</b></p>	<ul style="list-style-type: none"> <li>• Larger businesses</li> <li>• Places of worship</li> <li>• Pubs</li> <li>• Sports clubs</li> </ul>

**Figure 2.13: Barn-raising spirit – Arts Advocacy Day in Minnesota 2012**

*(source: Minnesota Citizens for the Arts)*



**Figure 2.14: Emotive protest at proposed closures and repartnerings of recreation centers in Baltimore**

*Protesting community asset supporters in Baltimore have a penchant for mock funeral marches. They did it in the late 1990s when the Charles Village library branch was threatened with closure and again with the closures of several recreation centers in mid-2012.*

*(source: solidarity-us.org)*



## Marketing as a core cost

This section has shown the importance of making a case for assets and of marketing the asset offer. The resources to make this market offer should thus be seen as legitimate costs. The implications of this are that:

1. If you are being asked to give funding to support an asset (whether you are a local government official, foundation grant-maker, philanthropist, or engaged donor), you should be looking to see a budget line and plan for case-making and marketing. Currently many foundations are reluctant to support core/general operating costs even for non-profits they want to support.
2. If you are an applicant for such funding, you need to recognize that not including marketing is a false economy. Such costs need to be included even if as part of costs for specific programs (i.e. the activities that foundations *will* fund).

## This section has helped you to ....

- Appreciate the need for a more pro-active concern with making and delivering the case for assets rather than, at present, spending much money and time in making and delivering the case reactively when a crucial vote or budget decision is imminent. What stands out from the efforts considered is the time needed to make a case. Eleventh-hour protests against budget cuts may sometimes succeed, but the real secret is pro-active campaigning that starts before potential public spending cuts can even appear on the horizon.
- Understand the strategies needed around getting the right people to deliver your message and the right medium through which to deliver it.
- Recognize the barn-raising potential to involve members of the public in several forms of campaigning around public assets, including letter-writing, petitions, and peaceful protest. Crucially, this has the added value of showing a wider base of support for assets. As more individuals get engaged with the issues, potential supporters will see this as proof of value.
- Local-level public “asset coalitions” can be formed by those supporting different types of assets to make a case for the resourcing of assets in general, the collaboration of arts and outdoors groups in Minnesota being a classic example.
- Recognize that grants and donations that cover the costs of such efforts are justifiable “core costs,” and not frivolous administrative costs.

# Draw attention to your “asset offer”

When did you last see a TV ad talking about your local library, hear a radio ad about the local senior center, or pass a road sign talking about the local art museum? Have you ever seen or heard such ads? Here you will see ways in which assets can mirror their private sector cousins in overtly advertising their wares. More generally, you will hear about a range of methods in which you can let your fellow neighbors and citizens know about the asset offer on their doorstep, not only that there is a senior center or art museum located in their area (they tend to know that), but what they can find if they actually visit these places.

There are various methods you can use to directly market your “asset offer” to the public

## #1 — Tell people what assets are on their doorstep

Various written and verbal accounts can be used to let people in your city or community (or those even further afield) know what assets are within their reach (Table 2.10).

**Table 2.10: Communication channels for those supporting assets**

Medium	Example
Public lectures	<b>Friends of Cass Park, Detroit</b> An architect and an urban design graduate gave a free lecture on the park and its history. By sharing the findings of their historical research on the park, along with organizing volunteer clean-up events, the Friends will continue to gain support through local businesses, the city, and the surrounding communities. The event was held in conjunction with the (non-profit) Preservation Detroit.
Short films	<b>Stone Soup Films, Washington, DC</b> A non-profit volunteer co-operative develops a strategy to best accomplish local community groups’ and non-profits’ needs and then creates/produces professional short videos for them. These videos can be emailed and promoted through social media. The co-op only helps groups that can prove their need. <sup>23</sup>
Public Access TV programs	<b>St. Paul Neighborhood Network (SPNN)</b> St. Paul public libraries has had programs go out on local public access TV (non-commercial channels that operate on the city’s privately provided cable TV system). SPNN, a non-profit set up by the city council, runs the city’s public access channels, develops programming, and helps by providing equipment and expertise to those that want to make films. The network is supported by fees from the cable company awarded the franchise to operate cable in the city as well as from foundation money, grants, and earned income.
Signage	<b>Springwells community of southwest Detroit</b> The exercise benefits of parks are stressed at the city-owned, community-developed and -managed Springdale Green park, which has a sign, directed at walkers and joggers, saying that nine times around the park is equal to one mile.
Celebrity letters of encouragement	<b>Troy Public Library, Michigan, early 1970s</b> The city’s first children’s librarian wrote to dozens of actors, authors, artists, musicians, playwrights, librarians, and politicians asking them to write a letter to the city’s children about the importance of libraries and their own memories of reading and books. The responsiveness, which included many famous names, enthused young and old alike. The letters are available on the Troy Public Library website. <sup>24</sup>

<sup>23</sup> See their excellent account of the saving of the Avalon Theater in Chevy Chase, <http://vimeo.com/20956459>.

<sup>24</sup> <http://troypubliclibrary.info/letterstothechildrenoftroy>

The Detroit metro area offers up several excellent examples of signs being used to direct people to assets. The signs in question are on freeway billboards (it is Motor City after all).<sup>25</sup>

Figure 2.15: Road signs in Motor City

(Sources: top, author; lower, Detroit Public Library)



<sup>25</sup> In Missouri, the garage of the Kansas City Public Library has a Community Bookshelf along one side. This consists of book spines, which each measure approximately 25 feet by 9 feet, of 22 titles suggested by Kansas City readers and then selected by The Kansas City Public Library Board of Trustees. The bookshelf has won several design awards, see <http://www.kclibrary.org/community-bookshelf>.

Of particular use for local residents will be information about improvements being made to the asset offer (Table 2.11).

**Table 2.11: Improvements to products and services that can be marketed**

<p><b>Enhanced security</b></p>	<ul style="list-style-type: none"> <li>• Presence of parks police, as done in Minneapolis, where the Park and Recreation Board has its own police that seeks to establish rapport and visibility with youth and the local public through appearances at neighborhood summer festivals.</li> <li>• Volunteer community service patrols, seen in communities such as Detroit’s Grandmont Rosedale neighborhood.</li> </ul>
<p><b>Expanded roles for buildings</b></p>	<ul style="list-style-type: none"> <li>• The Baltimore public library system and the city’s Health Department now operate Virtual Supermarkets in three library branches located in “food deserts.” Local residents can order fresh food online (at home or from the library) and then collect it from the library at a pre-arranged time.</li> <li>• In Arizona, the state university and the Scottsdale Public Library system recently created the Alexandria Co-Working Network, a new initiative that brings together inventors, problem-solvers, entrepreneurs, and small businesses in collaboration spaces in community libraries across Arizona.</li> <li>• In Brooklyn, New York, a public bathing deck near McCarren Park Pool is converted into an ice rink during the winter.</li> </ul>
<p><b>Expanded roles for staff</b></p>	<ul style="list-style-type: none"> <li>• At a branch of Hennepin County Library in Minneapolis, librarians now also serve as early learning facilitators (see below).</li> <li>• At the Baltimore City Department of Recreation and Parks, staff responsible for issuing permits also give advice on how to put on events and how to secure funding.</li> </ul>
<p><b>New (accessible) locations for assets</b></p>	<ul style="list-style-type: none"> <li>• Locating libraries in retail areas, as the Baltimore County Public Libraries is doing at Owings Mills Metro Center.</li> </ul>
<p><b>New building types</b></p>	<ul style="list-style-type: none"> <li>• Pools that are usable for lap swimming but that also offer play features such as slides, jacuzzis, and waves.</li> </ul>
<p><b>New services</b></p>	<ul style="list-style-type: none"> <li>• Rec centers that offer jazzercise, zumba, yoga, and climbing walls. They also sometimes include DVD players, TVs with Netflix access and games consoles for youth.</li> <li>• Libraries offer e-books, music, magazines, DVDs, CDs, free wi-fi access, and online access and material renewal</li> <li>• In Minneapolis, the Hennepin County Library is opening a new Early Learning Environment at one of its branches aimed at supporting children’s development of crucial early literacy skills.<sup>26</sup></li> <li>• Museum sleepovers such as at the non-profit National Aquarium in Baltimore that offers a “Sleepover with the Sharks.”</li> <li>• Library after Dark: On one night per week, two St. Paul public library branches open their space to teens only for a few hours after it closes to the general public. Teens have access to all the computers, books, and movies.</li> <li>• In Colorado, membership in the Basalt Public Library entitles you to a packet of seeds. After growing the fruits and vegetables and harvesting the new seeds from the biggest and best, you return them to be lent to others (Runyon 2013).</li> <li>• In New York, the Queens Public Library System has a demographer on staff whose job is to watch what’s happening in the community, and as the community (in particular languages) changes, collections and programs change accordingly (Berger 2012).</li> </ul>
<p><b>Special offers</b></p>	<ul style="list-style-type: none"> <li>• Michigan State Parks sometimes offers free day passes. These passes are on display around the state, such as, for example, in certain public libraries.</li> </ul>

<sup>26</sup> See Bayliss, S. (2013), “Design to Learn by: Dynamic Early Learning Spaces in Public Libraries,” School Library Journal, Aug. 1.



**Figure 2.16: A new service worth marketing — Sleepover with the Sharks (National Aquarium, Baltimore)**

*The National Aquarium has a “Sleepover with the Sharks” where groups of accompanied kids (8 and over) pay to stay overnight in a museum. Various activities are provided along with dinner and breakfast. The program combines education and fun. As well as raising awareness of conservation among kids and parents it also raises awareness of the aquarium.*

*(source: Emily Williams, Odyssey Montessori School, Fredericksburg, Virginia)*

## **#2 — Actively go out to the public — to “market your wares”**

Whilst you want people to visit and use your assets, you might also want to take the assets out to the public. There are many long-standing methods for this type of outreach (such as mobile libraries), but the following section also outlines some of the newer and more innovative methods that asset managers have used in the case study cities. For example, the “Inside-I-Out” program by the Detroit Institute of Arts enables the museum to take 80 high-quality reproductions of masterpieces from its collection to the streets and parks of metro Detroit in the spring and summer months. Residents of participating communities are invited for a community weekend at the museum to view the real works of art and are offered special discounts.



**Figure 2.17: Example of the DIA's Inside I Out program – replica painting outside Hamtramck City Hall**

*Reproduction of Thomas Moran's the Fisherman's Wedding Party.*

*(source: Detroit Institute of Arts' Facebook page)*



Figure 2.18: Enoch Pratt Free Library bookmobile in the Hampden Christmas Parade — Baltimore 2012

(source: Enoch Pratt Free Library)



Bookmobiles can not only visit different neighborhoods to deliver their service, but they are also ideally placed to remind people of the library service more generally.

Following the bookmobile tradition, the Maryland Zoo in Baltimore offers a “Zoo-mobile” for outreach to local schools and local events. Another approach is to hold events in large local institutions. For example, the Troy Public Library hosted an event with a local hospital, where staff, patients, and interested locals discussed a new book relating to medical ethics. The library and hospital promoted the event, and the library held copies of the book in several formats.

Figure 2.19: Taking the zoo to the people – the Maryland Zoo’s Zoo-mobile

(source: The Maryland Zoo in Baltimore)



### #3 — You can take people on tours — both real and virtual

If you are trying to persuade people to move to your community or city — or even to stay there — you can start by showing them what is available. This might be part of place-marketing literature, but it can also be done through real or virtual tours.

D:Hive, a Detroit non-profit, gives various tours of the city — both free and not (e.g. for companies looking to relocate). These tours often heavily focus on local community assets. For example, tour stops include Belle Isle and Clark Parks and the city-owned, non-profit-run Eastern Market. They also offer free public tours of the Riverfront and Belle Isle in conjunction with these two civic assets' respective conservancies to raise awareness.

More innovative still is the filming of trips through parks so that people can see what is available. Baltimore resident Robert Wray has done a few such videos when cycling — taken from his specially mounted camera and then uploaded to the internet.<sup>27</sup>

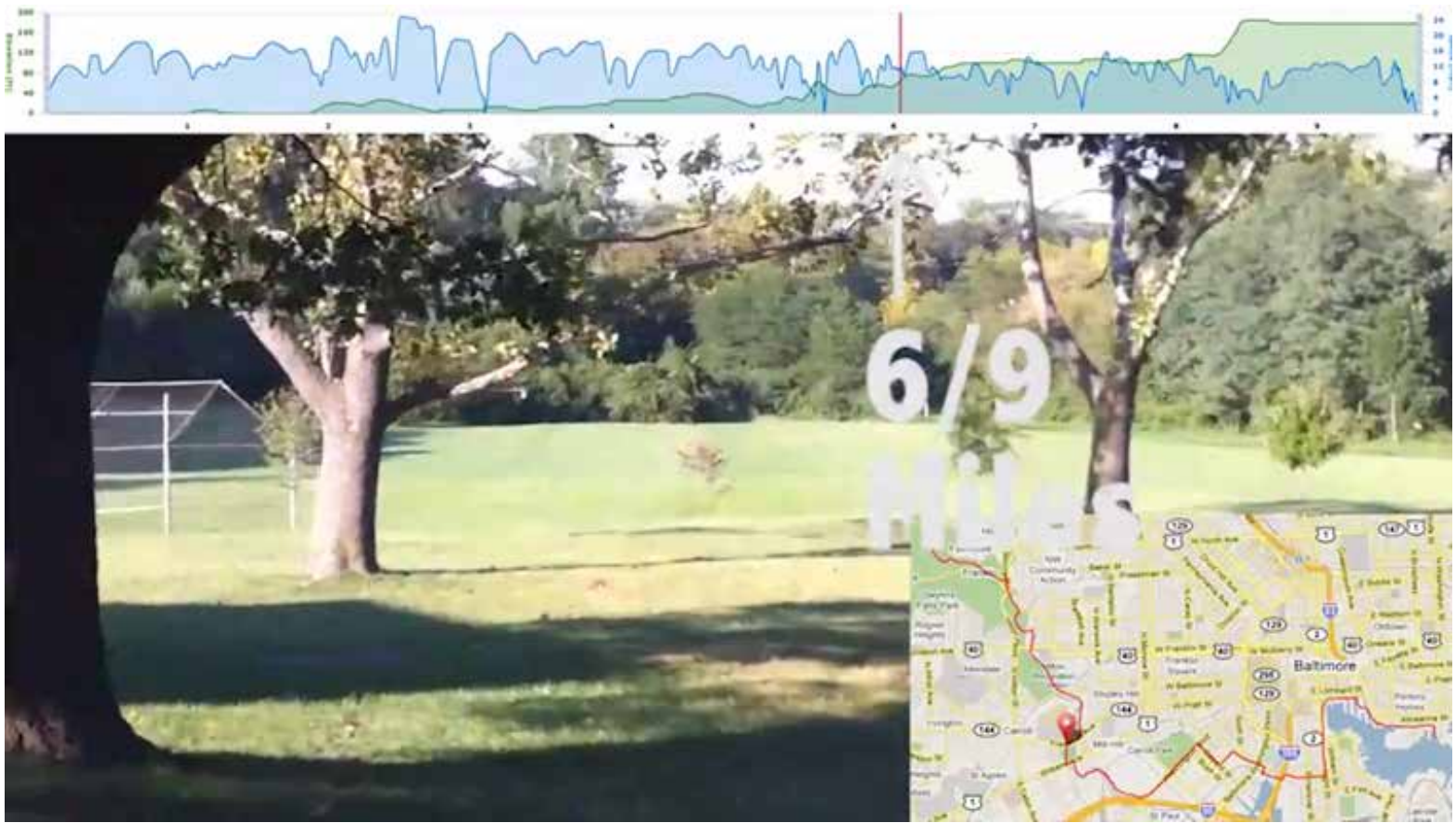


Figure 2.20: Screenshot of a virtual (YouTube) tour of Gwynns Falls Trail, Baltimore

(source: author screenshot reproduced by permission of Rob Wray)

<sup>27</sup> The full clip of the video from which the screenshot is taken is at [https://www.youtube.com/watch?v=-DEh20Wr2\\_w&feature=c4-overview&list=UULe9B2Tt4O1m9bicUMBIyIq](https://www.youtube.com/watch?v=-DEh20Wr2_w&feature=c4-overview&list=UULe9B2Tt4O1m9bicUMBIyIq). The technology used is explained here <https://www.youtube.com/watch?v=AAi9eS2Eo8E&list=UULe9B2Tt4O1m9bicUMBIyIq>.

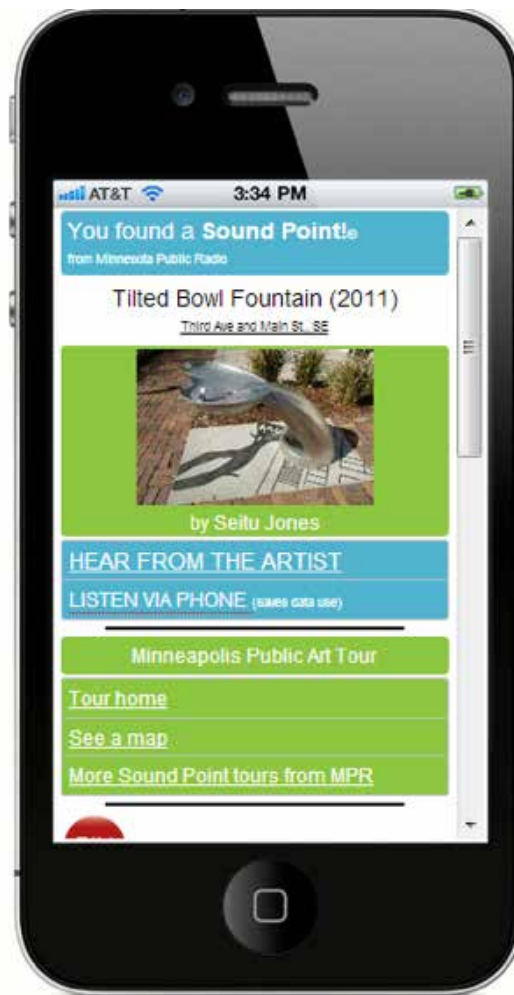
## #4 — Maps and Apps

Various tools and materials exist that allow individuals with the right technology to locate certain assets or to understand why they are valuable to them. Minnesota Public Radio (MPR) and the City of Minneapolis have launched an audio MPR Sound Point™ tour of Minneapolis Public Art. The Sound Point technology allows the public to access a series of stories, in the words of the artists, about new works of public art in Minneapolis, and gives audiences the opportunity to leave their own thoughts about the work. Viewers can listen to these stories when they are near the asset by dialing or texting a phone number or scanning a QR code (a supermarket-style barcode) with their smartphone. If they have a smartphone, they can also see where many other public art works are around the city.<sup>28</sup>

**Figure 2.21: Smartphone “app” that gives an audio tour of Minneapolis public art**

*Listen to local artist Seitu Jones outline his work and the background to it.*

*(source: Minnesota Public Radio and City of Minneapolis Art in Public Places)*



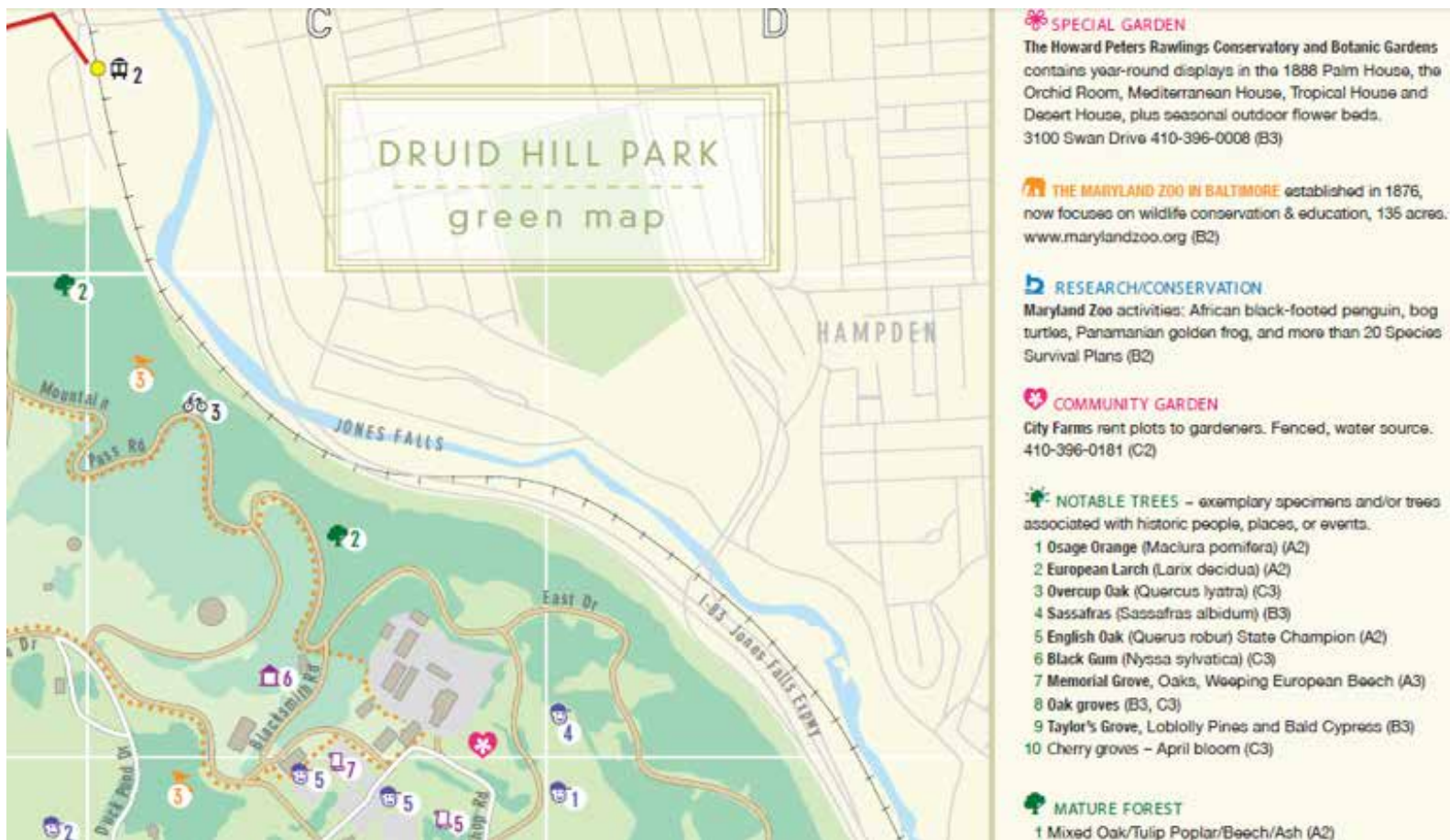
Another interesting example comes from a small non-profit called Baltimore GreenMap (BGM), which produces civic and community-scale maps using the global Google-powered Green Map® System site, which uses a set of common signs, a sort of “asset vocabulary.” The most comprehensive Baltimore map, the Regional Green Map, features over 330 asset signs thus far.

<sup>28</sup> You can access the stories by visiting <http://listenhere.wirenode.mobi> on your smart-phone or tablet.

This is an ongoing map that can be updated using the *opengreenmap* software and smartphone app. People wishing to add assets or make comments simply have to register with BGM. BGM raises awareness of the maps at events and by working with schools and youth groups. As the GreenMap for Baltimore's Druid Hill Park shows, the map offers a range of themes and an indication of where they can be found<sup>29</sup> (Figure 2.22).

Figure 2.22: Section of the Druid Hill Park Green Map and its key/legend

(source: image adapted from map supplied by Baltimore Green Map)



Baltimore GreenMap and the Friends of Druid Hill Park have also designed a Passport for Druid Hill Park that works in conjunction with the map. The passport is a way for kids to learn and enjoy the park by completing various intellectual, observational, and physical tasks. The passport and map are available, with a suggested \$3.00 donation, from the park's administrative building and can be stamped there after each visit.

<sup>29</sup> More details are available at <http://baltogreenmap.org>.



Figure 2.23: A page from the Druid Hill Passport  
 (source: author scan, included here with kind permission of Baltimore Green Map)

## #5 — Physically draw people in

Various programs, performances, and events are often done for their own intrinsic benefits and not because they are likely to make people aware of a wider asset on their doorstep. Nonetheless, such events do draw people in and show them the asset. For example, the Lowertown Roots Festival in downtown St. Paul draws music-lovers into Mears Park, while movie nights at Powderhorn Park in Minneapolis draw in film-lovers. Thus, it is worthwhile for asset managers (who may see events as overly costly or as damaging to the assets on/in which they are staged) to remember that performances and programs can yield awareness-raising benefits. However, some programs do exist, wholly or partially, with a view to making people aware of the resources on their doorstep by drawing them into the places and spaces concerned with various performances or events.



**Figure 2.24: Baltimore’s Fluid Movement perform on an overcast day at Patterson Park**

(source: *Fluid Movement*)

One such innovative example is the Baltimore non-profit called Fluid Movement, which arranges “performances created for urban spaces, in Baltimore and beyond,” thus encouraging appreciation for such spaces as well as the performances.<sup>30</sup>

Access Arts, Detroit, is a non-profit focused on the “intersection of art, arts education, and public spaces” at Belle Isle and Anna Scripps Parks with a “network of community members engaged in the production of art and the *maintenance of public spaces*” as one of the key outcomes. In 2013, for example, five outdoor art exhibitions were hosted on Detroit’s Belle Isle, each lasting two weeks and each in a different location on the island to explore its unique landscape.

<sup>30</sup> In California, Transcendence Theatre Company is working with the non-profit park operator of Jack London State Park to produce a theatrical season starting in the summer of 2012. The company wants to be based in the park over the long-term but also wants to be the source of continuous support and revenue to the park — one of many state parks to have had their funding withdrawn in recent years.



Figure 2.25: Positive Vibrations performance — Belle Isle Park, Detroit<sup>31</sup>

(source: Access Arts)

Tour Dem Parks, Hon!, now in its 11<sup>th</sup> year, is an initiative of the Baltimore City Department of Recreation and Parks, the Department of Planning, the Office of Sustainability, and the Mayor's Bicycle Advisory Committee. It is intended to take large numbers of cyclists to the city's park and trail assets and to raise funds for the city's public parks and local environmental and cycling groups.

Figure 2.26: Annual cycle tour through Baltimore City Parks and Trails, 2013

(source: Tour Dem Parks ,Hon!)



<sup>31</sup> Video at <http://www.youtube.com/watch?v=oajg6UIRTsk>



As part of Hockey Weekend Across America and their ongoing Hockeytown Thanks initiative, the Detroit Red Wings professional ice hockey team came to the city-owned but non-profit managed Clark Park in southwest Detroit to hold a practice session at the community-run outdoor rink. Special observation areas were installed specifically for fans — with spaces going to the first 2,000 Detroit citizens to get there. The team was on ice for about an hour, during part of which they undertook drills alongside a pre-selected minor junior team. After the Red Wings practice, the ice was opened to attendees for skating.

**Figure 2.27: The Detroit Red Wings practice at Clark Park rink, February 2012**

*The event saw more than just the team giving back to the community. Fans wishing to attend were asked to make one of three charitable donations upon entering the facility: canned goods to benefit a metro area food bank, at least \$2 cash in support of the Clark Park Coalition, or good quality second-hand hockey equipment to be used by Clark Park and the Detroit Hockey Association. The event was co-sponsored by a diner chain and a supermarket chain. Several local schools and companies provided parking spaces and a travel company ran shuttles between the city center and Clark Park.*

*(source: FOXSportsDetroit.com)*





Figure 2.28: The Here and Now Party at the city-owned Walters Art Museum in Baltimore — July 2013

(source: Ken Rochon of *The Umbrella Syndicate*)

If you are managing or supporting a visually impressive space, such as a museum or central library, and are keen to draw people in, you could follow the lead of the Walters Art Museum in Baltimore. In 2013, the museum hosted an evening event that saw people fill the permanent collection galleries and the three contemporary shows whilst also enjoying a cash bar and DJ playing in the museum's sculpture court. The event was designed to attract the area's young professionals, although the crowd was more diverse than that. Crucially, the museum partnered with event marketing organizations to gauge entertainment preferences and to help market to a crowd that falls outside its traditional demographic. The museum sought to create an event that responded to this demographic's needs while, at the same time, honoring the museum's mission to "bring art and people together for enjoyment, discovery and learning." The event was supported by local company Constellation and entry was free to those who registered.

Figure 2.29: Poster for the 6th Annual ARISE Detroit Neighborhoods Day  
(source: ARISE Detroit)

**"THE SUPERBOWL FOR CITY NEIGHBORHOODS"**

**THE 6<sup>TH</sup> ANNUAL ARISE DETROIT! NEIGHBORHOODS DAY**

**SATURDAY, AUGUST 4, 2012**

**FROM SUN UP TO SUNDOWN**

Register today and get more information at [www.arisedetroit.org](http://www.arisedetroit.org).  
Phone 313-921-1955.

**HUNDREDS OF ORGANIZATIONS AND THOUSANDS OF VOLUNTEERS WILL PARTICIPATE. MORE THAN 100 COMMUNITY SERVICE AND IMPROVEMENT PROJECTS CITYWIDE, FROM THE RIVERFRONT TO EIGHT MILE ROAD, FROM THE FAR EAST SIDE TO SOUTHWEST DETROIT REGISTER YOUR ORGANIZATION TO BE PART OF THIS AMAZING DAY!**

**ARISE DETROIT!**  
Be Part of the Change

**FUNDED BY:**  
**THE KRESGE FOUNDATION**

For any city leader or social entrepreneur seeking to draw people in on a substantial scale, another successful example is Detroit's annual Neighborhoods Day, run by a local non-profit called ARISE. The day includes block parties, sporting and cultural events, and city clean-ups, and includes over 400 partners and dozens of projects. Thus, it brings much of the city together and is very much in the barn-raising spirit.

## #6 — Focus attention on assets without directly promoting them

Award ceremonies, campaigns, competitions, and parties can also draw peoples’ attention to assets (Table 2.12).

Table 2.12: Various programs and other activities can also raise peoples’ awareness of assets

Project	Run by/Involving	Methods	Key aspect(s)
<b>Award of Excellence program</b>	Minnesota Recreation and Parks Association	Annual competitive program to recognize local assets. Among 2011’s 11 winners was the Como Regional Park Pool in St. Paul (selected in the category of Parks & Facilities). When asked by local media to comment on the rewards, the mayor of St. Paul said it recognized the city’s excellent Parks and Recreation Department.	Recognition for assets and those who sustain them
<b>Competition</b>	People for Parks, Minneapolis	Annual Picture-a-Park Photo competition to stimulate interest in parks.	Photo competition
	Detroit by Design (America Institute of Architects, Detroit branch)	Open international invite to submit designs for a public space on the city’s riverfront. Jury members participated in a symposium, attended by over 400, to discuss what shape Detroit’s riverfront should take, and what cities it could draw inspiration from.	Competition / Debate
<b>Great Green Beaning Project</b>	Frogtown Gardens	Non-profit that advocates for urban green spaces and sustainable development distributed 6,000 beans to 250 local homes. The beans were chosen because they produce food but also because of their distinctive bright red flowers. Half of these homes now have them.	Public involvement in awareness-raising

### Box 2.4: A summary of the ways you can make people aware of your “asset offer”

- **Tell:** tell people what assets are on their doorstep
- **Reach out:** actively go out to the public to “market your wares”
- **Show:** take people on real and virtual tours
- **Help:** help people to find out about assets by developing and/or using tools and maps
- **Lure:** raise awareness by physically drawing people in to assets
- **Hint:** indirectly raise awareness through awards, competitions, and promotional material

**Figure 2.30: Frogtown Gardens raise awareness for their cause**  
*Frogtown Gardens sold buttons/badges to raise money and awareness for a future 13-acre park, nature sanctuary and urban farming demonstration center. Small buttons sold for a dollar and large buttons for two.*  
*(source: Rose Holdorf, Plowshares Press, Oregon)*



### **This section has helped you to ....**

- Learn about some ways that have been or are being used to market the asset offer to prospective users. This includes strategies such as getting out to where asset users live and/or inviting them into the assets.
- Learn about a range of ways in which innovation around the asset offer is occurring and needs to be marketed.
- See the important role played by non-profit groups in marketing assets.

# RAISING MONEY FOR YOUR ASSETS

How much say do you have in the funding and running of community and civic assets in your town or city? In countries with a high degree of fiscal (tax) centralization such as the U.K., cuts and closures to local government community and civic assets are often due to cuts in the national income tax take that is allocated to local government. If you want to see voters in your community and city having various tax-related mechanisms through which, if they want, they can support assets, then the United States offers several informative models.

Whilst the U.S. case study cities and states have not entirely escaped austerity measures, they do have a range of mechanisms that allow them to raise their own tax money for assets. More importantly, these mechanisms are often voted for by the public, so local taxpayers have to engage with the question of whether they want assets and whether they want them enough to pay for them.

This section begins by outlining these mechanisms and then proceeds to look at a wider range of additional funding sources including:

- public sector efficiency drives and use of fees/charges (useful for those who oversee local government-funded community and civic assets);
- donations by the public and fund-raising drives by non-profits (useful for asset supporter groups);
- foundation grants (mainly useful for foundations and the non-profits which apply to them); and
- donations and gifts-in-kind from local businesses (useful for corporate social responsibility managers and those looking for corporate support with their community and civic assets).

You will see here that, even if local taxpayers were able to finance local assets, there are many benefits from funding a share of the costs from foundations, business, philanthropy and individual donations.

## Your state or city can use a range of tax mechanisms to sustain assets

State and city governments have typically raised money for assets through some combination of taxes (**Table 3.1**). The table outlines specific examples of assets funded or, in a few cases, to the types of assets that receive support. One of the striking aspects of the menu is the extent to which they often involve voter approval. This is important because it gives individuals a mechanism to give to assets, and because the debates that accompany such votes raise awareness about assets.<sup>32</sup> The ability to use different types of taxes does of course also lessen the reliance upon any one type.

<sup>32</sup>The property tax for the Minneapolis Park and Recreation Board is not voted on but elections to the board itself are vigorously contested, so the exact size of the levy (over which the board has some leeway) remains in the public eye.

**Table 3.1: Taxes used to raise funds for assets**

Tax on...	Example	Examples of support for assets
<b>Things you own</b>	<b>Property Tax</b> (permanent)	<ul style="list-style-type: none"> <li>• Minneapolis Park and Recreation system</li> <li>• Minneapolis Institute of Arts</li> </ul>
	<b>Millage Property Taxes<sup>33</sup></b> (Michigan-specific. Voter approved, time-limited, and for specific initiatives)	<ul style="list-style-type: none"> <li>• Detroit Institute of Arts, Public Library system, and Zoological Authority all have separate millage funding</li> <li>• Huron Clinton Metro-parks Authority</li> <li>• Troy Public Library</li> </ul>
	<b>Special Assessment Districts</b> (voter-approved property taxes that pay for additional services)	<ul style="list-style-type: none"> <li>• Four clusters of neighborhoods, often including business areas, in Baltimore</li> <li>• Spending is on supplementary sanitation and community-based safety services. Also supports and organizes community activities and assets</li> </ul>
	<b>Fiscal Disparity Law</b> (uses growth in the metro-wide business property tax base to help needier areas and encourage open space)	<ul style="list-style-type: none"> <li>• This helps areas in the Twin Cities with a low business property tax base</li> <li>• One of the benefits is that it encourages areas to keep/accept open space (such as state parks) that do not generate property tax revenue<sup>34</sup></li> </ul>
<b>Things you buy</b>	<b>Sales Tax for certain goods and services</b> (voter approved on retail and certain sale of certain services)	<ul style="list-style-type: none"> <li>• Minnesota’s Legacy Amendment (referred to in the Raising Awareness section)</li> <li>• Loans and grants for Neighborhood STAR and Cultural STAR programs<sup>35</sup> in St. Paul</li> <li>• Funding for library hours at Hennepin County Library (up to \$2 million a year) and youth sports and activities.<sup>36</sup></li> <li>• In Buncombe County, North Carolina, proceeds from a hotel room tax are used for marketing the area and for new civic assets that would generate additional hotel stays</li> </ul>
	<b>Real Estate Sales Tax</b> (0.5 percent on every transaction in the state. Rises in line with property price sales so as development pressure grows so do their finances)	<ul style="list-style-type: none"> <li>• In Baltimore city, the state-funded Program Open Space<sup>37</sup> has been used to restore and build new rec and parks facilities, but for capital projects rather than much-needed revenue spend<sup>38</sup></li> </ul>
	<b>Income Tax</b> (Permanent, although rates vary. Mainly at the state level although there are local income taxes too <sup>39</sup> )	<ul style="list-style-type: none"> <li>• The research that underpins the toolkit did not uncover specific examples of assets whose funding could be attributed to income tax</li> </ul>

<sup>33</sup> They are called millages because a property tax, rather than being expressed as a percentage of market value, may also be expressed as the amount of tax per \$1,000 (the “mill” part) of taxable property value. So, if a property has a taxable value of \$100,000, a 2 mill (\$2.00 for every \$1,000 of taxable value) will bring in \$200 per household.

<sup>34</sup> See <http://urbancurrent.org/2012/12/06/metropolitanism-minnesotan-style-minnesota-land-of-bob-dylan-prince-the-coen-brothers-and-the-fiscal-disparities-law>.

<sup>35</sup> St. Louis, Missouri, established the first cultural tax district in 1969 (<http://www.mzdstl.org>) and has been followed by others including Denver, Colorado (see <http://scfd.org>), Allegheny County, Pennsylvania (<http://www.radworkshere.org>) and St. Paul.

<sup>36</sup> This comes from the sales tax used to make bond repayments on the city of Minneapolis-owned baseball stadium. The tax is designed so that it consistently yields more than needed to repay bond-holders. The “slack” is used for five types of local good causes, including \$1 million to a capital improvement fund that the Minnesota Twins (who lease the stadium) also contribute to.

<sup>37</sup> Maryland was one of the first U.S. states to create a dedicated funding source to protect water quality, conserve natural areas, and create parks. The Program Open Space (POS) was started in 1969 by the Maryland Legislature and has been run since by the state’s Department of Natural Resources.

<sup>38</sup> Details of similar measures in other states can be found at [www.landvote.org](http://www.landvote.org).

<sup>39</sup> Maryland has one of the highest income tax rates when state and local incomes taxes are combined, but even then these are still less than 10 percent of all tax raised in the state.

**Table 3.2** outlines another types of tax-mechanism used for supporting assets – namely ones that either secure investment to be repaid from the future (predicted) tax takes or that offer tax breaks for those that donate to charities supporting assets.

**Table 3.2: Other tax mechanisms used to secure funds for assets**

Mechanism	Example	Examples of support for assets
Things others invest in that your taxes repay with interest	<p><b>Bonds</b> (voter approved; sold to banks and other investors and the yields paid from taxes)</p>	<ul style="list-style-type: none"> <li>Investment in theaters in Minneapolis</li> <li>Public art in Minneapolis<sup>40</sup></li> <li>New Central Library for Minneapolis and improvements to community libraries</li> <li>City of Minneapolis-owned baseball stadium</li> <li>Improvements to Detroit’s Eastern Market</li> <li>Repair and rehabilitation of Patterson Park in Baltimore</li> <li>Funding for the Village Learning Place library in Baltimore</li> </ul>
	<p><b>Tax Increment Finance (TIF)</b> (funding programs through predicted increase in the tax levy from certain areas of city development)</p>	<ul style="list-style-type: none"> <li>The TIF-funded Neighborhood Revitalization Program (NRP) introduced by Minneapolis City Council in 1990 supported the East Phillips Cultural and Community Center, among other things</li> <li>More generally NRP, gave neighborhoods the ability to hire planners/designers, to match funding provided by others, and to attract volunteers</li> </ul>
Things people donate to that attract tax breaks	<p><b>Tax Credits</b> (issued for donations to asset-supporting charities)</p>	<ul style="list-style-type: none"> <li>In Baltimore, the Friends of Patterson Park and the Parks and People Foundation are among those to receive support for both capital and operating costs<sup>41</sup></li> </ul>

Now that you are familiar with a range of potential tax-related funding mechanisms, you still need to think long and hard about their respective merits and possible associated risks. **Box 3.1** takes you through these considerations.

<sup>40</sup> The bond was for a large capital project and a small percentage was allocated for public art. You can read more about such “percent for art” programs here [http://en.wikipedia.org/wiki/Percent\\_for\\_Art](http://en.wikipedia.org/wiki/Percent_for_Art).

<sup>41</sup> Individuals and business taxpayers who donate at least \$500 to certain capital or operating costs at certain charities identified by the state of Maryland can receive 50 percent of the amount of that donation in Community Investment Tax Credits. So a \$500 donation really costs the donor \$250. These credits come from the non-profits who have secured a credit allocation, through competition, from an annual pool of \$1.75 million. see <http://www.neighborhoodrevitalization.org/programs/citc/citc.aspx>.



## **Box 3.1: Check-list of questions to ask when contemplating the introduction of tax mechanisms**

### **What**

1. Will it provide all of the funding for what you want to achieve and, if not, are you confident of finding the remainder?
2. How vulnerable are your plans to changes in property values, incomes, and retail activity?
3. If it involves a tax credit, is there evidence that this is generating additional giving?

### **Why**

4. Why do you want it? Have you cut out all wasteful spending and prioritized?
5. Are you willing to see a share of your tax revenue restricted to certain causes?
6. Will it set a precedent, with interest groups constantly looking for their own dedicated tax?

### **Where**

7. Where do those who use the asset live?
8. Is there a body that could levy a tax across the geographical scale within which most asset users live?

### **When**

9. Given that taxes take time to introduce, how urgent is your need?
10. How long will it last when introduced? Will it give a degree of certainty and also the opportunity to cancel it?

### **How**

11. If you want to issue a bond, what is your city's credit rating?
12. Will it be easy to assess and collect? Can it be done alongside other tax collection?
13. Will the public have a vote on its introduction?
14. If it involves a vote, can this take place alongside other elections?
15. Can you be sure that other funding agencies will not cut support in line with what your tax is raising?
16. How are principles of fairness taken into account in terms of who pays, what they pay, and who benefits?
17. If it involves a tax credit, how bureaucratic will it be for smaller charities to participate?



**Figure 3.1: Bonding experience – a concert at the State Theatre in Minneapolis (renovated through a city bond)**

*In Minneapolis, the city government bought four major downtown theaters that were either closed or moribund, and pulled them back into the public sector fold with a view to improving them. To pay for the investment, the city issued revenue bonds on the theaters. It has since fulfilled its intention of putting the theaters in the hands of a non-profit, the Hennepin Theatre Trust. The Trust is continuing to operate and program the theaters and repay city investment, whereupon it will then own them outright. In order to make the payments, the trust imposes a surcharge on each ticket sold.*

*(source: McNally Smith/Flickr)*

## **This section has helped you to ....**

- Understand the menu of tax-related policy tools that are potentially available to local electorates and politicians that want to raise funds for assets. This policy choice reduces the risk of any one tool not delivering.
- Become aware of the key questions that would need to be asked when contemplating the introduction of tax mechanisms.
- Recognize that such issues require voter approval and so enhance the involvement of the public (which includes many existing and prospective asset-users) in making decisions about assets.

# Your asset managers need to use money as efficiently as possible

This section offers a range of ideas for delivering these efficiencies by different ways of working and using resources. It is primarily for asset managers tasked with delivering greater efficiencies but can also be of value to anyone interested in voting for a local tax or millage to support certain assets or asset types and who wants to make sure these funds are used efficiently. Similarly, if you have made a grant or donated to a non-profit that manages an asset and the programs that run in/on it, you again want to know that they are using the money efficiently.

## Adopt measures to make resources go further

As **Tables 3.3 and 3.4** show, asset managers can employ numerous efficiency measures. Efficiency is here defined as getting the most output (satisfied asset users) from whatever level of inputs you have (asset manager’s budget in a given year). Many of the examples are drawn from local government-run assets but the examples have wider applicability in non-profit and private sector assets. **Box 3.2** provides an example of one such measure that also happens to constitute a service innovation.

**Table 3.3: Efficiencies developed between several organizations**

Measure	Example
Shared services	<ul style="list-style-type: none"> <li>Since 2011, Scott County and Three Rivers Parks District, Twin Cities metro area authorities, have shared: delivery of park maintenance and visitor services, utilizing resources from both organizations to expand services without increasing costs; a single online portal for anyone looking to reserve a park picnic shelter.</li> </ul>
Merger	<ul style="list-style-type: none"> <li>At the beginning of 2008 the Hennepin County Library subsumed the Minneapolis Public Library system, thereby greatly reducing duplication.</li> <li>In Detroit, the city’s Community Access Centers, known as Neighborhood City Halls, have organized an annual volunteer-centered anti-arson effort around Halloween and an annual volunteer-centered litter cleanup in May. In 2012 the Center’s functions were transferred to four neighborhood recreation centers.</li> </ul>
Shared use of assets	<ul style="list-style-type: none"> <li>In southeast Michigan, two neighboring parks systems offer people the chance to buy one permit for both systems, which includes 13 Huron-Clinton Metro-parks and 7 Oakland County Parks.</li> <li>A new single-premises St. Paul Library and Parks recreation center, the Payne Maryland Project, will have shared use meeting rooms, restrooms, and programming space for children and teens.</li> <li>Joint-use libraries (typically public libraries combined with school library media centers or with academic libraries) are not uncommon in the United States.<sup>42</sup></li> <li>Baltimore County’s Department of Recreation and Parks and the local School Board contribute to the acquisition and development of dual-use school recreation sites. Maintenance and repair is also shared. Centers feature many additional amenities, which could not otherwise be funded. It has long been County policy that children can freely go from school to recreation center – these are often co-located.</li> <li>In 2012 five Baltimore City Council recreation centers slated for closure became part of the City Public School System, allowing them to stay open and provide after-school programs.</li> <li>In many areas of the United States reciprocal borrowing arrangements are standard within city library systems and common between library systems across a metro area.</li> </ul>
Avoidance of duplication	<ul style="list-style-type: none"> <li>Regionally significant parks and trails in the Twin Cities metro area receive Metropolitan Council and State money but, rather than come under metro management, they are managed by seven counties and three cities that are also responsible for (smaller) parks in their jurisdictions.</li> <li>In Detroit the city council leases the Belle Isle island park to the state of Michigan. Although done mainly to reduce city costs it also meant state machinery was taking on an asset of state importance.</li> </ul>

<sup>42</sup> <http://www.ala.org/tools/libfactsheets/alalibraryfactsheet20>.

**Figure 3.2: Scott County and Three Rivers Parks District staff collaborate to install a fishing pier**

*Scott County provided heavy equipment and Three Rivers provided staff expertise. Both agencies brought their resources together to construct and install the fishing pier at the lowest possible cost to taxpayers.*

*(source: Mark Themig, Scott County-Three Rivers Parks District)*



**Table 3.4: Efficiency measures used within local government departments**

Type of efficiency	Example
<b>Specialisms in neighboring assets</b>	<ul style="list-style-type: none"> <li>In Minneapolis recreation centers are grouped into five Community Service Areas (CSAs). The aim with each CSA is to ensure that, between the centers in each CSA, there is a wide range of facilities and programs. The arrangement allows for specialisms and avoids duplication.</li> </ul>
<b>Use of mobile program and maintenance teams</b>	<ul style="list-style-type: none"> <li>In St. Paul, the fields and play areas remain around several Rec Centers that have been demolished. Rather than invest in permanent equipment that is occasionally used, the Department of Parks and Recreation runs a mobile recreation program and hires college students to assist with this. There are four teams in operation throughout the summer that bring climbing walls, bouncy castles, small soccer goals, and other athletic equipment. Staff are busy and equipment is in use.</li> </ul>
<b>Flexibility from greater use of part-time staff</b>	<ul style="list-style-type: none"> <li>Increased use of part-time staff.</li> <li>n.b. this is also likely to mean more staff with reduced employment conditions (compared to full-time staff).</li> </ul>
<b>Procurement</b>	<ul style="list-style-type: none"> <li>Amongst the efficiency measures employed by the Enoch Pratt Free Library in Baltimore is the use of the internet for their telephone system and negotiating discounts with book dealers.</li> </ul>
<b>Reduction in “stock”</b>	<ul style="list-style-type: none"> <li>One local authority interviewed has increased wild-space in its parks by 15 percent — allied to increased efforts to keep invasive species down. The reduced mowing also brings less carbon footprint and helps wildlife.<sup>43</sup></li> <li>Removal of print reference collections can save space in libraries as the material can all be held, and accessed, online. In January 2014 San Antonio County in Texas introduced the first all-digital library in the United States – all content is accessed either online or via e-readers.</li> </ul>
<b>Self-service</b>	<ul style="list-style-type: none"> <li>Libraries can offer self-service kiosks, allowing members to check out materials themselves. At Baltimore County Public Library 90% of circulation is handled by self-checkout, thereby reducing the need for customer service staff (each machine costs \$7000).</li> </ul>
<b>Equipment savings</b>	<ul style="list-style-type: none"> <li>Maintain rather than replace mowing and other green-space management equipment</li> <li>Libraries are increasingly cutting public computer terminals as more and more library-users bring their own lap-tops and smart-phones</li> </ul>
<b>Energy-saving measures</b>	<ul style="list-style-type: none"> <li>In Indiana the Jennings County Public Library hopes to wipe out its \$60,000 electricity bill by installing (bond-funded) solar roof paneling.</li> </ul>
<b>Greater use of assets</b>	<ul style="list-style-type: none"> <li>One of the interviews revealed that consideration was being given to adding retractable roofs and walls to make open air public swimming pools usable year-round – an idea already used in Las Vegas.<sup>44</sup> This will deliver more bang for the tax-payer buck and, if user charges/fees are involved, additional revenue.</li> </ul>
<b>Disposal of unneeded assets<sup>45</sup></b>	<ul style="list-style-type: none"> <li>In Baltimore a 2013 city-commissioned report recommended that the city could generate revenue by offering long-term retail and residential leases for 15 city historic properties and outright selling two others.</li> <li>In Detroit, a decommissioned park with a defunct, graffiti-covered pool and a still-active playground was sold in April 2012 as part of a residential development in the city’s resurgent mid-town. The new development will have a play scape, and a local community development corporation will renovate a smaller park a half-mile away.</li> </ul>
<b>Library use of a collection agency</b>	<ul style="list-style-type: none"> <li>Since the beginning of 2013, the Detroit Public Library system has contracted with a collection agency<sup>46</sup> to assist in recovering non-returned library materials and unpaid fines (each year approximately, 40,000 items are checked out and never returned, an annual cost of roughly \$500,000).</li> </ul>
<b>Maintenance of larger assets</b>	<ul style="list-style-type: none"> <li>The City of Detroit focuses its mowing and maintenance efforts on larger city-owned parks. With scarce resources it is more efficient to focus efforts on large spaces than on the several hundred small parks.</li> </ul>

<sup>43</sup> For further details see the Michigan Department of Natural Resources “Grow not Mow” page [http://www.michigan.gov/dnr/0,4570,7-153-10365\\_37783-146674--,00.html](http://www.michigan.gov/dnr/0,4570,7-153-10365_37783-146674--,00.html).

<sup>44</sup> Details can be found here <http://www.lasvegasnevada.gov/Find/21065.htm>.

<sup>45</sup> The Appendix contains an account of strategies for a city faced with having to sell off valuable community and civic assets to ease wider city debt issues.

<sup>46</sup> Unique Management, the largest provider of collection agency services to U.S. libraries.

### **Box 3.2: You can make better use of assets and deliver service innovation — Library After Dark, St. Paul**

In early 2013, the city of St. Paul's Parks and Recreation Department and the St. Paul Public Library jointly launched Library After Dark. This service innovation makes better use of assets.

On one night per week at each of two libraries (Rice and Arlington Hills), the staff open the space to teens only for a few hours after it closes to the general public. The kids have access to all the computers, books, and movies. The Department of Parks and Recreation brings board games and arts and craft supplies.

There are no additional costs for utilities or maintenance. Staff costs are minimal as staffing comes through moving around work shifts for one of the library workers and a couple of the parks workers. The exercise adds less than \$1,500 in staff costs for a whole year beyond what would normally be spent. The aim is to add further library sites in the future.

**Figure 3.3: Make your asset go further through greater use — St. Paul's Library After Dark initiative**

*For several evenings a week, St. Paul teens are, along with the supervisory staff, the only people that can use two of the city's branch libraries.*  
(source: City of St. Paul Department of Parks and Recreation)



## **Reductions in staff, asset numbers and opening hours may all generate efficiencies**

Asset managers have sometimes sought to address resource scarcity through:

- Closures or, in the case of parks, cessation of maintenance/programming
- Reduced opening hours – including closing for an extra day a week
- Furlough days — employer-mandated unpaid days-off for staff, usually a day a week, as an alternative to making some staff redundant.
- No/low rehiring of staff after existing staff have left or retired

These can conceivably constitute efficiency gains if people adjust the assets they visit or the hours when they visit. This is because there will be greater use for the same resource input. Inevitably this comes at the loss of users' convenience.

## **Decisions on resources must be transparent**

The important factor when major cuts or closures take place is that there is a clear rationale and that this is transparent to the public. This should lessen the chance of a particular neighborhood or group feeling discriminated against or, worse still, actually being discriminated against in terms of resourcing decisions. The criteria for reductions and closures needs to look at current use levels, user satisfaction with an asset, possible changes to make an asset more viable (including greater use and external management by non-profits), and the availability of other assets nearby. “Other assets” nearby might be substitute ones (say, another park within walking distance) or complimentary ones (a branch library, rec center, and senior center next to a neighborhood park that makes the park an especially valuable location).

## **Decisions on resources must tie in with wider city planning efforts**

This leads into the fact that asset planning needs to be bound up with wider city planning. In Detroit, which has lost two-thirds of its population since 1950, the long-term plan known as Detroit Future City has considerable implications for sustaining assets. Whilst the plan was driven by civil society, much of it addresses city government resourcing issues. The plan aims to concentrate people into fewer, denser, more walkable neighborhoods connected by greenways and mass transit as well as traditional city streets. Certain kinds of industrial and commercial activity would also be concentrated in a similar way. Areas that already fail to act as neighborhoods and business districts, owing to high vacancy and disinvestment, would eventually shift to new forms of “landscape” uses, including farms, forests, and “blue infrastructure” such as ponds, lakes, and swales to keep rainwater out of the city’s overburdened sewage system. So assets, particularly parks, could either become part of the green-blue landscape or be important anchors for neighborhoods that reinvigorate or remain strong.

Such decisions also need to be taken in dialogue with workers and/or their unions. These latter are more likely to agree to the sorts of options considered above, which may entail job losses or reduced hours, if they are convinced that it is likely to realize the medium-long term aim of having more sustainable public assets.

# You can also charge user fees for assets and their resources

This section will show you how to raise money by charging a fee for assets/asset equipment. The case study cities have generally kept entry to assets free but have nonetheless implemented a range of other fees for equipment use in parks or library rentals, including some quite innovative measures. But charging fees raises questions for many — both ethical and practical. You also need to be mindful of these.

## Know why you might want to charge

There is something to be said for the use of charges. They can:

- cover costs of asset maintenance and repair;
- raise money (useful in improving assets);
- serve as a sign that users genuinely value the assets (useful in making a case for wider funding); and
- indicate where users perhaps do not really value something.

## Know what you can charge for

There are a range of things that you can charge for.

- Entry to assets
- Attendance at events
- Participation in programs/services run from assets
- Permits to use spaces or rooms
- Equipment hire

**Table 3.5** outlines these in more detail.



**Table 3.5: Examples of charges commonly used by civic and community assets**

Type of charge/fee	Parks and Recreation	Libraries	Other
<b>Entry</b>	<ul style="list-style-type: none"> <li>• Usually free</li> <li>• Michigan state parks for vehicle users</li> <li>• City ice-skating rinks in Baltimore</li> <li>• Senior centers in Baltimore</li> </ul>	<ul style="list-style-type: none"> <li>• Free</li> </ul>	<ul style="list-style-type: none"> <li>• The Walker Art Centre in Minneapolis — a non-profit with a high level of state support</li> <li>• Golf courses</li> </ul>
<b>Events</b>	<ul style="list-style-type: none"> <li>• Entry to firework displays in city parks — notably on July 4<sup>th</sup></li> <li>• Entry to “Blues, Brews, and BBQs” events in city parks</li> </ul>	<ul style="list-style-type: none"> <li>• Free</li> </ul>	<ul style="list-style-type: none"> <li>• Special exhibitions at the Minneapolis Institute of Arts</li> </ul>
<b>Services</b>	<ul style="list-style-type: none"> <li>• Sports programs at parks such as baseball (often waived for those unable to pay)</li> <li>• Yoga, dance, and exercise classes (financial assistance is less likely)</li> <li>• Summer camp at Baltimore Rec Centers</li> </ul>	<ul style="list-style-type: none"> <li>• Fines<sup>47</sup></li> <li>• Rental of new highly sought-after books for one week on a non-renewable basis</li> <li>• TV series box sets</li> <li>• Video games</li> <li>• DVD rental</li> </ul>	<ul style="list-style-type: none"> <li>• Fitness centers in Baltimore City Council-run senior centers</li> </ul>
<b>Permits to use spaces or rooms</b>	<ul style="list-style-type: none"> <li>• Corporate and special events such as weddings, usually high-fee, as at Nicolette Island in Minneapolis.</li> <li>• Picnic shelters in parks is common often for family reunions e.g. Lake Como Park in St. Paul</li> <li>• Community events, usually low-fee</li> <li>• Parking</li> </ul>	<ul style="list-style-type: none"> <li>• Use of meeting rooms by community and interest groups</li> </ul>	<ul style="list-style-type: none"> <li>• In Baltimore, the city rents out space at its senior centers to organizations looking to run classes for the elderly or to sell them things; the city may give rent discounts for relevant uses such as WeightWatchers</li> </ul>
<b>Equipment hire</b>	<ul style="list-style-type: none"> <li>• Ice skates and, in a few cases, skis</li> <li>• Kayaks and canoes</li> <li>• Bikes and segways</li> <li>• Boats, dingys, and pedaloes</li> </ul>	<ul style="list-style-type: none"> <li>• Copies and faxes</li> <li>• Computer use by non-residents</li> <li>• Internet use by non-residents</li> </ul>	<ul style="list-style-type: none"> <li>• n/a</li> </ul>

<sup>47</sup> Public libraries can still raise money from fines on overdue books. One library even noted how it avoids using email reminders to readers to pay fines because slower return meant more income. Fines are however simply not possible with the introduction of e-books; at a specific date, the book simply becomes unavailable. In Hennepin County Library (in and around Minneapolis), for example, the introduction of e-readers is thought to be much of the reason behind the fall in fines from \$125,000 per year to \$100,000.

## Make charges equitable

You may want to start by asking which assets you think should be accessible freely by right. This might include:

- playing in a park
- access to a ball and equipment to play
- playing in an organized league
- seeing art in a museum (whose collection may well be mostly donated for public enjoyment)
- seeing a play in a theater that has received high levels of public funding
- meeting friends in a senior center

Then think about whether your charge can easily be paid by certain groups within your community, such as:

- people below, on, or near the poverty line
- children
- the unemployed
- retirees
- current/former armed forces personnel

In the case of the Michigan state park fee and the Baltimore senior centers, the central belief is that the level charged is affordable. This is to say, those who can afford car ownership should be able to afford a \$10 annual park fee and, similarly, \$10-15 for a year's entry to a senior center is not considered a vast sum (especially if there are options for paying by installment).

To ascertain whether people find something affordable or not you could:

- consult with users before introducing;
- survey people that might be expected to use them; or
- decide that no one should have to pay more than a certain percentage of a living wage.

If after this engagement process you decide to charge a fee, you can also offer fee waivers and scholarships for those genuinely unable to pay a charge. There are three main ways to administer these waivers:

- set free/reduced entry times — have certain times or days that are free to all;
- trust-based — if people say they deserve a concession or fit a certain group, take them at their word; or
- means-tested — but preferably, to avoid stigma, where no one knows who gets waivers/scholarships.



**Figure 3.4: Free entry for some groups at all times and for all people at some times — Walker Art Center, Minneapolis**

*The Walker Art Center in Minneapolis, a non-profit that receives a good deal of public funding has a policy around charging an entry fee that seeks to strike a balance between raising money and equity. Admission is free every Thursday evening (with events supported by Target Foundation) and on the first Saturday of every month. The center is also always free to anyone 18 or under. The center also offers special discounts for International Museum Day, set up by the International Council of Museums in 1977 to raise public awareness of the role of museums.*

*(source: the Walker Art Center)*

**Make charges easier to pay, cheaper, or cheaper to administer**

Michigan's state government has given vehicle owners the option to buy annual entry to state parks at the same time as they renew their vehicle licenses. State parks are mainly visited by vehicle, so this makes payment easier for users and cheaper to administer as it cuts down on issuing annual permits separately to vehicle license renewal. The Recreation Passport, as it is known, is outlined in **Box 3.3**.

### Box 3.3: Nudging vehicle owners to pay for parks – the Michigan Recreation Passport

<b>What is it:</b>	an annual permit to state parks for Michigan residents; appears as a normal license plate sticker but with two small Ps (for parks) on it
<b>How much is it:</b>	\$11 for car-owners and \$5 for motorcycle owners
<b>What did it replace:</b>	Michigan residents visiting state parks were previously charged \$6 for a day visit or \$24 for an annual pass that came in the form of a windshield sticker. Day passes have been eliminated for Michiganders as the annual option is less than double the previous day fee.
<b>Where can it be used:</b>	98 Michigan State Parks and recreation areas and 66 boating access sites where fees are charged
<b>How can it be bought:</b>	check “yes” for the Recreation Passport when renewing a vehicle license plate at a Secretary of State branch office, self service station, by mail or online. <sup>48</sup>
<b>When was it introduced:</b>	October 2010
<b>Alternatives:</b>	annual stickers can still be bought at parks but this will become increasingly more expensive as the state wants Michigan drivers to get their “passports” when they renew their vehicle registration. This is easier for the buyer and easier/cheaper to administer.
<b>And non-residents:</b>	not available to them — they pay \$30.50 for an annual state park sticker and \$8.40 for a daily pass
<b>Why is it needed:</b>	state parks operate without general tax contributions. Entry and camping fees and grants from the Natural Resources Trust Fund are all that state parks get, and it has been insufficient to keep up with maintenance on aging infrastructure.
<b>Is it working:</b>	participation by 17% of vehicle owners is the threshold to generate as much money as the old entry-fee system. By late Summer 2013 use stood at 28%.
<b>Who administers it:</b>	the State’s Department of Natural Resources (Recreation Division)
<b>How is it policed:</b>	Motorists who have the “P” on their plates do not have to stop at a state park’s entry booth. Signs direct everyone else to stop and buy a windshield sticker at the booth. In the long run, DNR officials hope to replace manned booths with checks and fines.

A south Michigan company called Group Golfer applied the Groupon model to days out at the golf course, including to municipal ones that have almost always charged user fees. The idea with the Groupon concept is that if a certain number of people sign up for the offer, then the deal becomes available to all and, if it does not, no one gets the deal that day. For retailers, the extra business volume offsets the money lost through lower individual prices. Meanwhile, the intermediary takes a slice of the money for marketing the deal to people they have identified as being likely customers. The key is that they have a potential customer base to market deals to on any given occasion. There might be other applications of the idea — for example, it might be applied to special collections at art museums and concerts at publicly supported theaters.

<sup>48</sup> In the State of Montana there is a similar system but the applicants must opt out rather than opt in – i.e. the default position is that they will be charged unless they tick that they do not want to do so.

## Incentivize and support charging

Whilst fees may be collected for renting different spaces, places, and equipment, there need to be proactive efforts to advertise what is there — the sorts of “asset offer marketing” referred to in the Raising Awareness section. This leads into the issue of whether or not departments and individual assets are sufficiently incentivized to promote their parks. One example is in Detroit where, as the president of the Belle Isle Conservancy points out, any money raised from rental of picnic shelters presently goes into the city’s general fund rather than to the park specifically or even into the City Recreation Department. Moreover there are also opportunities to rent out other assets within the park, which include a major historic building. There might be more interest in charging if the department and/or asset making the charges had a greater share of the proceeds.

As an asset manager, you will inevitably have to strike a balance between neighborhood sports leagues that use an asset all summer or a weekend festival that can generate revenue. The issue is not just one of a balance between uses but the potential for damage, for example, when a major music festival takes over a large park. Whilst one use builds social capital, the other generates much needed financial capital. This is also an issue nationally. Damrosch Park in New York and Chicago’s Grant Park are among those struggling with this dilemma.<sup>49</sup>

## Consider encouraging donations

For those asset managers eager to increase income without charging there is also the option of asking for donations. Some senior centers, for example, do not charge a membership fee but may request a donation. For example, in Baltimore county, the suggested donation for annual membership of a rec center is \$15.00. Similarly, in the (city-operated) Como Park Zoo and Conservatory in St. Paul, the decision was taken to offer free entry but simultaneously suggest voluntary donations of \$2.00 per adult and \$1.00 per child. The request has met with a great response, and \$1 million is consistently raised each year. At city of Baltimore senior centers, managers operate the give-what-you-can principal within their meal program, and this successfully raises over \$1 million each year.

There is no reason why this encouraged donation option could not also be offered for some other assets. Local taxpayers may rightly feel that they already pay via taxes, but tourists in particular might be targeted to make a contribution. There is some evidence<sup>50</sup> that a “pay what you can” policy, allied to readily available explanation of that policy, may bring in more money than fees/charges and also unearth people willing to make longer term commitments of time and money.

**Figure 3.5: Encouraging donations at the entrance to Como Park Zoo and Conservatory, St. Paul**

(source: City of St. Paul Department of Parks and Recreation)



<sup>49</sup> Ulam, A. (2013), “The Murky Ethics and Uncertain Longevity of Privately Financed Public Parks,” *The Atlantic Cities*, May 13.

<sup>50</sup> Cep, C. (2014), “The Case for Free Admission,” *The New Yorker*, February 7.

One fun way of giving is the Spiral Wishing Well, invented in the mid-1980s by Divnick International, Inc. and now sold to charities around the world, which have raised over \$200 million over the years. The giver puts coins into a funnel/chute and can watch them spiral downward into the collecting box. The intention is for people (young kids, in particular) to put in loose change and encourage parents to bring loose change from home, both giving and keeping the kids happy at the same time. One event reported on Divnick's website raised over \$40,000 in one day. The wells also often attract local sponsorship — typically with a local business logo — so the asset owners often do not have to pay anything for the well. Divnick has also created a granting organization (Project Kindness) that awards \$500 assistance grants to help libraries with the cost. This also helps the libraries to attain local sponsorships to match the assistant grant.<sup>51</sup>



**Figure 3.6: A fun way to give — the Spiral Wishing Well**

*This example is taken from a public library in Ohio.*

*(source: Divnick International — see [www.spiralwishingwells.com/libraries](http://www.spiralwishingwells.com/libraries))*

## **This section has helped you to....**

- Understand the value of charging.
- Recognize that entry fees are never, at least not in the case study cities, charged for some public assets (libraries and city parks).
- Recognize the need to take equity considerations into account.
- See innovative methods for making payment easier (nudging) and cheaper (groupon).
- Appreciate the need to incentivize and support charging — which often requires changes in the practices and mindset of asset managers (in particular where local government is the manager).
- Recognize the possibility of asking for donations rather than fees or charges.

<sup>51</sup> See <http://www.spiralwishingwells.com> and [https://www.youtube-nocookie.com/v/rfNpjrPTYzU?fs=1&hl=en\\_US&rel=0](https://www.youtube-nocookie.com/v/rfNpjrPTYzU?fs=1&hl=en_US&rel=0)

# You can rent space in assets to generate income and enhance assets

This section moves from fees on users to actually renting space to tenants. It stresses that rental of space can bring in money whilst also, ideally, enhancing the asset offer. As is true with fees, there is still a need to ensure that the right incentives and support structures are in place (notably in local government) to make rental attractive to asset managers and tenants, respectively. Similarly, equity must also be considered.

## Raising much-needed income

Renting of space can be important to sustaining assets. The very viability of an asset may even be at stake without rent. For example, the Phillips Community Center, which opened in Minneapolis in March of 2012, had served as space for the school board. When the building did not sell on the market, it was given to the Minneapolis Park and Recreation Board. The building only survives as a Rec Center because it pays for itself through tenant rents.

Many larger assets lend themselves to being rented out to coffee shops, the revenue from which varies according to the location and busy-ness of the asset in question. In other assets, you may get your coffee from a machine. Certainly assets have leased space to vending machine companies, for example, at Troy Public Library, which gets 20 percent of the profits on a confectionary/candy vending machine. The aim with such rental is to provide a service and make a small income in the process.

## Design space for rental when planning new assets

Some assets have rental spaces built into them that are part of the asset but that were also always intended to be rented out. In Baltimore, the newly-opened Southeast Anchor Library in the city's Highlandtown area has space for a café built into the design. The café is seen as a valuable amenity in addition to its revenue-generating capacity.

Another good case in point is around the large lakes within the Minneapolis parks system. Whilst the Minneapolis Park and Recreation Board has steadfastly ensured that lakefronts are not developed, they have built some places for eating and have leased these to private operators. The venues are only available for three months or so each year but, in that time, yield a healthy revenue stream for the Board, in addition to being a valuable amenity for visitors to the lakes. For example, the Tin Fish café-restaurant at Lake Calhoun yielded \$140,000 in 2011 and Sea Salt Eatery at Minnehaha Park yielded \$250,000. Similarly, in many metro, state, and national parks, there have long been cabins that can be rented.

**Figure 3.7: Paying tenant and an asset within an asset**  
– Tin Fish café-restaurant, Lake Calhoun, Minneapolis  
(source: Erika Sperl)



### Figure 3.8: The newly-opened Southeast Anchor Library has Baltimore's first public library café

The 1,164 square-foot café, opened in September 2012, is the Enoch Pratt Free Library's first public library café. It has an outdoor patio, free wi-fi, and is open Monday to Saturday. The café's first tenant is an established Baltimore company, David and Dad's Café, whose main diner is in the city's downtown. (source: Enoch Pratt Free Library)



### Consider incentives and fairness

Any hiring of rental space in assets requires a concomitant change in local government hierarchies, specifically that they support the renters and those they rent to. For example, the Minneapolis Park and Recreation Board positively responded to the request from a coalition of neighborhood organizations and residents to reopen one of their buildings as the Phillips Community Center. The move was innovative as it was the first instance of the board renting space to non-profit organizations, and because these same tenants now also jointly manage the property with the MPRB.

In terms of fairness, you may, in low income areas, want to initially allow a more generous deal for community-based vendors and/or where the local market conditions are poor.

### This section has helped you to....

- See that asset space can be rented to make money but, ideally, to also make for a more popular asset.
- Appreciate the need to incentivize and support charging, which often requires changes in the practices and mindset of asset managers (in particular where local government is the manager).



# Your local government can secure resources for assets by transferring them

This section is largely of interest to local government officials dealing with ways to sustain assets. One option used by local government, largely in situations of public spending constraints, has been to open up the management and/or programming of assets to third-sector providers. This typically means that local government continues to own the freehold of an asset but lets a third party come up with the resourcing and, hopefully, some innovative delivery ideas that make for a better asset offer. Ideally, the transfer process will involve an ongoing partnership in which local government gives support with the transfer and periodically reviews third party performance.

## External assistance in delivering assets

There are several reasons, many of them financial, why local government managers may want to find external assistance in delivering assets:

- desire to use a non-profit organization to raise foundation funds and charitable giving;
- desire to access private capital via social enterprises that charge (and so can repay loans/investment);
- lack of resources due to a dwindling property tax base, which is the main reason in the case study cities;
- desire to inject entrepreneurialism/innovation into the management of assets; or
- ideological belief that a task does not belong in the public sector.

## Public-Private Partnerships

A public-private partnership (PPP) typically refers to management and programming of a city-owned asset by a third party, usually a non-profit organization. The third party is typically expected to pay for itself rather than be commissioned by city government. Probably the best known U.S. example of such partnership is that between New York City Central Park Conservancy and the city of New York. In place since 1998, this partnership allows the Central Park Conservancy to be responsible for day-to-day maintenance and operation of the park.

Within a PPP, public purpose will ideally be still retained. In practical terms, this means no or affordable fees or making scholarships/bursaries available and, in the case of arts, ensuring that at least some of the works are artistically challenging or unconventional.

Freehold ownership of property has tended to be retained by local government in such partnerships. For example, the city of St. Paul continues to own the 12 rec centers that are non-profit run, and the city still has access to the adjoining baseball fields for programs. Continued city ownership means that no property tax is paid on the property, which, in any case, is often leased at an extremely low rate. It also makes it possible to reclaim ownership if a leasehold owner proves unable to appropriately manage the asset.

The overwhelming trend in the case study cities (Minneapolis aside) has been toward management and programming of city-owned assets by non-profits (**Table 3.6**). One of the cases, Detroit's Eastern Market, is described in detail in **Box 3.4**. Transfer of management has not all been to social enterprises. In 2011, all four of the city of Detroit's golf courses went over to management by Vargo, a private company that made substantial commitments and improvements to conditions and security.<sup>52</sup>

<sup>52</sup> Another city of Detroit golf course was sold to a church in 2007 but, in 2013, was sold for use as a cemetery.

Table 3.6: Examples of non-profit management and/or programming of city-owned assets

Asset	Start date	Progress to date
Maryland Zoo in Baltimore	1984	State leases from city and the non-profit Zoological Society then sub-leases, manages, and programs
City of Baltimore golf courses (5)	1985	Baltimore Municipal Golf Corporation runs the courses and also makes contributions to local youth sports
Baltimore city parks	Early 1990s	Parks and People Foundation undertakes innovative work on the environment and programs for urban youth
Baltimore neighborhood markets (5)	1995	All under Baltimore Public Markets Corporation
Detroit Institute of Arts	1998	Several hundred million dollars of funds raised by non-profit body that manages the DIA
Former Charles Village branch of the Enoch Pratt Free Library	Late 1990s	Has grown impressively for over a decade as the non-profit Village Learning Place — leased from the city for \$1.00 a year
St. Paul Recreation Centers (12)	2000s	Proving sustainable. Also broader role — e.g. a couple focus on arts and science programming
Clark Park, Detroit	2000s	Non-profit management and programming of a city park
Detroit Eastern Market	2000s	Non-profit managed, popular with residents and tourists, especially in summer, and successful at raising rent and foundation grants
Some Detroit city parks	2000s	Detroit PAL mows and runs sports leagues in several city parks
Lexington Market	2005	Run by Lexington Market Inc., a quasi-public corporation. The city-owned Baltimore Development Corp. is planning a multimillion-dollar renovation to transform the market into a regional attraction
Detroit Zoo and Belle Isle Nature Zoo	2006	Detroit Zoological Society is responsible for governance, management, and operations of both assets
Baltimore Rec Centers (8)	2009-12	Very early days — all but one of the transfers to non-profit management have been within last two years
Detroit Belle Isle Aquarium	2012	Belle Isle Conservancy opens the aquarium to the public one day a week. All work is done by volunteers. It had been closed from 2005

### Box 3.4: Public-Private Partnership at Eastern Market, Detroit

Located about a mile from the city's downtown, Eastern Market is a real civic asset on summer Tuesdays and year-round Saturdays. On Saturdays in high summer, tens of thousands of Detroiters, Michiganders, and tourists of all ages, races, and incomes enjoy themselves in the 200 food and flower stalls that fill the sheds of the Eastern Market. Around the market area, various local eateries and shops are also very much part of the experience. The market is a long-standing city-owned institution that has been galvanized by the transfer of management to a non-profit corporation in 2006. The City of Detroit still nominates one-third of the 21-member board and did issue a \$1.5 million bond for the repair of one of the five sheds under which the market is held. However, the city has gradually withdrawn operational funding, and the corporation is now expected to sustain itself through rents from the food processing companies, wholesalers, and retail vendors based in and around the market and from foundation and other grant money. Foundation money has been particularly important to support market improvements. The corporation also has a Friends of the Eastern Market fund-raising program that offers merchandise and cooking classes to joiners. Eastern Market Corporation is also looking to expand corporate sponsorship whilst being keen not to affect the very non-corporate feel. There is also support for low-income citizens through allowing vendors to accept food assistance program currencies, and a state-wide (privately-funded) program matches this so long as money is spent on Michigan-grown fruit and vegetables.

**Figure 3.9: Selling flowers at Eastern Market, Detroit**

*(source: Detroit Eastern Market Corporation)*





**Figure 3.10: Soccer sessions run by the non-profit service partner at St. Anthony Rec Center, St. Paul**

*Joy of the People is the city of St. Paul's service partner at the South St. Anthony Recreation Center. The non-profit specializes in unstructured soccer play (formal coaching and competition is shunned in favor of self-expression and experimentation). They feel that their approach brings in youth to parks that would not otherwise come. The program serves between 200 and 500 kids a week from a diverse range of social, racial, and ethnic backgrounds. Costs are covered by fees, grants, facilities rental, and donations. Thirty percent of kids are on scholarships and subsidized by those able to pay.*

*(source: Joy of the People)*

## Support partners and prospective partners

There are several important issues to take into consideration when considering entry into public private partnerships. Failure to do so can make it hard to find good partners that deliver good assets or even to find any partners at all.

### #1 — Pre-transfer

- **Pre-acquisition advice:** Capacity-building and information are needed even before a non-profit takes over delivery of an asset or program.
- **Competition among providers:** City governments have to be sure that prospective partners can do the job. With the Detroit and Baltimore golf courses, there was a tendering process to find the best management companies, who are appointed on time-limited contracts. In the same way, for the four Hennepin theaters in Minneapolis, the city used a competitive process to find an organization(s) that could effectively own and manage them. The successful organization, The Hennepin Theatre Trust, thereafter tendered for an experienced national LLC to oversee the daily operation of the theaters.

- **Hand over a building that is an asset not a liability:** Buildings ideally need to be operational when handed over. They must be structurally sound, secure, compliant with the Americans with Disabilities Act (ADA) and health and safety regulations and, ideally, have high-level kitchen facilities (not least with a view to having fundraising events there). For example, the Phillips Community Center in Minneapolis was saved from demolition and is now jointly run between the Minneapolis Park and Recreation Board and paying tenants. However, the board paid for rebuilding the roof, the electrical, heating, and air conditioning systems, and other needed maintenance.
- **Efficient partner selection process:** City councils need to have in place a Request for Proposals (RFP) process that rapidly sorts out organizations and groups that are provisionally interested in taking on one or more assets from those that are not only interested but also have many of the key factors in place for taking on the responsibility successfully. This minimizes wasted effort and disappointment.
- **Legislation needed:** There may need to be changes to city ordinances and state laws. For example, the non-profit management of several California State Parks has been possible because of the passing of Assembly Bill 42, which smoothed the way for non-profit groups to take over (up to 20) park operations between now and 2019.

## #2 – Post-transfer

- **Management assistance:** Management assistance may be needed for rec center managers, which could mean advice on programming and/or day-to-day management of a building.
- **Maintenance:** With the St. Paul rec centers, the city agrees to maintain the building exterior whilst the service partner is responsible for the interiors. The Department of Recreation and Parks mows the fields and collects the trash.
- **Financial assistance:** Baltimore City Council has made some start-up funding available for rec centers that come under non-profit ownership. In both Baltimore and St. Paul, the rent for non-profit run rec centers is minimal, leaving the organizations with utility costs and minor maintenance. With the Detroit Eastern Market, operational funding from the city of Detroit was withdrawn gradually, not “overnight.”
- **Creation of a special-purpose charitable foundation:** Baltimore’s Parks and People Foundation was created in 1984 by the then mayor of Baltimore to help raise funds for the city’s public parks and park programming. More recently, the (now former) mayor of Detroit, Dave Bing, has looked at creating such a foundation for that city’s public park and rec facilities.
- **Consider joint delivery:** The Phillips Community Center in Minneapolis was saved from demolition<sup>53</sup> by community activists and is now run by an innovative public/private partnership composed of the Minneapolis Park and Recreation Board (MPRB), which operates the gym and teen center as a park facility, and four non-profit programmatically compatible tenants who rent their own space in the facility. Management of the facility and the maintenance/renovation fund are in the hands of the partnership of stakeholders. This is the first time the MPRB has entered into such a joint structure. A Memorandum of Understanding was created to allow a fifth group (Minneapolis Swims) to raise money for the renovation and future operation of the pool.

<sup>53</sup> The center was attached to a now-demolished school and returned to the Minneapolis Park and Recreation Board in poor condition by a long-time tenant. It was scheduled for demolition on cost grounds.

### #3 – Longer term

- **Medium-to-long-term leases:** Asset managers need to know that they have a lease for a sufficiently long period to allow them to plan. St. Paul City Council signs a charter agreement with each of the non-profits that run the city-owned rec centers. Ten years is seen as a good length of time in order to encourage investment in the facilities by the “service partner”;
- **Network service partners:** Service partners can network themselves, whether informally by a shared email distribution list, or through occasional meetings, for example, around negotiating rent with the City Council, collective purchasing of certain items, sharing of spare capacity and referral of business opportunities.
- **Evaluate:** There are two ways to judge success. First, are the measures a success when gauged against the fact that the alternative to partnership, in quite a few cases, was closure of the asset? The question “is an open asset better than a closed one” is not particularly difficult. Second, are the measures a success when compared to the situation before the cuts were made? The answer to the second is inevitably more complicated and would require assessment of:
  - accessibility — both physically but also in terms of different groups;
  - service quality;
  - quality of local authority support;
  - community involvement;
  - workers’ pay and conditions; and
  - building maintenance and investment.

This evaluation could be done within cities (including between asset types) and between cities — for example, there might be a State of the Assets report to accompany State of the City reports that many U.S. cities now produce annually.

### Pay non-profits to manage and program their assets

Whilst PPPs sees non-profits taking on management and/or programming functions without any payment from the city government that owns the asset, there are also a few cases of non-profits actually being paid to do these. For example, the city of Detroit now pays the non-profit Greening of Detroit to plant trees in public parks. Similarly, the Y (YMCA) of Central Maryland is contracted to run all of Baltimore County’s Rec Centers. Unlike the bodies that run the rec centers in St. Paul and Baltimore, the Y actually gets paid by the county government for its rec center management work. The Y in question is an attractive contractor in that it is:

- a charity with specialties in recreation and youth programs;
- able to attract foundation grants and donations;
- able to raise bank loans on the basis of their revenue streams;
- run by a CEO with a business background;
- overseen by a board with strong business representation; and
- part of an excellent national brand overseen by the national Y umbrella body that can withdraw franchises for any poorly performing operators.

Community non-profits could be allowed to run libraries under contract to a publicly funded service that offers all of the creativity benefits of decentralization with all of the benefits of a central library system and a central library. This would seem to be a really innovative area for library management but also for other services such as parks. Branch libraries can almost certainly also run as non-profits as Baltimore's Village Learning Place (VLP) has shown — see **Box 3.5**.

### **Box 3.5: Non-profit library management — the Village Learning Place, Baltimore**

In Baltimore's Charles Village neighborhood, a closed late-19<sup>th</sup> century city library branch was leased to local residents, represented by the Village Learning Place (VLP), for \$1 a year and made into something more than a branch library. For almost 15 years, it has been run successfully by the VLP, a registered charity. The VLP now runs cultural programs, such as musical events, lectures, and author talks. It has ten computers and a class in the basement to run after-school programs for local youth. Volunteers help residents with resumes and practical interview skills. There is also a reading intervention specialist who, along with trained volunteers, helps local children. The small area at the rear of the library was converted into a community garden, and also serves as a venue for public talks and other events during the summer months. The organization has also been a beneficiary of books donated through the non-profit Dewey Donation System <http://deweydonationsystem.org>.

**Figure 3.11: Celebrating the completion of a summer children's' program at the Village Learning Place, Baltimore**

*The Let's Invest in Neighborhood Kids (LINK) end-of-Summer celebration. LINK is Village Learning Place's free after-school and summer program.*

*(source: the Village Learning Place)*



## Management and programming by for-profits

In the three case study cities, the public sector retains management control of parks and libraries. However, private management is an increasingly hot topic. Private management of publicly funded libraries remains in its infancy; it is only a few years ago that Santa Clarita in California became the first U.S. city with a relatively healthy library system to privatize its management.<sup>54</sup> However, the process is gathering pace. Library System and Services Inc., the only library privatization company in the United States, now runs at least 15 library systems in California, Oregon, Tennessee, and Texas.<sup>55</sup>

### This section has helped you to....

- Recognize the range of efficiency measures that can be used to deliver assets in the context of strained resources.
- Understand the need to evaluate the success and effects of efficiency measures.
- Appreciate the options for raising resources through third-party involvement, particularly non-profits, around asset management and programming.
- Understand the need to evaluate the success and effects of third party involvement.

<sup>54</sup> <http://www.americanlibrariesmagazine.org/article/who%E2%80%99s-boss>.

<sup>55</sup> Blaha, K. (2013) "Summer Time and the Livin' in Parks Ain't Easy," June 27, <http://cityparksblog.org/tag/kathy-blah>.



# You can raise money and awareness by selling goods and services

We've seen how public assets can be funded through taxes, doing the “same-or-more for less,” and charges. What about all of the ways in which wider civil society can raise funds of their own volition? The most active way in which this occurs is through non-profit asset support groups, such as Friends groups, which sell goods and services (everything from “cakes and bakes” to a “chef at your disposal for the evening”) and tickets for events (for everything from discos to quiz nights). Though there is donation and voluntarism involved since goods and services usually come from existing supporters, fundraising ultimately involves encouraging people to buy things they can use rather than asking them to give money and time to something that maybe is not (at least not yet) of huge importance to them. Such fundraising also shows commitment of the groups to external funders and supporters, raises awareness of the assets and often involves plenty of fun and enjoyment (some see it as “fun-raising” as much as fund-raising).

## Sales and event-hosting

The term fundraising is used here to refer to activities that organizations do and that people pay for. Such activities include selling, renting, or auctioning various goods or services and hosting various events.

Organizations have raised funds for pretty much every activity they undertake, including:

- the printing of the Enoch Pratt Library newsletter in Baltimore
- funds for a skate-park project in Detroit
- supporting summer reading programs in public libraries
- maintenance of park facilities (as with People for Parks' fundraising for the Lake Harriet Bandstand in Minneapolis)
- funds for equipment and building improvements (as at the St. Anthony Park branch library in St. Paul)

This all requires a capacity for fundraising which can either be:

- Hired — external consultants;
- Recruited — for example, the Enoch Pratt Library in Baltimore now has a full Development Office;
- Borrowed — through skilled volunteers; or
- Developed — through volunteers learning by experience of fundraising and self-study.

Fundraising methods from sales have taken a range of forms that are set out in [Table 3.7](#). Clearly the size of a group and the scale of its need will have a bearing on the scale of fundraising required. Similarly, organizations may be constrained by the types of talent and offers at their disposal.

**Table 3.7: Goods and services sold to raise money**

Type of sale	Specific sales
<b>Things produced</b>	<ul style="list-style-type: none"> <li>• book written on a local good cause</li> <li>• book with recipes provided by local people, chefs, and personalities</li> <li>• locally made food and produce</li> <li>• posters by local artists</li> <li>• art work by local artists sold at silent auction (bidders write their bids on a sheet)</li> <li>• customized skateboards</li> </ul>
<b>Services</b>	<ul style="list-style-type: none"> <li>• library consulting as done by the Friends of the St. Paul Public Library</li> <li>• residencies in schools by a community theater group</li> <li>• organizing second-hand good sales</li> <li>• adult education and other classes</li> <li>• selling tickets for others</li> <li>• parking of cars at local events</li> <li>• chef who will cook for you and guests for an evening</li> </ul>
<b>Naming</b>	<ul style="list-style-type: none"> <li>• selling bricks (in public walls/pathways) with names of buyer's loved ones on them<sup>56</sup></li> <li>• selling benches (in public places) with the names of buyer's loved ones on them</li> </ul>
<b>Advertising space</b>	<ul style="list-style-type: none"> <li>• advertising space in an event publication</li> <li>• entries in a directory of residents and businesses</li> </ul>
<b>Donated goods</b>	<ul style="list-style-type: none"> <li>• books — Minneapolis Central Library has a substantial second-hand bookshop on-site</li> <li>• selling old/donated books through a third party and getting a share of the profits<sup>57</sup></li> <li>• cars</li> <li>• stays at vacation homes</li> </ul>

<sup>56</sup> At least half a dozen firms are involved in the production of such bricks across the United States, all of whom also offer a service to help groups to sell the bricks. These include: [www.brickmarkers.com](http://www.brickmarkers.com); [www.bricksrus.com](http://www.bricksrus.com); [www.bricconomics.com](http://www.bricconomics.com); [www.polarengraving.com](http://www.polarengraving.com); [www.thatsmybrick.com](http://www.thatsmybrick.com); [www.impressionsinstone.com](http://www.impressionsinstone.com); [www.fundraisersltd.com](http://www.fundraisersltd.com).

<sup>57</sup> Examples of providers in this area include <http://www.betterworldbooks.com> and <http://www.blogistics.com>.



**Figure 3.12: A memorial bench sold by Minneapolis-based non-profit People for Parks**

*This bench, and many like it, face the Lake Harriet band-shell/band-stand that hosts numerous free concerts throughout the Summer. It is dedicated to the late Jeff Winter, former head of the organization until 2012.*

*(source: People for Parks)*

## Types of fundraising events

Various fundraising events have been staged by civic and community groups. For some organizations, events are of considerable financial importance. Detroit PAL,<sup>58</sup> for example, raises half of its \$2.1 million turnover from a major auto show in Detroit and several other events. Similarly, The Belle Isle Conservancy's annual and heavily female-oriented *Polish the Jewel* luncheon, now in its ninth year, raises up to \$300,000. A range of the types of event are included in **Table 3.8**.

The aim is almost invariably to sell tickets but a suggested donation is sometimes requested instead. Donations have the added advantage of being tax deductible, meaning that the donor can reclaim tax they paid on the money donated. Several online mechanisms are available that take the strain out of selling tickets.<sup>59</sup> Of course, not everyone can buy tickets online so other options, such as asking local stores to stock them or having a buy-at-the-door option, have also been used. Some events may actually be fun-raisers as they never really make any money, especially after staff time and overhead costs are factored in.

However, they are good opportunities to spread the word about your asset to a group of people who otherwise may not be aware of it.

<sup>58</sup> Historically the PAL referred to Police Athletic League. The League was established in 1969 to improve relations between the police and community following the 1967 riots. Today the police have minimal involvement in such programs in the city (down from 60-odd officers involved to 3).

<sup>59</sup> For example, <http://www.eventbrite.com/t/how-to-sell-tickets-online>.

**Table 3.8: Types of events held as fundraisers**

Type of event	Specific events
<b>Arts and culture</b>	<ul style="list-style-type: none"> <li>• Concerts</li> <li>• Art fair (charges participating artists and food vendors) as done by St. Anthony Park Library Association in St. Paul</li> <li>• Arts workshop</li> </ul>
<b>Sports and exercise</b>	<ul style="list-style-type: none"> <li>• Runs, such as the annual winter-time Shiver on the River run by the Friends of the Detroit River</li> <li>• Golf days, such as the one that Minnesota Twins baseball player Joe Mauer used to organize for the Friends of St. Paul Baseball</li> </ul>
<b>Culinary</b>	<ul style="list-style-type: none"> <li>• Weekday breakfasts, as done by Detroit PAL</li> <li>• Food tastings such as those run by the Friends of Baltimore County Library with the support of local restaurants</li> <li>• Awards dinners such as the ones run by Detroit PAL, a major supporter of parks and recreation</li> </ul>
<b>Fashion</b>	<ul style="list-style-type: none"> <li>• Hat show and luncheon such as that run annually by the Belle Isle Conservancy</li> <li>• Fashion shows</li> </ul>
<b>Architecture and heritage</b>	<ul style="list-style-type: none"> <li>• Opening historic buildings such as Detroit’s Palmer Park, whose friends group, People for Palmer Park, opens its historic log cabin once a year</li> <li>• Home Tours (architectural / environmental interest), such as those by Friends of Patterson Park in Baltimore, the People for Palmer Park in Detroit, and the St. Anthony Park Foundation in St. Paul</li> </ul>
<b>Intellectual and cerebral</b>	<ul style="list-style-type: none"> <li>• Author events such as those done by the Friends of the St. Paul Library and the Friends of Hennepin County Libraries.</li> <li>• Quiz night, such as the one done by the Enoch Pratt Free Library in Baltimore</li> </ul>
<b>Social</b>	<ul style="list-style-type: none"> <li>• Dances</li> <li>• Hosted parties</li> <li>• Christmas holiday “Lights in the Park”</li> </ul>

**Figure 3.13: The 9<sup>th</sup> annual Belle Isle Conservancy’s Polish the Jewel luncheon, Detroit, 2013**

*(source: Belle Isle Conservancy)*





**Figure 3.14: The annual and very popular Spaghetti Disco in aid of the Village Learning Place, Baltimore**  
(source: Village Learning Place)

### **This section has helped you to....**

- Recognize the types of goods and services that can be sold to raise funds.
- Recognize the types of events that can be held to raise funds.
- Understand the need to have the capacity to oversee such sales.
- See that the amounts raised can sometimes be quite low and not enough sustain an asset on their own, especially in poorer areas.
- See that selling raises awareness without asking for people to give. It may also involve bringing people into the asset (as that is where sales and events are often held) so they get to see what the offer is.
- See that sales demonstrate commitment to other funders in that they require people to organize and do things for their asset, not writing for grant money or asking for donations.
- See that many events are assets in themselves, enjoyable community get-togethers (fun-raisers as some call them).

# Your networks and, increasingly, technology are important to securing donations

This section outlines ways to attract donations both in terms of identifying potential donors and in terms of making “the ask.” It looks also at some more recent mechanisms that involve more formal giving networks. Giving is also being helped greatly by technology, notably the internet, social media, and crowd-resourcing platforms. Since more and more people are spending more and more time online, it makes sense to try and reach out to them via those channels.

## A range of traditional avenues

There are a lot of practical ways for you to identify potential donors, the most common of which are outlined in **Table 3.9**. People that use the assets are the most obvious source of donations — although not everyone is as blessed with past users as Detroit PAL, which has created an Alumni Association<sup>60</sup> to re-engage alumni of the Police Athletic League system from as far back as 1969, some quarter of a million people.

Not all neighborhoods have wealthy individuals. However, if yours does, you might consider asking around to identify who the wealthy current and former residents are and who knows them well enough to make contact and ask for support. In Detroit, an approach to rock musician Jack White saw him give \$170,000 to baseball at Clark Park, something he had enjoyed as a kid growing up in the neighborhood.<sup>61</sup>



**Figure 3.15: Got a connection to a generous celebrity? Detroit’s Clark Park has Jack White**

*(source: Teresa Sedó/Flickr)*

<sup>60</sup> <http://detroitpal.org/about/alumni-association/>.

<sup>61</sup> White has never formally acknowledged this, but others have identified him as the donor, see <http://www.detroitnews.com/article/20090910/OPINION03/909100367>.

Elderly constant givers are a good bet for legacy gifts according to one friends group in Minnesota, which received a legacy gift of \$150,000 in 2011. The group revealed that, irrespective of the amount given, those who give constantly for ten or more years are the best prospects to leave money and so the ones to whom the planned/legacy giving offer can best be made.<sup>62</sup> Obviously, planned/legacy giving is extremely delicate and needs to be handled with tact and sensitivity.

**Table 3.9: Tips for identifying potential donors**

	Tips
<b>Who do you know (and who do they know)?</b>	Approach those who use the asset (so keep a record of users if you can)
	Plug in to your network's networks — including social, racial, <sup>63</sup> and ethnic ones
	Think of any celebrities who may have grown up locally or still live there
	The elderly who give regularly are the most likely to give in their wills
	Lawyers and financial advisors can be important routes to donors
<b>How else can you identify people?</b>	Consider paying for databases that identify high net worth individuals
	Recruit board members with money and/or who know people with money
	An internet and in-person (out-and-about) community presence are both important
	Recruit board members who are leaders within their own circles

## Making “the ask” of potential donors

**Table 3.10** outlines a host of other approaches to making the ask of potential donors. The over-arching tip was that not asking people to donate was the number one reason for them not donating. So ask!

In making the ask, a key theme is to stress where the money will be used. In particular, the need is to stress that donations are not merely a substitution for public sector cuts. The point was made several times that the public likes to know how their money will be spent, but do not like to merely make up for public spending cuts. Unfortunately that is not always possible in cases when cuts are substantial.

Also related to how money will be used is the issue around friends groups, indeed all non-profits, asking for core costs or general operating costs as they are sometimes known — staff wages, utility bills, etc. The public instead likes to think its money goes straight to addressing need, so the trick is to try and find understanding donors or foundations that will give such core funds.<sup>64</sup>

One of the other tips is that it is also helpful to cite some form of official approval for the (good) governance of your non-profit. For example, the Friends of the St. Paul Public Library is rightly proud of being given an “exceptional” rating by Charity Navigator, one of several organizations that provide donors with essential information needed to give them greater confidence in the charitable choices they make.<sup>65</sup>

Letter writing can also still be used for general approaches to the public. These need to be short, punchy, and include pictures of users enjoying the assets.

<sup>62</sup> Many asset websites include information on Legacy Giving, see, for example, <http://www.gftpln.org/Home.do?orgId=6482>. <http://www.marylandzoo.org/support-the-zoo/legacy-giving>. There is also a report, downloadable for \$5.00, on the subject from a leading advocate of philanthropy in the Twin Cities, <http://microgrants.net/shop/your-community-legacy-how-to-extend-your-values-beyond-your-lifetime>.

<sup>63</sup> The Association of Black Foundation Executives has a Black Philanthropic Network (BPN) composed of nine regional member networks of professionals in philanthropy and non-profits. There is also Black Gives Back, an organization and blog that claims to be “the premier online destination for African American philanthropy and charitable giving.” It is not just the African-American community; there is also, among others, Asian American Giving and Native Americans in Philanthropy.

<sup>64</sup> Legislators also have a view. In June 2013, Oregon enacted the United States’ toughest law on spending by non-profits, requiring charities to spend at least 30 percent of their donations directly on their mission. Failure to do so could see charitable status withdrawn.

<sup>65</sup> Other national charity evaluation services include <http://www.givewell.org> and <http://www.guidestar.org>. Minnesota has its own service, the Charities Review Council (<http://www.smartgivers.org>) although residents can of course use the national evaluators too. A Charity Navigator rating is especially prized as they evaluate ten times more charities than their nearest competitor, and attract more visitors to their website ([www.charitynavigator.org](http://www.charitynavigator.org)) than all other charity rating groups combined. Founded in 2002, Charity Navigator also accepts no funding from the charities they evaluate, thereby ensuring objective ratings.

Passing the hat and collection tin was also recommended. One interviewee said that their events (in this case a talk series in a branch library) ended with a passing round of the hat and a “soft ask” in which the host mentions that the event they have just attended was “brought to you by support from you and others like you.” This technique is also strongly associated with donation-funded National Public Radio in the United States.

One novel approach seen in and around Washington, DC is a Catalogue for Philanthropy that profiles 70 or 80 organizations and their projects and is sent to pre-identified high net worth individuals.<sup>66</sup> Since 2003, the Greater Washington catalogue has helped raise more than \$20 million in new gifts from new donors for featured charities.

There are numerous ways to acknowledge people in ways that can increase the chances of them giving. A key way is to make them feel part of something. In Detroit, they have Belle Isle Angels (people who give \$10,000 a year to the Belle Isle Conservancy’s membership program); in Minnesota, they have a Minerva Circle for those who donate \$1,000 to the Friends of Hennepin County Libraries’ and a Loyalty Circle for Friends of the St. Paul Public Library who have given for ten years or more. Beyond the recognition that comes with admission to such circles comes invitations to events, acknowledgement in annual reports (which donors often love to read), and even on walls or signs in/on the assets themselves.

At a more overt level, buildings and spaces can be named after major donors. For example, at Neighborhood House in St. Paul, a settlement and rec center, every room either takes the name of a major donor or is available for sponsorship. In Baltimore, the city’s flagship Waxter Senior Center is named after a donor. Crucial in any agreement about naming, from a park bench to a building, is what would happen in the event of replacement or demolition — donors need assurances of how long they will get the recognition for. On the other hand, naming can perhaps get so corporate that it overshadows an asset. At the national level the sale of naming rights has attracted concern for the extent to which they have been used in some examples nationally — Chicago’s new Millennium Park has the Chase Promenade, BP Pedestrian Bridge, McDonald’s Cycle Center, Exelon Pavilion, and the Boeing Galleries to name just a few.<sup>67</sup>

Lastly, while all donors need to be thanked, substantial donors need to be thanked in person.<sup>68</sup>

**Table 3.10: Frontline tips for making the ask of donors**

	Tip
<b>What do you want?</b>	<ul style="list-style-type: none"> <li>Indicate how a donation would be used: what is the need you will address?</li> <li>Consider accepting shares, cars, books, equipment, tools</li> </ul>
<b>How will you use it?</b>	<ul style="list-style-type: none"> <li>Indicate how past donations were used</li> <li>Recognize that the public likes to think that its donations go straight to need, not administration</li> <li>Recognize that the public dislikes making up for public spending cuts</li> <li>Try and show people what you do, invite them or take some asset-users to them<sup>69</sup></li> </ul>
<b>What is in it for them?</b>	<ul style="list-style-type: none"> <li>Make higher-level donors feel involved, invite them to events</li> <li>Offer opportunities to major donors to name buildings and rooms</li> <li>Chance to make friends with people of many income levels and cultural/ethnic identities</li> <li>Routinely list donor names in annual reports and on wall lists</li> <li>Advise potential donors on tax relief available to them if they give</li> </ul>

<sup>66</sup> Further details are available here <http://www.catalogueforphilanthropy-dc.org>.

<sup>67</sup> Ulam, A. (2013), The Murky Ethics and Uncertain Longevity of Privately Financed Public Parks, The Atlantic Cities, May 13.

<sup>68</sup> For more details on fundraising of all types, organizations should consider looking at the services provided by the Association of Fundraising Professionals , see <http://www.afpnet.org>.

<sup>69</sup> The so-called Benevon Model is interesting here in that it relies on first building strong emotional ties with higher income individuals who may then become ongoing donors, see <http://www.nw.org/network/training/documents/BenevonFundraisingatFoundationCommunitiesMoreau.pdf>.



## Wealthier neighborhoods still have to work to raise money

Wealthy areas will often have access to wealthier donors and greater capacity to fundraise. The prosperous Baltimore suburb of Roland Park, for example, raised \$2 million to fund substantial improvements to its public library via the efforts of The Roland Park Community Foundation, which “seeks to preserve and enhance the character of the community with an emphasis on parks, open space and public areas.” Similarly, in Minneapolis, the Friends of the Library groups in the wealthy suburbs are better resourced than their counterparts elsewhere in the city. However, this does not mean they do not also have to go through many of the same fundraising processes as other areas. It is also the case that wealthy areas are less likely to receive funds from foundations and government, so they have to do more themselves.

**Figure 3.16: Residents of Baltimore’s prosperous Roland Park still had to work to fund a branch library expansion**

*Roland Park Library addition designed by the Alexander Design Studio.*

*(source: Patrick Ross of Patrick Ross Photography)*



## Direct donations to poorer areas

There are two possible ways to encourage donors to direct their giving to poorer areas:

- Donors with no particular geographical attachment can be encouraged to give to needy areas. For example, the Detroit city-owned Saint Hedwig Park in the low-income southwest part of the city received a \$200,000 donation from (now former) Detroit Tigers baseball pitcher Magglio Ordóñez. Key here was the partnership between city sports non-profit, Detroit PAL, and the Detroit Tigers Foundation (through which the player made the donation); or
- City asset managers and supporters may look to tackle inequality. For example, donors could be put on notice that in the future, a certain percentage of their gifts will have to be allocated to a fund that would provide aid to less affluent areas. This has been discussed by park advocacy groups and city officials in New York in recent years.<sup>70</sup>

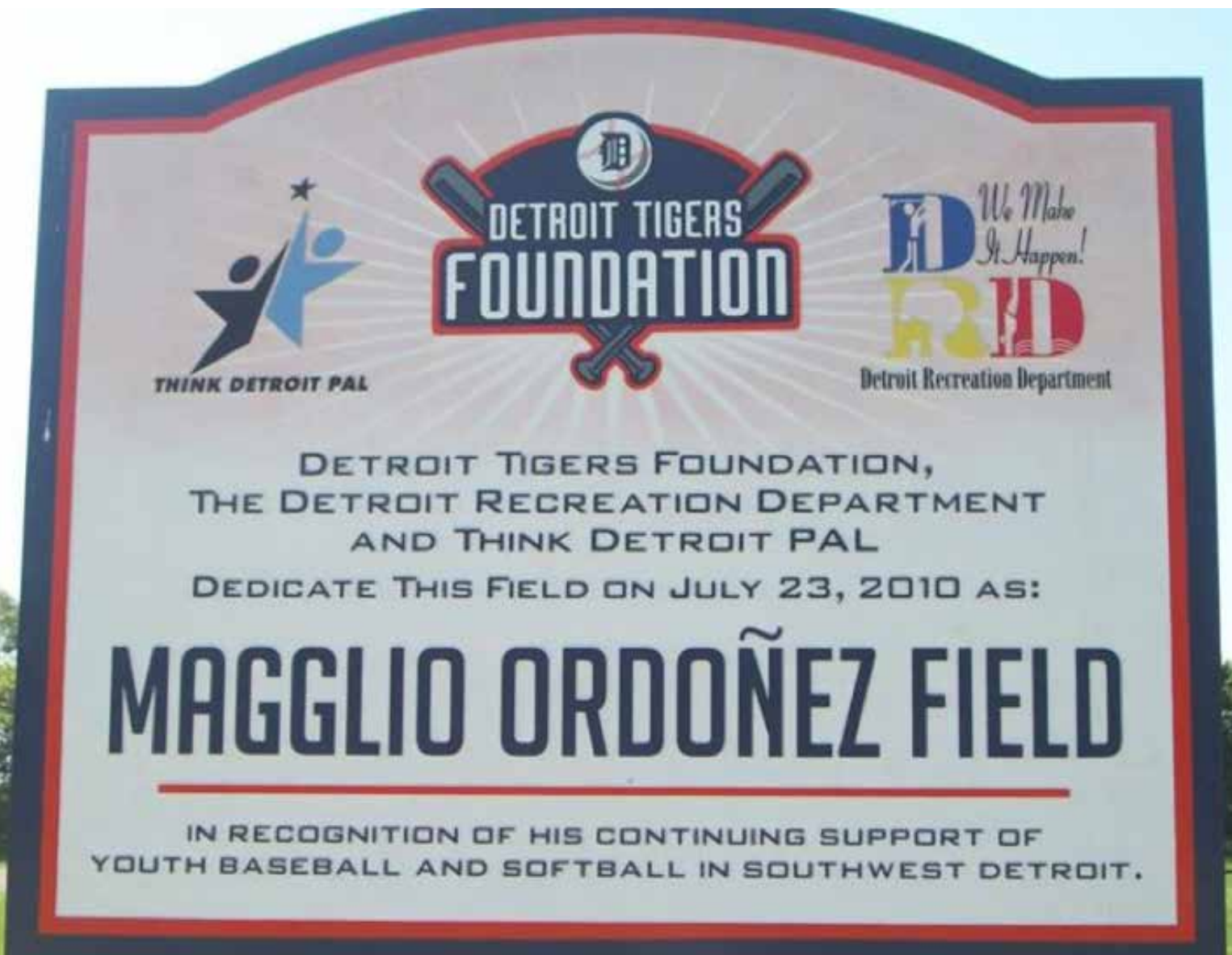


Figure 3.17: Less affluent neighborhoods can secure donations — a baseball field in southwest Detroit

(source: St. Hedwig Park Coalition)

<sup>70</sup>Ulam, A. (2013), "The Murky Ethics and Uncertain Longevity of Privately Financed Public Parks," *The Atlantic Cities*, May 13.

## Young professional asset-supporter networks

There are several ways to combine giving, fun, and professional networking, drawing upon civic social capital but also helping to build it. These are different to groups that recognize givers, such as the Belle Isle Angels and Minerva Circle mentioned earlier, in that the giving itself, as opposed to the recognition of it, is done communally. There are two types of such giving – ones that are focused on events and ones that, whilst they often involve events, are more about ongoing fundraising and philanthropy.

### #1 — Event-based giving

Various organizations in Detroit now employ innovative giving events, in which donations are raised in just a few hours and given to a social entrepreneur or group in attendance. One is Detroit SOUP, based on a meal-focused micro-grant scheme called Sunday Soup run by a Chicago non-profit Incubate, and the other is a chapter of the Awesome Foundation — started in the United States but now with many chapters nationally and several internationally. Both:

- have, in Detroit, had support from the national James S. and John L. Knight Foundation
- are held monthly and in the evenings;
- consist of attendees who are mostly in their twenties and thirties;
- see attendees also help to promote their respective projects to colleagues and via media and social media;
- see winners asked to promote the scheme; and
- are not explicitly about assets but have been used for supporting these.

However, there are some differences — as can be seen in **Table 3.11**. The main one is the extent of the attendee list. With Awesome Foundation, a much smaller Board of 20 make fairly large donations (a Giving Circle in effect<sup>71</sup>) whereas with SOUP, it is a larger group of whoever comes on the night that make a greater number of smaller donations via their entry fees.

At SOUP, non-winners often get offers of help from diners. However, the Awesome Foundation in DC also has a special event for 12 impressive but unfunded projects. Five thousand tickets were sold and the buyers issued with tokens to distribute to the different projects (each of which had booths set up to outline what they did). Some attendees also put in cash and/or their business cards (the latter an indication of a desire to be kept informed about/involved in the project).

Neither form is better than the other and, as Detroit shows, they can co-exist peacefully.

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<sup>71</sup> See <https://www.givingforum.org/resources/handbook-giving-circle-hosts-tools-and-resources-developing-and-sustaining-giving-circles>; [http://www.abagrantmakers.org/?page=Giving\\_Circles](http://www.abagrantmakers.org/?page=Giving_Circles); <http://thecommunityinvestment.org>; and <http://www.cfgm.org/CommunityInitiatives/GiVE365/tabid/182/Default.aspx>

**Table 3.11: Key aspects of Detroit’s SOUP and Awesome Foundation chapter**

Group	Resourcing	Format	Entry	Use for assets
<p><b>SOUP</b> (founded in 2010)</p>	<ul style="list-style-type: none"> <li>• Mostly volunteer efforts</li> <li>• Food paid by bar receipts and given pro bono</li> <li>• Venue given freely</li> <li>• Restaurants and attendees often bring food to share</li> </ul>	<ul style="list-style-type: none"> <li>• Four individuals get 4-5 minutes to present their ideas to diners</li> <li>• Informal meal</li> <li>• Attendees then discuss, ask questions, and vote</li> <li>• Winner receives night’s pool, which is funded by the \$5 entry fee (times 250, the typical attendance)</li> </ul>	<ul style="list-style-type: none"> <li>• Anyone can apply to enter</li> <li>• Must say how proposed project would affect Detroit</li> <li>• List of four is drawn up by organizer and colleagues — which may include recommending that some do more work on their pitch and come back</li> </ul>	<ul style="list-style-type: none"> <li>• Winners have included a park clean-up day for school-children, and a community-run radio station</li> </ul>
<p><b>Awesome</b> (chapter founded in mid-2011)</p>	<ul style="list-style-type: none"> <li>• All volunteer</li> </ul>	<ul style="list-style-type: none"> <li>• Small groups of people</li> <li>• Typically, a contribution might see ten people each giving \$100 a month — making a pooled grant of \$1,000</li> </ul>	<ul style="list-style-type: none"> <li>• Anyone can apply and the form is easy to complete</li> <li>• Winners need to be ones of a sufficient scale that \$1,000 will help them (so not too big or too small)</li> <li>• Idea should also be one that grabs attention</li> <li>• Award should be usable immediately or imminently</li> </ul>	<ul style="list-style-type: none"> <li>• Focus is not explicitly on assets, but in DC, community wi-fi and pop-up contemporary art venues have been funded</li> </ul>



**Figure 3.18: a potential fundee addresses diners at the 50th Detroit SOUP dinner event, September 2013**

*(source: Dave Lewinski/Detroit SOUP)*

## #2 – Fundraising and philanthropy networks

You can also get young professionals to become deeply involved in supporting your asset by creating a network that often includes a strong social scene. In Baltimore, the Enoch Pratt Free Library system has an excellent mechanism for engaging the next generation of CEOs and senior managers in the private, non-profit, and public sectors. The Pratt Contemporaries, as it is known, is a group of young (late twenties to late thirties) professionals that market and promote the library as an attractive destination and a key part of Baltimore’s identity. The process is fun to take part in and also helps to raise money. The fundraising events include author receptions, quiz evenings hosted by a local TV celebrity, and an annual gala, and the Black and White party, which is a highlight of the social season for the city’s young professionals.<sup>72</sup>

For the last four years, the Minneapolis Foundation has championed a program called the Fourth Generation, which offers young professionals the opportunity to learn about effective, meaningful charitable giving – for good causes generally rather than assets specifically.<sup>73</sup> Members hone their teamwork, analytical, and leadership skills as they:

- learn about community issues, local non-profits, smart giving, and how to make grants;
- share their ideas, talents, and experiences to make a difference;
- connect with local leaders and other civic-minded professionals; and
- give with other members for a greater impact.

The initiative grew out of another initiative that saw wealthy (usually older) individuals giving 1 percent of their net worth annually to charitable causes. This 1 Percent Club, as it was known, is considered in the next section.

<sup>72</sup> Among the case study cities, Baltimore is not unique in this type of mechanism. For example, in Minneapolis, the Hennepin Theatre Trust’s Spark Committee performs a similar role, and in Detroit there is the Belle Isle Conservancy’s Emerging Patrons Council and the Museum of Contemporary Art’s New Wave.

<sup>73</sup> For a younger age group still, the (national) Association of Fundraising Professionals has a Youth in Philanthropy Program.

### Figure 3.19: Supporting Baltimore's Library system — and socializing: the Pratt Contemporaries

A black and white party is one where the color theme is, you guessed it, black and white. This can include dress, the invitation, decorations, games, food and drinks, and even music.

(source: Enoch Pratt Free Library)



### Networks of high net worth individuals

From the mid-late 1990s, giving, including more modest levels of giving was encouraged in and around the Twin Cities through the 1 Percent Club, individuals and families who committed to give a minimum of 1 percent annually of their net worth to charity. The Club is outlined more fully in **Box 3.6**. Though the club no longer exists, there are some key lessons to be learned from it:

- There is room for several types of club (the wealthy and those of more modest means) and a group of younger givers who often lack substantial wealth;
- A social element is important to all of the networks; and
- An educational/value-added element is also important.

## Box 3.6: Getting high-net-worth individuals to give — Minnesota’s 1 Percent Club

### What was it?

- network of over 1,000 high-net-worth individuals
- those committed to give 1 percent of their net worth annually to non-profit organizations
- “gentleman’s” agreement — people just make the pledge and give
- members have, based on internal anonymous surveys, given at least (an additional) \$100 million to charity
- no meetings and no dues

### How did it sign people up?

- encouraged people to be philanthropic to causes of their own choosing
- challenged people to give 1 percent of their net worth or 5 percent of their income, whichever is greater
- told them that if they kept 99 percent of their net worth every year, they should still be financially very secure
- encouraged the giving of money *and time* — as they felt the two proved mutually reinforcing

### What were the things that made it successful for over a dozen years?

- Key text — *Wealthy and Wise* by Claude Rosenberg, Jr., which inspired the founder, Joe Selvaggio, and then the first member
- energy of the founders
- background of the founder — good “bridger” as he was brought up in a wealthy community but is familiar, through his work as a priest, with poorer members of society
- early sign-up of local Target Corporation CEO Ken Dayton by Selvaggio as the club’s first member. Dayton and his wife were known as generous philanthropists, so their involvement was a good stamp of approval
- ten people who could each get a few people themselves were quickly appointed to the board
- managed to shift members to thinking about giving from their net worth not from their income

## You can combine the social network approach with social media

One way to bridge the gap between substantial philanthropy and everyday small donations is so-called Citizen Philanthropy. Detroit4Detroit, a project managed by Michigan Corps<sup>74</sup> and Citizen Effect, encourages Detroiters of modest means to become active fundraisers, albeit not through giving circles or social events. The projects are not necessarily community or civic assets although there is potential for this. For example, Brightmoor Alliance’s Neighborhood Revitalization project aims to board up vacant homes and then make the exteriors into arts works by volunteer artists, local youth, and residents. This approach could clearly be applied to a local playground or community garden.

<sup>74</sup> Founded in 2010, Michigan Corps is a recognized 501(c)(3), tax-exempt, non-profit organization whose mission is to give Michiganders everywhere easy opportunities to make a difference in their home state.

To date, Detroit4Detroit has seen 124 people actively fundraise for a project of their choice — raising a total of \$78,000 for non-profit partners. At time of writing (November 2013), the project faces a somewhat uncertain future as the Citizen Effect platform has shut down. The general approach is clearly something that could survive the demise of a single platform and Michigan Corps is still evaluating whether there will be new and improved Phase II. **Box 3.7** outlines how the program has worked to-date.

### **Box 3.7: How Detroit4Detroit Works**

- Identifying projects:** 22 local people (“partners”) from the Detroit non-profit community work with Citizen Effect, a Washington, DC-based international non-profit. Local partners and Citizen Effect curate a list of viable projects, with each of the partners submitting five to ten for consideration. People are only entered into the system if they have a clear plan for success.
- Adoption of projects:** Once a project has been vetted, it gets posted to the Detroit4Detroit website for a Citizen Philanthropist, or CP, to adopt. The CPs are a racially diverse bunch, albeit mostly with paying jobs and between their late twenties and late thirties. CPs include over a dozen Detroit ex-pats.<sup>75</sup>
- Promotion of projects:** After a project has been claimed, Citizen Effect gives the CPs support that enables them to promote the project on sites like Facebook and Twitter, reach out to potential supporters through fundraising emails, and have an online platform to post blogs, videos, and photos. Not everything is done online; there have also been fundraising events that have ranged from the traditional through to drag queen bingo and make-your-own-sushi nights. CPs often ask each other for help.
- Support/organization:** Michigan Corps serves as the on-the-ground organizer and attempts to increase the chances of this occurring by holding monthly networking and training events for citizen philanthropists and their networks, the first of which was in July 2012. Funding for the program has come from the national James S. and John L. Knight Foundation.

<sup>75</sup> A group of Detroit residents living in New York founded Detroit Nation in 2010. The network now has more than 500 members in New York, Chicago, Los Angeles, Washington, DC, and Seattle. There is a website <http://www.detroitnation.org> that is hosted on <http://nationbuilder.com> so other places can do this.





Figure 3.20: A Detroit4Detroit webpage, here seeking support for work by a Detroit public artist

Screenshot showing a campaign to raise money for public art (mood swings) for the non-profit Public Art Workz led by leading Detroit public artist Chazz Miller.

(source: author screenshot of the former site)

## Online Crowd-Resourcing

Crowd-resourcing is the online effort to meet a certain target through securing online donations from a substantial number of people.<sup>76</sup> Raising donations online is not simply easier than other methods, it is also cheaper. Raising \$1.00 online costs 7 cents, as opposed to 20 cents for grant writing to corporations and foundations (also the national average for all fundraising methods) or up to \$1.25 to acquire new donors through direct mail.<sup>77</sup>

Crowd-resourcing sites have some common features:

- Most offer projects a fundraising page, which includes the funding goal, space for a short (two or three minute) video explaining the venture (that the projects must produce themselves), and the deadline (typically a few months).
- Sites also typically offer some form of acknowledgement or reward to givers. For example, if someone is funding a book, they will be offered a copy as a thank-you.

<sup>76</sup> It is often confused/conflated with crowd-funding which is instead about raising investment.

<sup>77</sup> Other costs include Capital Campaign/Major Gifts (50 cents per dollar); Direct Mail Renewal (20 cents); Planned Giving (25 cents — and a wait!); and Benefit/Special Events (50 cents). All from Greenfield, J. (1999), Fund-Raising: Evaluating and Managing the Fund Development Process, Wiley, New Jersey).

- Several crowd-resourcing sites offer guides to help groups with their fundraising.<sup>78</sup>
- All sites typically charge an administration and processing fee of between 5 and 10 percent — or in one case, a suggested gratuity/tip of 20 percent — these charges are often ignored or lessened if the target is not hit.

Older sites are Indie GoGo (founded in 2008, <http://www.indiegogo.com>) and Kickstarter (founded in 2009, <https://www.kickstarter.com>) whilst newer sites include Razoo (<http://www.razoo.com>), Network for Good (<http://www1.networkforgood.org>), Fundly (<https://fundly.com>), Go Fund Me (<http://www.gofundme.com>), Crowdrise (<http://www.crowdrise.com>), and Cloudfunded (<http://cloudfunded.com>). The sites have all been set up by civil society (charities, business, and social enterprise) rather than government, and funding has come from some combination of venture capital and foundation money.<sup>79</sup>

**Table 3.12: Examples of crowd-resourcing sites used by asset projects in the case study cities**

Examples	Community Asset	Organization	City	Success (unless indicated)
Kickstarter (HQ: New York)	Funding to help replace swings in Detroit playgrounds	Detroit Mower Gang	Detroit	\$3,020 of \$800
	Funding several thousand copies of the Druid Hill Park Passport <sup>80</sup>	Baltimore Green Map	Baltimore	\$9,854 of \$9,500 goal
Indie GoGo (HQ: San Francisco)	Support a Disc-Golf Course for Belle Isle Park	Belle Isle Disc-Golf Community	Detroit	FAIL — \$1,471 of \$4,000 goal (but keep the \$1,471) <sup>81</sup>
The Point <sup>82</sup> (HQ: Chicago)	Create a safer play area for children in Palmer Park	People for Palmer Park	Detroit	\$6,000 target exceeded slightly

<sup>78</sup> See, for example, <https://campaignmanual.jottit.com> and <http://blog.neighbor.ly/2012/tips-for-a-great-crowdfunding-pitch>.

<sup>79</sup> At a rudimentary level, there is PayPal. A PayPal icon can be included on a non-profit website or blog, preferably alongside an explanatory video, and people with credit or debit cards can make a donation into the group's bank account. PayPal offers discounted transaction fees for registered 501(c)3s and some online guidance about how to use the facility.

<sup>80</sup> See <http://www.kickstarter.com/projects/1694075980/druid-hill-park-passport-discover-enjoy-learn-be-a/widget/video.html>

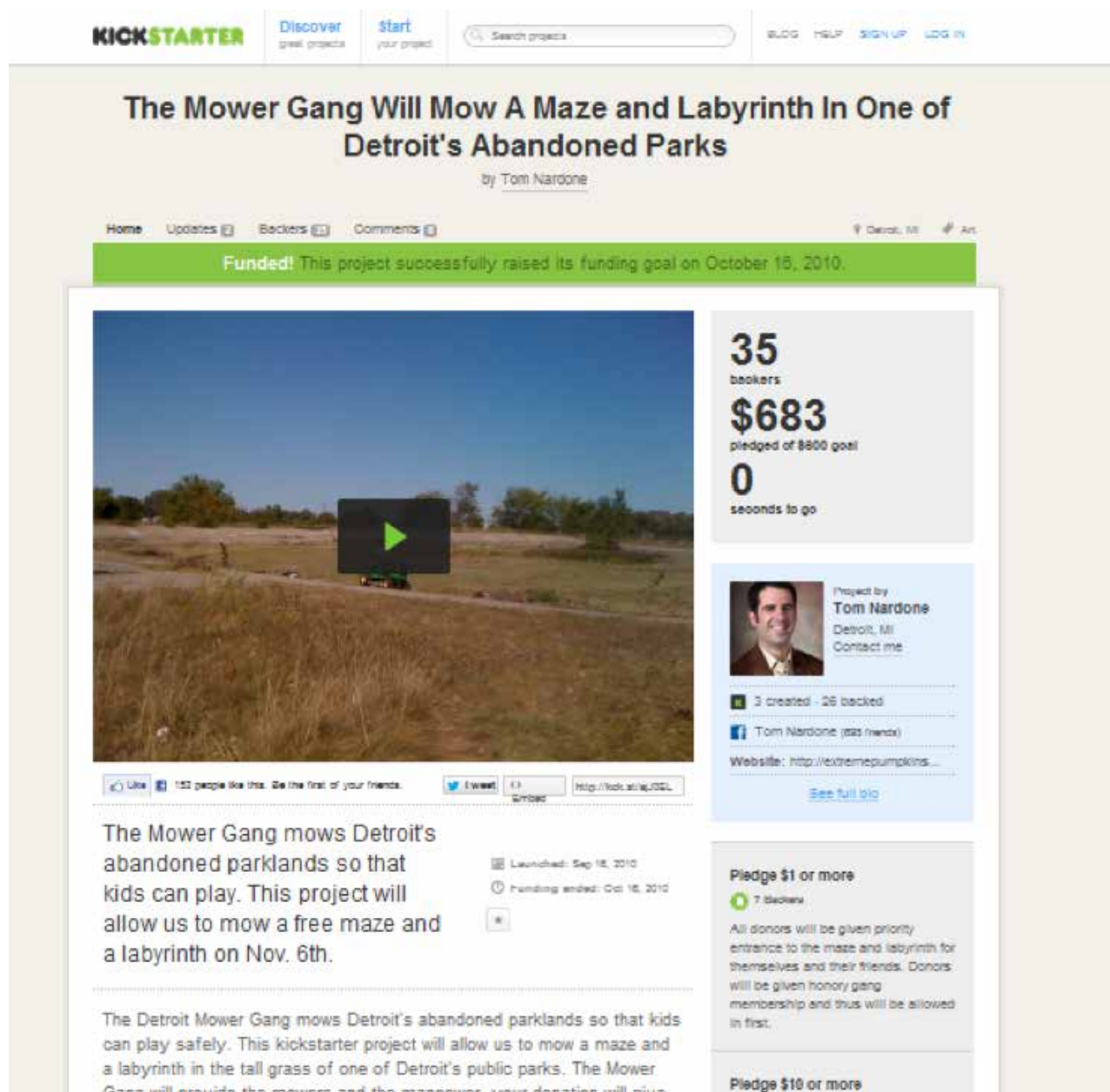
<sup>81</sup> This particular target may have been missed but disc-golf opened on Belle Isle in June 2013.

<sup>82</sup> This is now an inactive website.

**Figure 3.21: Mowtown – example of a successful Kickstarter campaign run by Detroit’s Mower Gang**

Note the use of video and the social media links.

(source: screenshot taken by author)



One extremely innovative Kickstarter asset project worth mentioning here is the +Pool (PlusPool), an initiative by a New York design trio to bring a cross-shaped floating public swimming pool to that city’s East River. The proposed pool would be filled with water filtered from the river that it floats in. \$250,000 was recently raised on Kickstarter to move the development work forward.

Two other new sites — Citizeninvestor (<http://www.citizeninvestor.com>) and Neighbor.ly (<http://neighbor.ly>) — explicitly attempt to fund local civic projects. With Citizeninvestor, the focus is just local government projects, while Neighbor.ly includes non-governmental entities that are concerned with civic infrastructure. Both will accept suggestions for projects from citizens to suggest ideas for their city to adopt a project; with Citizeninvestor they can do it through an online petition. The most relevant example is a successful effort to raise the \$2,100 needed to create a youth garden at the city of Philadelphia’s Rivera Recreation Center via Citizeninvestor (with 50 percent coming from outside Philadelphia).

Also interesting is In Our Back Yard ([ioby.org](http://ioby.org)), which went online in beta form in 2009 and focuses around giving of money and time and the sharing of ideas for projects focusing on local civic improvement, which in the past has meant a strong slant on the environmental. Any project that is led by someone who lives in the community and that benefits the public is eligible to use ioby. The organization operates nationally and has supported projects in 85 cities, including a couple of Detroit projects. ioby is also unusual in that it:

- helps to encourage peer-to-peer learning between projects;
- offers fiscal sponsorship so that informal, unincorporated groups can still collect tax-deductible donations;
- offers guidance to smaller charitable (non 501c3) projects that wish to be eligible for tax-deductible donations;
- sees projects funded by locals (most donors live within about two miles of the project site); and
- requires completed projects to submit a project evaluation and final expense report to ioby so that they can ensure the projects are completed as described in the project application.

Before embarking on a crowd-resourcing effort, you need to be aware that successful campaigns are hard work and that sums raised tend to be small (all of the four case study city campaigns mentioned above were under \$10,000 — most well under). Several more tangible pointers are included in **Table 3.13**.

**Table 3.13: Lessons from crowd-resourcing drives**

Aspect	Lesson
<b>Getting the ask right</b>	<ul style="list-style-type: none"> <li>• ask for a modest suggested donation and set a realistic target because....</li> <li>• most sites (Indie GoGo is the main exception) only allow groups to claim pledged money if the target is hit</li> <li>• a big ask and small support base will deter givers</li> </ul>
<b>Getting the video right</b>	<ul style="list-style-type: none"> <li>• supporting videos must be high quality and engaging<sup>83</sup></li> <li>• secure pro bono help with camera operation and sound</li> <li>• good videos demonstrate passion and enthusiasm, include some asset users if possible</li> <li>• good videos make it very clear what they want to do and why</li> <li>• good videos demonstrate work they have already done successfully</li> </ul>
<b>Marketing the video well</b>	<ul style="list-style-type: none"> <li>• the video and site should be vigorously marketed to and by key local groups</li> <li>• the video and site should be marketed via Facebook, LinkedIn, Twitter, and other social media</li> </ul>

The danger with online giving is that it may be prone to “Clicktivism,” people giving online (a click of their mouse) but then forgetting about an issue (so the opposite of activism). Any efforts to persuade people to give need to also try and encourage people to get more involved or at least be contactable by the recipient non-profits.

<sup>83</sup> Further advice is available at <http://www.fundraising123.org/article/11-rules-video-fundraising#.UiZB8jaThc4>.

## The barn-raising spirit is also seen with state and national giving days

There are also State-wide giving days. Minnesota has its Give to the Max Day – see [Box 3.8](#) – whilst Alabama also now has a giving day organized by the Alabama Association of Nonprofits, Alabama Broadcasters Association and the (national) Razoo Foundation. Nationally, New York’s 92<sup>nd</sup> Street Y (formerly the YMCA) has organized the annual GivingTuesday campaign.

### **Box 3.8: Give to the Max Day — a barn-raising “fundathon”**

Minnesota-based non-profit GiveMN co-ordinates a “Give to the Max Day,” a 24-hour period of fundraising that was set up four years ago with support from several Minnesota foundations. Non-profits across the state spend the day blitzing their supporters with e-mails, tweets, and Facebook postings and engaging in novel fundraising ploys ranging from PedalPub to sponsored roller-coaster marathons. The day is very much in the barn-raising tradition/spirit. According to GiveMN’s director the day has become “more than a fundraiser. It’s a day when people want to celebrate and hang out together — a non-profit holiday.” In 2012, the event, held on a Thursday, saw over 50,000 donors giving to 4,200 Minnesota non-profits and raising in excess of \$15 million. Among the more active asset-related participants are the non-profit Cedar Cultural Center in Minneapolis and the Friends of the Duluth Public Library.

### **Lessons if you are looking to do something similar in your city or state:**

- Excitement of a focused and enjoyable day;
- Need for good IT infrastructure;
- Novel and fun fundraising techniques;
- Prizes for winners added to the occasion;
- Week-day event makes it possible to get a lot of people in the workplace and to get employer buy-in; and
- Encourage corporate matched funding.

## For ongoing online giving there are also local and national mechanisms

In addition to the crowd-resourcing sites you might also want to use or seek to replicate some state and civic portals that offer opportunities to non-profits to fundraise online and to market themselves. In contrast to crowd-resourcing sites: the method of payment is typically ongoing rather than a limited appeal. The Twin Cities and Baltimore have been at the forefront of this in the United States ([Table 3.14](#)). GiveMN, referred to in the previous section, is actually one of only two statewide year-round giving platforms, the other being in Colorado.

**Table 3.14: State and civic giving portals — Minnesota and Baltimore**

Portal	Start	Geography	Status	Technology	Uptake	Use for assets
GiveMN	2009	Minnesota	501c3	national technology platform (razoo); searchable database of state non-profits	nearly half of all Minnesota non-profits report that GiveMN is their primary online giving vehicle	Includes St. Paul Parks Conservancy
GiveCorps	Late 2011	Baltimore but looking to run city sites nationally	for-profit arm and a foundation arm	in-house team that also does sites for universities, churches, etc.	unclear as still very early days	Little Free Libraries <sup>84</sup>

Some non-profits purchase fundraising packages to organize their fundraising information and relationships. There is a range of such products at a range of prices. Among the better known are Blackbaud’s Raiser’s Edge, eTapestry, and several products by Sage and Telosa. There are various articles and guides online that compare these and other systems and that help non-profits in selecting their software. There is also now a free software solution known as CiviCRM. Given that payment for a fund-raising software is not a realistic option for many non-profit asset support organizations, this is a viable alternative.

### **This section has helped you to....**

- See that the approaches to attracting donations also involve awareness-raising.
- Realize that giving to assets is not just important to social capital. It is social capital. The research found several examples where donors are made part of networks, others where the very act of giving is done communally, and others still, where social ties are used and created, notably through Citizen Philanthropy.
- Hear about the importance attached to bringing on the next generation of philanthropists and pro-philanthropy civic leaders.
- See the increased value of the internet to reach out to people (especially younger ones) online. Technology, notably the emergence of easy-to-use online crowd-resourcing platforms and the growth of social media, is facilitating this.
- See the importance of promotional videos and the need for support to groups looking to make such videos. This support can come from local foundations, government, corporates, or other non-profit groups.
- Understand that crowd-resourcing mechanisms that support public sector projects are, for the time being at least, more likely to complement taxation rather than emerge as any real alternative to it.

<sup>84</sup> These are typically small glass-fronted boxes on poles that are made by local residents and that contain books loaned by and for neighbors, so not part of city libraries. You can find out more about the U.S. ones here: <http://www.littlefreelibrary.org>.

# Charitable Foundations can add to your asset base in novel ways

## Foundations in the United States

The two key types of foundation in the United States are private foundations and public charities (sometimes referred to as “public foundations”). The categories derive from where the money comes from rather than where it goes. Private foundations are set up by wealthy individuals, families, and companies, with additional money also coming in from donations by parent companies to corporate foundations, returns on an invested endowment, and from company shares. By contrast, public charities derive their support from diverse sources, which may include individuals, private foundations, government agencies, and returns on their invested endowments.

Private foundations make grants to good causes, invariably those dear to their founder(s) and/or board members. Public charities will typically deliver services rather than make grants. Private foundations offer lower tax relief to donors than their public charity counterparts and, also unlike these counterparts, must pay out 5 percent annually and a 2 percent tax on net investment income. They also face more mandatory paperwork.

The central public charities of interest here are community foundations. These typically do not deliver services but instead make grants (the money is the return on their investment of money donated by individuals). Such foundations are ideal for those wealthy individuals that do not want to go down the private foundation route, whether because they are less keen for the control and recognition that goes with a private foundation, or because the administrative costs of setting up a completely new foundation (rather than a fund within a community foundation) would be high in relation to the amount they wished to donate.

Community foundations largely consist of:

- Donor Advised funds, where the foundations own and invest the money but the donor and/or their friends and relatives advise on the recipients of grants made from the interest on the investments;
- Field of Interest funds, where the donor indicates a broad area they wish to support; and
- Unrestricted funds, where the community foundation boards and staff are trusted to dispense the donations that come from different people and organizations.

Community foundations often have a volunteer internal investment committee (note the use of “volunteer”) that makes recommendations on how investments will be managed, including selection and performance review of investment firms.<sup>85</sup> These can also invest money on behalf of assets, including, a little confusingly, ones with the word foundation in their title. Among the asset-related endowments held by community foundations in the case study areas are the Friends of the St. Paul Public Library, which has a \$13 million endowment, and the \$2 million PARK Program Maintenance Endowment Fund, created by the Detroit Pistons professional basketball franchise.

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<sup>85</sup> So, for example, at the Hudson-Webber Foundation in Detroit, members of the Investment Management Committee include the CFO of DTE and a PWC ex-managing partner. Board recommendations are executed by investment management companies, which may range from ones with offices just in the state (e.g. Minnesota-based Mairs and Power) through to national-wide firms (e.g. New England Pension Consultants) and international companies (e.g. Cambridge Associates).

Community foundations are facing competition from banks and investment funds<sup>86</sup> that are moving into the management of donor advised funds (DAFs). In theory, organizations wanting to invest their endowment might use these instead. Community foundations will struggle to out-compete these new players in terms of yield and efficiency and so must instead try and ensure that they have a good offer for prospective local philanthropists wishing to make an impact in the city/region. Achieving this will involve:

- a board of directors that understands and reflects the city;
- a president/CEO that has and uses excellent networks within the city;
- ensuring that “field of interest” and unrestricted funds are relevant to the city’s needs and public concerns; and
- ensuring local recognition and networking opportunities for major donors.

More generally, the foundations’ senior management will also need good links to local financial advisors, as the vast majority of Community Foundation money comes from a financial advisor talking to a wealthy individual or family about what they wish to do with their wealth.

Many foundations are members of the Council on Foundations, a Washington, DC, area-based non-profit membership association. There is also the Association of Small Foundations, a membership organization for donors, trustees, employees, and consultants of foundations that have few or no staff.

All foundations are unelected but all must have boards to secure and keep their IRS status. More importantly, freedom from public votes enables them to look for a long-term strategy that is less focused on a particular constituency or the concerns of the floating voter.

### **Foundations play a range of asset-supporting roles**

At worst, foundations can find themselves agreeing to requests to fund items that would normally be done by the city council. At best, they can also serve as a source of money for novel-but-risky ideas that the public sector might not easily be able to fund. **Table 3.15** draws on a range of examples to highlight the key roles that foundations can play in supporting assets.

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<sup>86</sup>Examples of these “new kids on the block” are Vanguard, Fidelity, and Schwab.



**Table 3.15: Asset-related roles that foundations can play — examples from the case study cities**

Role	Examples
<b>Funding for consultancy</b>	<ul style="list-style-type: none"> <li>• Kresge support for consultancy studies and technical support that led to the emergence of the Belle Isle Conservancy in Detroit.</li> <li>• McKnight support for the consultancy work that led to creation of the St. Paul Parks Conservancy.</li> </ul>
<b>Creating and supporting institutions and key individuals</b>	<ul style="list-style-type: none"> <li>• McKnight and a couple of other foundations created Gardening Matters, a non-profit dedicated to Twin Cities community gardeners and the communities in which they reside.</li> <li>• Community Foundation for South East Michigan’s creation of the Detroit Greenways Coalition and funding for its director.</li> <li>• A Bush Fellowship supported an individual’s work on increasing access to cheap fresh produce and urban green space. The person was also the coordinator of Frogtown Gardens, a neighborhood group supportive of community gardening and communal green-space in St. Paul.</li> </ul>
<b>Improving the capacity of asset managing organizations</b>	<ul style="list-style-type: none"> <li>• Bremer Foundation’s training sessions on critical aspects of running a rural library in Minnesota, from budgeting and board development to strategic planning and cultural competency.</li> <li>• The Detroit Revitalization Fellows Program, funded by several foundations, places (and networks and trains) mid-career professionals into urban organizations such as Eastern Market Corporation and the Detroit Institute of Arts.</li> </ul>
<b>Improving the offering provided at existing public assets</b>	<ul style="list-style-type: none"> <li>• Pohlada Family Foundation and others funded the Early Learning Environment at the North Regional Library in Minneapolis.</li> <li>• Baltimore Community Foundation has supported community groups to show outdoor movies in parks in Summer and to run community-wide arts festivals and cook-outs.</li> <li>• Friends of St. Paul Library support collections, programs for children, workforce programs, mobile libraries, and outreach to those for whom English is a second language.</li> </ul>
<b>Preparing city assets for transfer to non-profit management</b>	<ul style="list-style-type: none"> <li>• A good transfer of an asset requires that it be a fully functioning asset, not a liability with high repair needs. Detroit’s Eastern Market is a good case of an asset, now in non-profit ownership, that has benefited from foundation money to help with physical improvements.</li> </ul>
<b>Creation of “link assets”</b>	<ul style="list-style-type: none"> <li>• Foundations have been good at funding physical links between assets, such as Detroit’s downtown riverfront walk and Dequindre Cut, which links the river-walk to the city’s popular Eastern Market.</li> </ul>
<b>Leadership on city strategy</b>	<ul style="list-style-type: none"> <li>• Kresge Foundation’s support for Detroit Future City, the first comprehensive citywide strategic framework to improve the quality of opportunity and economic growth in Detroit — including the city’s vacant land and public infrastructure (of which assets are a part).</li> <li>• McKnight funded a Sustainability Plan for Twin Cities community gardens.</li> </ul>
<b>Supporting innovation/experimental pilots</b>	<ul style="list-style-type: none"> <li>• The Knight Foundation has supported some innovative projects in Detroit around Citizen Philanthropy, the Detroit SOUP model of communal dining and giving and the Inside-I-Out program that places reproductions of Detroit Institute of Arts work around southeast Michigan.</li> </ul>



Figures 3.22 and 3.23: The Dequindre Cut before and after foundation support  
(source: Detroit Riverfront Conservancy)



## Encourage foundations to make their money go further

Just as local government can endeavor to make limited resources go further, so can foundations. **Table 3.16** indicates the main ways in which foundations in the case study areas have been spending more smartly, with specific reference to public assets wherever possible.

**Table 3.16: Foundations can attempt various measures to achieve “more bang for their buck”**

Strategy	Examples
<b>Inter-foundation co-ordination</b>	The Baltimore Neighborhood Collaborative consists of local foundations and financial institutions that pool money and some organizational support. Support is focused on nine local non-profit organizations (including ones that have been supportive of community assets) that work in one or more neighborhoods. The Detroit Neighborhood Forum performs a similar role in that city.
<b>Creating low bureaucracy micro-grants</b>	Since 2008, several foundations, including the Kresge Foundation and JP Morgan Chase, have given money to Michigan Community Resources, a Detroit non-profit, to run a mini-grant program (up to \$5,000 per project) that focuses on neighborhood beautification projects, including public park clean-ups. There is a simple application process, which is popular with funder and recipient alike.
<b>Securing leverage on their grants/investments</b>	Foundations are increasingly keen that grantees bring additional resources to the table. Central here has been the “challenge” approach: agreeing to match funding raised by the applicant or requiring a certain share of the overall cost to be raised by the applicant. The leverage approach is not entirely new. When Carnegie libraries were being funded a century ago, each recipient area would also have to agree to pay 10 percent for the cost and maintenance of the facility.
<b>Increased attention to outcomes</b>	There is an increased foundation desire to see applications for projects for which there is proven need and/or clearly defined and measurable impacts. They may often also want to see a long-term plan and a clearly identifiable champion or champions for the project.
<b>Use of specialist intermediary bodies</b>	Several foundations outsource some of their grant awarding to third parties that have excellent links into the target communities. Such organizations do engagement work as well as dispersing funds. In Minnesota, Twin Cities LISC and Nexus Community Partners sometimes serve as intermediaries.
<b>Focus on “middling” areas</b>	Some foundations opt to focus on those neighborhoods that, whilst beset by various problems, also have assets and capacity/organization that, if supported, could see these neighborhoods become sustainable. <sup>87</sup>
<b>Managing applications efficiently</b>	Efficient management of applications includes online applications with forms indicating clearly what is being required, phased applications, a requirement to call a named person at the foundation prior to applying, and/or a letter of inquiry. These lessen foundation time looking at inappropriate proposals.
<b>Using program-related investment</b>	Program-related investment (PRI) is the use of the interest on endowments to make investments rather than grants, so the money comes back and can be recycled. The investments are below market rate and are in an organization with a charitable purpose. Whilst it is hard to envisage returns on parks and libraries that have no real revenue stream, it is possible to invest in assets run by the private sector and social enterprises such as coffee shops, neighborhood stores and independent cinemas, theaters, and galleries. In Baltimore, the Abell and Annie E. Casey Foundations have used PRIs for quite some time.
<b>Using mission-related investment</b>	Mission-related investments (MRIs) are about market-rate investment of the endowment (not the interest as with PRI) in organizations whose work is consistent with a foundation’s mission. Across the United States, this has traditionally been dominated by a handful of foundations, among them Ford, MacArthur, Packard and the F.B Heron Foundation. Foundations will have to balance likely returns from hedge fund and equity markets (with perhaps less profitable but more mission-appropriate investments).

<sup>87</sup> Some see this as “foundation red-lining” and others still cannot do it even if they wanted to because their mission specifically focuses upon helping disadvantaged neighborhoods.

## Encourage today’s major wealth creators to create private foundations

The endowments of the private foundations typically come from corporate wealth, usually from individual founders, senior executives, and their families (Table 3.17). To increase the pool of funding available to good causes, including assets, the need is to ensure that today’s major wealth creators continue to establish such foundations. Exposing these individuals to the work of existing private foundations seems to be one possible way to achieve this.

Table 3.17: Examples of the business origins of large private foundations based in, or giving to, the case study cities

Foundation	Initial source of funds
The McKnight Foundation	Executive of Minnesota Mining & Manufacturing Company (now 3M)
The Otto Bremer Foundation	Dividends from Bremer Bank
The Bush Foundation	Executive of Minnesota Mining and Manufacturing Company (now 3M)
The Amherst H. Wilder Foundation	Businessman
The General Mills Foundation	General Mills corporation
The Target Foundation	Target corporation
The W.K. Kellogg Foundation	Founder of Kellogg company
The Kresge Foundation	Kresge corporation (now Kmart)
The Skillman Foundation	Executive of Minnesota Mining and Manufacturing Company (now 3M)
General Motors Foundation	Automobile company
The McGregor Fund	Whitney family industrial fortune
The Hudson-Webber Foundation	Family owners of Hudson department store
The Max M. and Marjorie S. Fisher Foundation	Money made in oil and real estate
Fred A. and Barbara M. Erb Family Foundation	Sale of lumber company
The Thompson Foundation	Sale of asphalt company
The John S. and James L. Knight Foundation	Founders of national newspaper group
Ford Motor Company Fund	Automobile company
The DTE Energy Foundation	Utility company
The Annie E Casey Foundation	Money from United Parcel Service (UPS)
The Harry & Jeanette Weinberg Foundation	Money from real estate and other businesses
The Abell Foundation	Founder of the <i>Baltimore Sun</i> newspaper
The Goldseker Foundation	Real estate
The Open Society Institute - Baltimore	Soros Fund management

## Help non-profit asset support organizations to navigate the foundation world

Foundations need to ensure that non-profits know that they exist, how they operate, and what they are looking for in a successful grant applicant. A range of tips were forthcoming about these matters (see Table 3.18). One of these tips is the use of the Foundation Center Directory,<sup>88</sup> an extensive database requiring a subscription. Sign-posting to such resources by foundations and others dealing with non-profits is important, as would be assistance with subscriptions to databases. Once organizations have located the sources, they should produce a “funding matrix,” some form of spreadsheet that outlines funders, what each one funds, what the requirements are, and when applications are due.

Another key tip is the importance of employing, hiring, or developing a grant-writer, at least for larger, more established non-profits. For example, the Friends of St. Paul Library employs at least one full-time grant-writer, reflecting the importance of such income to that city’s public libraries. Belle Isle Conservancy has a grant-writer on a retainer. Nationally, Trust for Public Land state/regional branches also write grants for the acquisition of public land as one of their services.

Whoever oversees the grant-writing in a non-profit must establish a dialogue with the foundation, whether via asking their board members to contact the foundation CEO (if they know him/her) or via the grant-writer contacting staff at the foundation. The key is to try and get a sense of what is being sought and of the preliminary interest in any idea an applicant might have.

**Table 3.18: Tips for non-profits looking to secure grants from foundations**

<b>Where should you apply?</b>	Use the Foundation Center Directory to find out about the foundations for your area/asset type
	Produce a funding matrix of foundations, their funding streams, requirements, submission deadlines, etc.
	Think creatively about whether you might also apply for grants in health, education, crime prevention, etc.
<b>And when you start to apply...</b>	Consider employing or hiring a grant-writer if the size of your organizations warrants it
	Develop strong connections with local foundations, or hire those that have them
	Have your staff and/or board members talk to foundations before submitting an application

### This section has helped you to....

- See the innovative and strategic role that foundations can play in supporting assets.
- Realize the ways in which foundations can make their money go further through various efficiencies — and so make more of an impact on assets and other good causes.
- See that community foundations need to maintain high degrees of local connections and knowledge of local needs if they are to continue to attract donations from local philanthropists.
- See that foundation resources can be added to by new businesses and high net earners and how these same types of individual can even establish new private foundations.
- Learn some basic tips for non-profits when approaching and applying to foundations for grants.

<sup>88</sup> The Foundation Center website is <http://foundationcenter.org>. Federal grants are also all listed and can be applied for at [www.grants.gov](http://www.grants.gov).

# Your businesses can gain benefit by giving to assets

Businesses have supported assets with money over and above whatever they may pay in corporate taxes. But why should business give and how should they do so? This section addresses these questions as well as looking at a range of mechanisms and policies that facilitate or require companies to put back resources into their cities and communities.

## The structure of business giving

It is important when talking about company giving to know which part of the company actually gives. The different forms are outlined in **Table 3.19**. Typically it is direct giving and company foundations that are being referred to when company giving is discussed. Company foundations are typically associated with larger businesses.

**Table 3.19: Corporate giving outlined**

Type of giving	Characteristics
Corporate direct giving	<ul style="list-style-type: none"> <li>• Can include employee giving, with companies often providing a match</li> <li>• Can include donation of materials</li> <li>• Volunteer time, which may be done informally by staff, or overseen by a company or its foundation</li> </ul>
Company-sponsored foundation	<ul style="list-style-type: none"> <li>• Separate legal entity that maintains close ties with the parent company</li> <li>• Giving usually reflects company interests</li> <li>• Usually private foundations that derive their income from the company</li> <li>• Tend to have little by way of endowments, instead relying on regular contributions from the parent company to support their overheads and giving programs</li> <li>• Parent company can claim tax breaks on giving to the activities of its foundation</li> <li>• Examples include General Mills Foundation in Minneapolis and Constellation Energy Group Foundation in Baltimore</li> </ul>
Founder-created foundations	<ul style="list-style-type: none"> <li>• Founders of major companies have started foundations, such as the vast Ford Foundation (founded by Henry Ford's son Edsel), which is quite separate from the company's charitable arm, the Ford Motor Company Fund.</li> <li>• Similarly, the W.K. Kellogg Foundation was set up by the cereal company founder but has no relationship to the company's foundation, the Kellogg's Corporate Citizenship Fund.</li> </ul>

## Businesses can benefit from giving to assets

The ways in which assets can benefit business were outlined in the raising awareness section but it is useful to recap them here. Assets can:

- enhance the environment for business employees;
- help in raising fit, educated employees and customers;
- improve the attractiveness of the business as a place to visit and shop;
- improve commercial property values; and
- help minimize crime in/around the premises by encouraging more people to be in the area.

Certainly, businesses have been an important source of resource for assets – whether it be creating new assets or improving existing ones. The real key is for companies to be convinced of the case for an asset and about why it makes sense for them to support it. In post-war Minnesota, the Dayton Company,<sup>89</sup> owners of department stores in and around Minneapolis, took the view that “what is good for the community is good for the business.” They wanted to attract and retain productive workers and to have a strong local market that viewed them positively. The company, run by five brothers, gave generously to their metro area and state. Not all of their giving was on community and civic assets – but much of it was. Major beneficiaries of their giving included the Minneapolis Art Institute, Walker Art Center, Minnesota Symphony and what is now the Twin Cities Y.

**Figure 3.24: The Dayton Company – “what is good for the community is good for the business”**

*In 1946 the Dayton Company was the first Minnesota-based and second American company to establish a preset amount of annual giving. In their case the decision was to give 5% of their pre-tax profits to charitable causes (the maximum amount allowable by law).<sup>90</sup> Other Twin Cities companies began to follow suit in the 1950s albeit not always as generously. The strategy is smart as you only give if you make profit and you only give a lot if you make a lot. (source: Target Corporation)*



<sup>89</sup> Dayton's department stores merged with Detroit's Hudson department stores in 1969 and is now the Target Corporation.

<sup>90</sup> Their current giving level is still high, see <http://philanthropy.com/article/How-America-s-Biggest/132785/#id=101032>.

### Box 3.9: Business needs an environment attractive to mobile workers – Campus Martius, Detroit

The support of IT company Compuware for major improvements to city-owned Campus Martius park in Detroit undoubtedly involved a very direct interest in that the company's global headquarters had just been built next door. The company wanted to attract and retain staff by offering a pleasant lunchtime and post-work space for them. Previously the space had been little more than a traffic island. Along with Ford Foundation they gave \$8 million of the \$20 million needed. The balance was covered by the city of Detroit (\$4 million) and the Detroit 300 Conservancy (which, in turn, drew its money from numerous corporate and foundation donations). The conservancy is responsible for the management, maintenance, operation, fundraising, and planning of the park under a long-term operating agreement with the city.<sup>91</sup> The design of the park has won several major awards.



**Figure 3.25: Corporate investment to create a new public space — Campus Martius Park, Downtown Detroit**

*Campus Martius Park, Detroit, Michigan designed by Rundell Ernstberger Associates, Deane Rundell, ASLA, Principal in Charge of Project Management and Eric Ernstberger, ASLA, Principal in Charge of Design.*

*(source: Rundell Ernstberger Associates)*

### Businesses can also give in ways that market their goods and services

Once convinced of the case for supporting assets, companies then need to think about how their employees can best contribute. **Table 3.20** outlines a range of instances where corporate giving has benefits to companies and have also involved donors' using their professional knowledge or products/services. This further helps the company in that, in addition to whatever benefits the asset itself brings them, their giving also offers a chance to market their goods and services to the local community.

<sup>91</sup> There is a good case study of the development at <http://www.pps.org/pdf/Campus%20Martius%20Case%20Study.pdf>.



**Table 3.20: Examples of mutually beneficial giving by business and entrepreneurs**

Type of giving	Examples	Appropriateness of giver	Benefits to giver
<b>Grants</b>	<ul style="list-style-type: none"> <li>Best Buy Teen Tech-Center at Minneapolis Central Library, including technology, software and equipment, and year's staff</li> </ul>	<ul style="list-style-type: none"> <li>Major retailer of electronic goods, so has knowledge and motivation to select and install high-quality goods</li> </ul>	<ul style="list-style-type: none"> <li>Strong market among youth</li> <li>Helps existing and potential staff and their families in its HQ-town</li> </ul>
<b>Donation</b>	<ul style="list-style-type: none"> <li>Minnesota Twins supported local baseball parks through their Community Fund</li> </ul>	<ul style="list-style-type: none"> <li>As a major baseball franchise, able to draw on a deep pool of expertise</li> </ul>	<ul style="list-style-type: none"> <li>Develop fan base</li> <li>Talent-spot</li> </ul>
<b>Materials and Equipment<sup>92</sup></b>	<ul style="list-style-type: none"> <li>100 meters of chain-linked fence provided by Home Depot to Clark Park, along with volunteers to install it</li> </ul>	<ul style="list-style-type: none"> <li>Major retailer of building and goods, so has knowledge and motivation to give quality goods and the skills to install it</li> </ul>	<ul style="list-style-type: none"> <li>Good advertising for the company and its products</li> <li>A local TV channel highlighted that fencing had been stolen; Home Depot came to the rescue</li> </ul>
<b>Space</b>	<ul style="list-style-type: none"> <li>Use of Ford Field NFL stadium for Detroit PAL (American) football championships</li> </ul>	<ul style="list-style-type: none"> <li>Only NFL stadium in Michigan</li> <li>Offers connection to celebrity world of pro sports</li> </ul>	<ul style="list-style-type: none"> <li>Talent spot</li> <li>Build fan base</li> </ul>
<b>Sponsorship</b>	<ul style="list-style-type: none"> <li>Sponsorship by banks and others for author events at Minneapolis Central Library</li> </ul>	<ul style="list-style-type: none"> <li>Bookshop among the sponsors so can help in identifying popular authors</li> </ul>	<ul style="list-style-type: none"> <li>Sponsors get raised profile; bookshop customers will attend or hear about the event</li> </ul>
<b>Online competitions</b>	<ul style="list-style-type: none"> <li>Monthly Home Depot Foundation's Aprons in Action has seen Detroit's 313 Project nominated (and winning) for its 300-volunteer renovation of 26-acre Romanowski Park</li> </ul>	<ul style="list-style-type: none"> <li>Home Depot has a very strong association with home and garden improvements</li> </ul>	<ul style="list-style-type: none"> <li>Good association for the product which is all about home and garden improvements</li> </ul>

<sup>92</sup> Companies can also give various items that they no longer need such as office equipment or palettes and crates that can be used for flower and plant beds in community parks and gardens. This may save them disposal costs and can also generate civic and community goodwill at minimal cost.

**Figure 3.26: Companies can give in ways that profile them and their wares – the Best Buy Teen Tech Center**

*A Minneapolis teenager shows off the results of his speed painting efforts at the Best Buy Teen Tech Center. The center is designed to be a safe, comfortable, fun space. Membership is limited to youth ages 12-19. Technology and multimedia tools are available for music and video production, interactive programming, digital photography, graphic design, and much more.*

*(source: Hennepin County Library)*



## Several factors can help you in developing and sustaining a culture of corporate giving

Several factors were important in the emergence of a culture of corporate giving in Minnesota (**Table 3.21**). Your city may not have all of these things in place, but this provides some lessons for how to help it emerge.<sup>93</sup>

**Table 3.21: Factors behind the emergence of a culture of corporate giving in Minnesota**

Factor	Details
Minnesota's communalist heritage	<ul style="list-style-type: none"> <li>Many of Minnesota's pioneers came from northern European (Scandinavia and Germany) and New England communities that embraced a communitarian approach to society. Minnesota was where the sociologist and economist Thorstein Veblen first coined and developed the term "conspicuous consumption," a concept that had a pervasive effect in encouraging (often) conspicuous generosity.</li> </ul>
Enlightened self-interest	<ul style="list-style-type: none"> <li>The Dayton brothers increasingly took the view that such giving was a sound business strategy: a healthy community and economy was good for business.</li> <li>More generally, Minnesota leaders understood that charitable giving was essential to creating a high quality of life for their families and employees, not least because the Twin Cities were very cold in winter and also relatively isolated from other major cities.</li> </ul>
"Push factors"	<ul style="list-style-type: none"> <li>Between the early 1930s and the early 1950s, the left wing Farmer-Labor party and then the Democratic Farmer Labor party was politically powerful in Minnesota. Business was generous but also suspected that they would be taxed further if they did not give. It was better to have control of their giving than simply to hand over taxes.</li> <li>Minneapolis, notably the north of the city, did not escape the urban rioting that hit many U.S. inner cities in the 1960s (hitting North Minneapolis in 1967). This further encouraged the corporate and philanthropic communities to focus on social need.</li> </ul>
CEOs that champion giving	<ul style="list-style-type: none"> <li>The Dayton brothers also served on some other local boards (such as General Mills and Honeywell) and persuaded these corporations to give too.</li> </ul>

Institutions and practices also help to reinforce such giving in the modern era. Again Minnesota offers some useful pointers. Between the mid-1970s and mid-1980s, efforts were being put in place to institutionalize corporate giving in the state, not least because some of the Dayton era CEOs were nearing retirement, CEOs were increasingly recruited nationally and internationally, and because businesses were going public and/or becoming increasingly international in outlook. However, various factors have ensured the persistence of giving by Twin Cities corporates, albeit often on a more national and international scale owing to their increased market size. The key factors are outlined in **Table 3.22** and **Box 3.10**. The success of these efforts is born out in the fact that corporate foundations and giving programs now represent 45 percent of all grant-making in Minnesota today (King 2013).

<sup>93</sup> This section benefits greatly from two articles. The first is by Jon Pratt and Edson Spencer (2000), "Dynamics of Corporate Philanthropy in Minnesota," *Daedalus*, Vol. 129, No. 3, pp. 269-292. Pratt is CEO of the Minnesota Council of Non-profits and the late Spencer was a retired Honeywell CEO from the time it had its headquarters in Minneapolis. The second is an article by Bill King, who retired as president of the Minnesota Council on Foundations in mid-2013 and who worked on early corporate investment programs in Minnesota, "Corporate Giving Yesterday, Today and Tomorrow," July 20, 2013, <http://www.mcf.org/news/giving-forum/corporate-giving>.

**Table 3.22: Key factors in the persistence of corporate giving in Minnesota**

Factor	Details
<p><b>Involvement of CEOs in civic and non-profit life</b></p>	<ul style="list-style-type: none"> <li>• Research by sociologist Joseph Galaskiewicz in the late 1970s and late 1980s claimed that even more important than the Keystone program (see <b>Box 3.10</b>) was the recruitment of new CEOs onto the boards of Twin Cities non-profit organizations and into local business and social clubs (see Galaskiewicz 1997).</li> </ul>
<p><b>Range of support institutions</b></p>	<ul style="list-style-type: none"> <li>• Minnesota Keystone Program — see <b>Box 3.10</b></li> <li>• Minnesota Chamber of Commerce’s corporate-sponsored Minnesota Business Gives program</li> <li>• Minnesota Council on Foundation’s various corporate networks and programs, including its Senior Community Affairs Professionals (SCAP) Network</li> <li>• Twin Cities Corporate Volunteerism Council</li> <li>• Center for Ethical Business Cultures</li> </ul>
<p><b>Internal corporate procedures</b></p>	<ul style="list-style-type: none"> <li>• Corporate social responsibility increasingly written into the job functions of senior leaders</li> <li>• Community affairs departments established</li> </ul>
<p><b>Strong local economy</b></p>	<ul style="list-style-type: none"> <li>• 19 Fortune 500 companies;</li> <li>• Host of large, privately held companies such as Cargill and Carlson.</li> </ul>

**Box 3.10: Supporting corporate giving — the Minnesota Keystone Program**

Corporate giving needs to be supported if it is to be sustainable and effective. In 1976, the Minneapolis Chamber of Commerce started a 5 percent Investment Club that saw companies commit to give 5 percent of their pre-tax taxable income to charitable causes. The program soon drew worldwide attention to the Minnesota business community and saw delegations arrive from major U.S. cities and the U.K. to meet with Minnesota business, government, and community leaders to explore public-private partnerships and the Investment Club. To the 5 percent Club, a 2 percent Investment Club was added.

Both levels of investment are now supported through the Minnesota Keystone Program, administered by the Minneapolis Regional Chamber of Commerce. The program, which has several hundred corporate members:

- helps these members better understand how to give with impact;
- helps these members better understand how to involve employees in giving; and
- runs an annual awards ceremony in which three companies (one small, one medium, and one large) are chosen from the ranks of members to be honored for their giving programs.

The program has proven the inspiration for business leaders to form business giving clubs in several other U.S. cities.

## Having co-operatives in your business base is a good way to encourage business giving

A co-operative (“co-op”) is a legal entity owned and democratically controlled by its members. Members often have a close association with the enterprise as consumers of its products or services (consumer co-ops), as its employees (worker co-ops), or tenants (housing co-ops). Any surplus made is returned to members or reinvested.

They are of interest here as they are inherently pro-community: International Co-operative Alliance Principle Number 7 is, after all, “concern for community.” With this in mind, the Minneapolis Wedge Community Co-op, a grocery co-operative, donates a share of its surplus to community causes that are in line with its core principles around green living and sustainability. The profiles of these good causes are raised in the process. The Wedgeshare scheme, as it is known, is outlined in **Table 3.23**. The projects supported are not explicitly around public assets but they often involve wider assets such as farmer’s markets and community gardens.

**Table 3.23: An example of how to donate from profits — the Wedgeshare scheme, Minneapolis**

What is it?	Benefits
<ul style="list-style-type: none"> <li>• An annual program of grants of not more than \$10,000 per group to select sustainability organizations.</li> <li>• A Wedge-share committee and the board agree on a shortlist of applicants that is then presented to the entire co-op membership for a vote to determine recipients.</li> <li>• Once the patronage/dividend has been paid to co-op members, the money for the grants is taken from a share of the remaining surplus.</li> </ul>	<ul style="list-style-type: none"> <li>• Recycling of some \$50,000 in the last financial year to the community</li> <li>• More than \$600,000 since 1997</li> <li>• Members vote on it democratically</li> <li>• Raises profile of good causes among members</li> <li>• Co-op only gives when it generates a surplus</li> </ul>

## Online corporate giving can raise company profiles and awareness of assets

There are various online corporate competitions that have very strong overlaps with crowd-resourcing efforts in that competitors produce a short video outlining their project which is then widely promoted through social media such as Facebook.<sup>94</sup> Thereafter, supporters are asked to vote for their top project. Winning projects usually receive cash prizes, and sometimes receive products from the company such as personal computers from I.T. companies and equipment from DIY stores. As with crowd-resourcing and Citizen Philanthropy, the process encourages the competitors to raise awareness and use their social networks. **Box 3.11** offers tips for companies considering such competitions and **Box 3.12** offers tips for non-profits thinking about applying.

The Detroit non-profit 313 Project’s work in co-ordinating a volunteering clean-up of the city’s 26-acre Romanowski Park earned it a nomination to enter Home Depot’s national Aprons for Action competition. With almost 9000 Facebook votes 313 Project won the January 2013 round which meant a prize of \$25,000.

<sup>94</sup> These include State Farm Neighborhood Assist™; Microsoft’s My Pc, My Story; IKEA’s national Main Street Makeover; Starbucks Community Card; Chase Community Giving; Tom’s of Maine’s “50 States for Good”; Ford’s Heart Behind the Oval — Detroit Community Challenge; Home and Garden Television’s “Change the World, Start at Home”; and Drops of Good: The Maxwell House Community Project.

Figure 3.27: The front page of 313 project's website made it easy to garner support in an online competition  
(source: author screenshot)

**THE 313 PROJECT**

Volunteer with the 313 Project  
Give Sponsor or Donate  
Pro Bono Opportunities for Attorneys & Students

**LAWYER UP. MEET UP. CLEAN UP!**  
LEARN MORE ABOUT OUR MONTHLY REVITALIZATION AND SERVICE SERIES, **MOTION TO MAKEOVER**

HOME ABOUT EVENTS GALLERY NEWS GET INVOLVED STORE

**EVERY DAY THIS MAY:  
VOTE FOR THE 313 PROJECT TO WIN \$250,000  
THROUGH HOME DEPOT'S APRONS IN ACTION GRANT CONTEST**

**COMMUNITY**  
**EDUCATION**  
**EMPOWERMENT**

**LEGAL AID**  
CLINICS & KNOW YOUR RIGHTS TRAININGS

**SERVICE**  
COMMUNITY CLEAN UPS & BOARD UPS

**EDUCATION**  
YOUTH MENTORSHIP & HIGH SCHOOL SCHOLARSHIP

**Click here to vote!**

### Box 3.11: Tips for corporates looking to run online competitions

- give prizes that relate to your core strengths, products, or services
- use the local media to profile the competition and help market your company free of charge
- manage hopes through a staged process so that organizations do not spend much effort on something they cannot win
- once organizations have been short-listed and asked to do something, such as a video, they should get something in terms of a prize

### **Box 3.12: Secrets of their success — tips for non-profits from competition winners**

- use humorous style in videos
- canvas at popular student locations and get them to vote on their smart phones
- get a local university (or other large body) to back the initiative, in particular through staff and students voting
- use friends with lots of Facebook contacts to promote the cause
- get public relations experts to do pro bono promotion on Facebook, Twitter, etc.
- send a postcard to donors asking them to vote
- get coverage in local blogs and press
- use charismatic individuals to tell the stories
- sign up voters; the danger being you otherwise mainly see “clicktivism” not genuine new support
- remember that all is not lost by being a runner-up; failure to win may have energized people and created new capacity

### **Nationally KaBOOM! has helped galvanize local corporate giving to playgrounds**

KaBOOM!, founded in the mid-1990s, is a national non-profit organization focused on giving every child in the United States a high quality place to play within walking distance. Since 1996, it has brought together business and community interests to construct more than 1,700 new playgrounds, skateboard parks, sports fields, and ice rinks across North America.<sup>95</sup> The model, outlined more fully in **Box 3.13**, relies on securing the resources up-front and then doing the work in one day, creating a sense of co-operation that is analogous to barn-raising. In some areas, the model is a top-up to strong city government provision (partnership) whereas in others, notably areas of high disadvantage, it may be the only game in town (the residualism/privatism model referred to earlier).

### **Box 3.13: The KaBOOM! model of brokering corporate support for free playgrounds**

Corporations, and sometimes other foundations, give a combination of money and volunteers to help realize the playgrounds. Communities have to also contribute. A local non-profit pays a fee to KaBOOM! and has to organize a play-scape design committee to work with the KaBOOM! team on the design. The designs are often informed by local children’s drawings of their ideal playgrounds, which is done during a special design day preceding the playground construction. Projects are typically in schools and city parks.

One example of such partnership is the playground at German Park in the inner-city Baltimore neighborhood of Reservoir Hill. This has been supported by the All Community Team Foundation, the outreach non-profit of the Baltimore Ravens. The foundation gave a grant and 125 Ravens staff volunteered with the building (players could not be present owing to a strike throughout their league). For their part, corporates are likely to get press coverage, team bonding, and the satisfaction that they have supported the cities from which their employees and customers are drawn. In the case of Ravens, this means fans, employees, and players who would almost certainly have benefited from such facilities when they were young.

<sup>95</sup> The organization also offers a variety of resources, including an online community, free online training, grants, publications, and the National Campaign for Play, which includes a national network of individual advocates for play. Another useful resource here is <http://www.play-scapes.com>.



**Figure 3.28: Baltimore Ravens Community Foundation deliver a KaBOOM! Project, German Park, Baltimore**  
(source: Howard P. Fink)

### **There are mechanisms to encourage and facilitate giving by employees and customers**

Numerous other means through which corporate giving could be channeled include workplace giving by employees, much of which goes to good causes via the local United Way<sup>96</sup> and, occasionally, through other vehicles such as Community Shares of Minnesota. Donations are often noted in employees' pay slips. Nationally, there are software solutions, such as AngelPoints and Benevity's Spark!, that corporations can buy to facilitate employee giving and manage their giving and volunteering. These typically give custom interfaces for corporate giving events and generate management info. Among the most common examples are CSRconnect and MicroEdge solutions that serve corporations, foundations, and others.

In Minneapolis, some co-ops are using a couple of measures to ensure that their core healthy living message is heard by customers, and that these same customers are asked to make small donations to non-profits that attempt to address this cause. **Table 3.24** outlines examples of this customer giving.

<sup>96</sup> For tips on how to run a good workplace giving campaign, produced by a Minnesota non-profit that has received a lot of money from workplace giving via the Community Shares of Minnesota fundraising organization, see <http://www.mnenvirofund.org/docs/MEF%20Campaign%20Best%20Practices.pdf>.



**Table 3.24: Encouraging customer giving — a couple of cases from Minneapolis co-ops**

Name	What is it?	Benefits
<b>Green Patches</b> (Wedge Community Co-op)	<ul style="list-style-type: none"> <li>shoppers may use their own grocery bags for a ten cent credit at the registers. They have the option, which many take, of Wedge sending this money to good causes</li> </ul>	<ul style="list-style-type: none"> <li>Over \$17,000 raised this way in 2011</li> <li>Benefits several local community gardens and other green assets</li> <li>Raises profile of good causes among members</li> </ul>
<b>SEED</b> (Seward Community Cooperative)	<ul style="list-style-type: none"> <li>customers either “round up” their total purchase amount to the nearest dollar or specify an amount to add to their grocery bill. The money raised goes to organizations that support healthy communities and co-op ideals.</li> </ul>	<ul style="list-style-type: none"> <li>Customers donate to a different recipient each month such as Waite House Neighborhood Center or Midtown Greenway (bike/jogging route) Coalition</li> <li>Raises some \$12,000 a month</li> <li>Raises profile of good causes among members</li> </ul>

**Figure 3.29: Money donated at tills has supported the Coalition that champions Minneapolis’ Mid-town Greenway**

(source: Tim Springer, *The Greenway Guy*)



## Local government can require private property developers to contribute to assets

Development impact fees are one-off charges applied by local government to developers to offset all or some of the additional public service costs associated with new development. Crucially, impact fees must have a clear link to the development at hand. In the 1980s across the United States, such fees became a widely used funding approach for services and started to include municipal facilities such as libraries and parks. In Minnesota, legislation allows municipalities to levy a fee on developers to be used specifically for nearby parks (see **Box 3.14**).

### **Box 3.14: Local authority use of park dedication fees — a case from the Twin Cities**

Many municipalities in metro Minneapolis-St. Paul impose a fee to get developers to provide the playgrounds, pools, and ball fields for families that move into new homes. A homebuilder can donate the land, or pay a fee that goes into a special fund that can be used only to create new parks or maintain existing ones within a prescribed distance. In 2006, state legislation allowed for a park fee based on a formula tied to the market value of the land to be redeveloped, so high-value land means a bigger fee. St. Paul was quick off the mark, adopting a park dedication ordinance a year later<sup>97</sup> and Minneapolis (where residents already pay for parks through a special property tax) is planning on following suit, albeit with a fee per unit rather than tied to market value.

Another developer charge whose use has grown considerably over the last 20 years is the community benefits agreement (CBA). A CBA is a non-statutory but legally enforceable contract signed by community groups and a real estate developer that requires the developer to provide specific amenities and/or mitigations (payments for burdens imposed) to the local community or neighborhood. In exchange, the community groups agree to publicly support the project, or at least not to oppose it. Communities need to be given a degree of advice if the CBA system is to run smoothly (**Box 3.15**).

### **Box 3.15: Supporting the use of Community Benefit Agreements**

In the Twin Cities metro region, the Minneapolis-based Alliance for Metropolitan Stability has been a leader in promoting the use of CBAs through public education presentations, capacity-building, and technical assistance (including attending meetings on local CBAs). The alliance's website includes a report it produced on CBAs and also directs visitors to other organizations that are also leading the way on CBAs nationally.<sup>98</sup>

In Baltimore, the non-profit Community Law Center, through staff and pro bono attorneys, represents community organizations in the negotiation of CBAs and provides educational opportunities such as workshops. The aim has been to ensure that communities know how to make the most of proposals for development in their area. In the same city, leaflets outlining CBAs have been provided by a new non-profit, Another BDC (Baltimore Development Corporation) is Possible. Annie E Casey Foundation, which has its head office in Baltimore, has also produced material on CBAs.<sup>99</sup>

As **Table 3.25** shows, impact fees and CBAs are both feasible approaches.

<sup>97</sup>The city of St. Paul also has a "no net loss" policy, which means that if the council ever has to sell or repurpose its parkland, additional replacement parklands must be acquired, preferably within the same district council area and of a similar nature.

<sup>98</sup> <http://www.metrostability.org/efiles/CBAREPORT.pdf>

<sup>99</sup> [http://www.aecf.org/upload/PublicationFiles/AECF\\_CBA.pdf](http://www.aecf.org/upload/PublicationFiles/AECF_CBA.pdf)

**Table 3.25: Comparing the fee and agreement approaches to requiring developers to contribute to assets**

	<b>Impact fees</b>	<b>Community Benefit Agreement</b>
<b>Does it assist place-making?</b>	Maybe, if the city officials engage with residents around how to spend the fee	Yes, developer is required to engage with existing local groups
<b>Does it benefit existing local residents</b>	Yes	Yes
<b>Is it quick?</b>	Yes	Depends on readiness of community and willingness of developer to negotiate
<b>Is it an ongoing commitment?</b>	No	Yes, CBAs do involve ongoing spending on maintenance of any asset supported
<b>Is it flexible?</b>	Depends, it can be charged according to the housing market (flexible) or a flat per unit fee (inflexible)	Yes, in negotiating terms. Once terms are agreed upon, they are firm
<b>Is it transparent?</b>	Yes, fees are clear from the outset	Maybe, CBAs can be agreed upon in a transparent fashion
<b>Will it deter development?</b>	Maybe, but costs could simply be passed on to house-buyers	Maybe, but costs could simply be passed on to house-buyers
<b>Does it require support for community groups?</b>	No	Yes

### **This section has helped you to....**

- Understand how businesses can collectively want to give to their communities over and above whatever they have to pay via tax, largely because it makes business sense and because it potentially avoids further taxes.
- See that there are overlaps between enlightened corporates and the invariably much smaller co-operatives.
- See the importance of local business networks and the local social and non-profit involvement of senior management for creating and maintaining such corporate behavior.
- Understand criteria that businesses can use when looking to undertake their giving.
- Become aware of a range of national and sub-national mechanisms that broker corporate giving.
- Learn of mechanisms that require property developers to support assets as part of their efforts to mitigate the impacts their developments have on communities.

## National-level funds can help offset inequalities between areas

Your area's ability to raise taxes, donations, and other resources will depend upon a range of factors such as the strength of your local economy, the sense of communal/civic pride, the health of the local charitable foundation scene, and the vibrancy of local politics. All of these factors will vary from place to place. In some places, resources from outside the city and state are likely to be very important.

Ceding tax-raising powers to local government is not the only role that national government can play in terms of sustaining assets through tax. National taxes can also be used to redistribute wealth from richer local government areas to poorer ones. A good example of federal funds being made available to poorer areas was the Urban Park and Recreation Recovery (UPARR) program that ran between 1978 and 2002 and that members of the Urban Parks Coalition are keen to resurrect (see [Box 3.16](#)).

### **Box 3.16: National government can help to even resources between areas**

In the late 1970s, Congress established the Urban Parks and Recreation Recovery Program (UPARR) to provide matching grants to localities in economically distressed communities, areas that, even if taxes were high, might still not raise enough to fund community and civic assets. Over almost a quarter of a century, UPARR provided \$272 million for nearly 1,500 capital and revenue projects in 380 localities.

There are those that want to see something like UPARR in place again. In June 18, 2013, a New Jersey congressman, Albio Sires, introduced the Community Parks Revitalization Bill to the House of Representatives. If passed, the legislation would authorize the Department of Housing and Urban Development (HUD) to:

- Administer grants to assist localities in rebuilding, remodeling, expanding, or developing existing or new recreational areas and facilities;
- Provide matching grants for innovative programing, with an emphasis on at-risk youth, returning veterans, and military families; and
- Create a federal program that provides competitive loans, loan guarantees, and lines of credit for construction or the capital costs of larger scale parks and recreation projects (this loan element is the key departure from the UPARR program).

The Urban Parks Coalition, a network of like-minded national organizations and associations, which includes The National Recreation and Park Association and the American Society of Landscape Architects, is actively backing the bill.

### **This section has helped you to....**

- Appreciate the inequality of resources between different communities and cities.
- See that national level funds can and sometimes have helped offset this inequality.

# RAISING HELP FOR YOUR ASSET

The mention of volunteering for public assets often conjures up images of people shelving books at the library or helping to clean up a park. Here you will see that there is a much wider range of ways in which people can volunteer to help sustain public assets, both by assisting with the delivery of asset-related public services, and by helping non-profits that support public assets. This section first outlines different reasons that volunteers are used, ranging from substituting for staff that have been made redundant due to cuts (supplanting) through to a more strategic view of the “value-add” that volunteers can bring even when public finances are healthy (supplementing). The focus then shifts to producing a volunteer strategy — ways to identify needs, potential supply and legal and moral barriers to certain uses of volunteers. You will also learn about the infrastructure that is often available to support volunteering. Finally, there are a range of best practices around volunteer management, including the need to make the whole process enjoyable and/or beneficial to volunteers. The section is useful for those looking to use volunteers, notably local government and non-profits that support assets; anyone looking to be a volunteer; and for human resources or corporate social responsibility managers looking to manage volunteer exercises with their companies’ staff.

## You first need to think about why you can benefit from volunteers

The successful operation of assets should primarily rely on the work of paid employees, whether working for local government (such as for a department that funds and oversees senior centers), a non-profit (such as certain parks conservancies), or a social enterprise (such as those that run city-owned recreation centers). But volunteers can still play an important role. The first step before thinking about what volunteers might be able to help with is to think about why their help might be desirable at all. **Table 4.1** outlines a range of reasons for using volunteers in the delivery of assets.

**Table 4.1: Reasons for using volunteers**

Reason	Details
<b>a dedicated and affordable alternative to additional paid staff</b>	<ul style="list-style-type: none"> <li>Volunteers can accomplish tasks that paid employees lack time for and, in the process, save considerable amounts of money for the organization that uses them.<sup>100</sup></li> </ul>
<b>a sign that the public value assets</b>	<ul style="list-style-type: none"> <li>Volunteers are not only a money-saver, they can also help leverage money and support. Their work is proof that the public, or at least some of them (the volunteers), value the overall asset. For example, the annual financial statements of the Enoch Pratt Library in Baltimore show the value of services contributed — several hundred thousand dollars — which they then use in showing potential funders that libraries are valued by the public.</li> </ul>
<b>useful when temporary and/or unpredictable work is occasionally required</b>	<ul style="list-style-type: none"> <li>There are some jobs that are very temporary, unpredictable, and do require especially high skill. In colder climates, for example, it could mean flooding an ice-rink or clearing snow from a park sports field. Volunteers are ideal for this type of work.</li> </ul>
<b>may bring local knowledge to bear as asset users and people who know other users</b>	<ul style="list-style-type: none"> <li>Volunteers can feed in their experience (as users) to discussions around improving assets. For example, local residents can serve on city commissions, such as the Minneapolis Art Commission that gives guidance on Minneapolis City Council’s public art program and the City of St. Paul’s Parks and Recreation Commission, that give their input to the management of the city’s Parks and Recreation strategy;</li> <li>Locally resident staff <i>could</i> do this, but would be feeding back experience of their own assets and work so might not be as objective here.</li> </ul>
<b>can be a social norm</b>	<ul style="list-style-type: none"> <li>Many people in a community will feel an obligation to “give back” through voluntary effort — because they have benefited from such assistance in the past, because they have been lucky in life generally, and because they think it a good thing to do.</li> <li>Many others will be happy to let volunteering persist or emerge because of this.</li> </ul>
<b>may be more productive than equally skilled paid staff</b>	<ul style="list-style-type: none"> <li>It may be that, comparing similar skill levels, productivity is higher among volunteers than paid employees although this may weaken over time as volunteer enthusiasm wanes.</li> </ul>
<b>can increase an asset’s community and civic connections</b>	<ul style="list-style-type: none"> <li>If a lot of volunteers live locally, their family, friendship, and acquaintance networks can be used to raise awareness about new services or events (the asset offer).</li> <li>Such ties can also be used to undertake surveys or to feed community views back to asset managers.</li> </ul>
<b>can increase a community and city’s sense of ownership over assets</b>	<ul style="list-style-type: none"> <li>Having lots of volunteers living locally also encourages a sense of ownership. People (the volunteers but other residents more generally) are more likely to see themselves as having a stake in an asset and therefore continuing to give time and money to it and to use it.</li> </ul>
<b>can be your contribution to citizenship and professional development<sup>101</sup></b>	<ul style="list-style-type: none"> <li>Students often volunteer as part of their “Community Service Learning” (meaningful service combined with curriculum-based learning).<sup>102</sup></li> <li>As was seen in the Raising Awareness section, students on vocationally oriented university courses also volunteer as part of their studies.<sup>103</sup></li> <li>Almost 3 million boy scouts in the United States must, as one of the requirements to earn their Eagle badge, get a Citizenship in the Community merit badge.</li> </ul>

<sup>100</sup> It is possible to put a cash value on volunteering. See, for example, [http://www.independentsector.org/volunteer\\_time](http://www.independentsector.org/volunteer_time) and <http://www.volunteerfrontier.com/service-roi-calculator.html>. If volunteering time is of a high-value nature, you can ask volunteers to state their hourly billable rate if they were being paid.

<sup>101</sup> It could be argued that these three examples are not strictly volunteering but they are clearly similar in that they involve temporary help and participants are not forced to volunteer on asset-related projects.

<sup>102</sup> <http://urbancurrent.org/2013/02/20/taking-service-learning-seriously-the-case-of-maryland>.

<sup>103</sup> The American Institute of Architecture Students’ Freedom by Design program is a good example, see <http://www.aias.org/website/download.asp?id=2078> for an example of University of Minnesota students helping design the Running Wolf Fitness Center at the Phillips Community Center in Minneapolis. The interested reader can find out more on university student engagement generally by looking at the work of the Coalition of Urban Serving Universities, Campus Compact and, for an international context, the Talloires Network.



**Figure 4.1: User input — resident volunteers who make up the City of St. Paul's Parks and Recreation Commission**

*Volunteering with parks is far from just weeding and sports coaching. The City of St. Paul's Parks and Recreation Commission, for example, is a group of informed and interested residents (above) who voluntarily give their input to the management of the Parks and Recreation strategy.*

*(source: City of St. Paul Department of Parks and Recreation)*

Having looked at all of these reasons for working with volunteers, it should be clear that there is the potential, even in cities with ample financial support for paid employees, to consider having at least some volunteer dimension to the work required to sustain assets. This supplementation is essentially what is meant by the term co-production that has been coined to describe public services run by informal partnerships between government and residents (see, for example, Ostrom 1996, Cahn 2001).

### **This section has helped you to....**

- Appreciate the deeper role of volunteering in delivering better services. Even if you can afford abundant paid staffing, there are advantages to having some skill needs met by volunteers.

# You need a framework to produce a volunteer strategy

A volunteer strategy needs to have three key elements. You need to identify your labor needs: what is it that your organization needs help with? This is then followed by looking at the types of volunteer offer that does or could come from the community, and is completed by thinking about barriers, especially legal ones, to local residents and employees being able to help on certain tasks. **Figure 4.2** outlines this three-pronged strategy. A comprehensive volunteer strategy comes from careful consideration of all three questions.

**Figure 4.2: A framework for preparing a volunteer strategy**  
(source: author based on a framework used by the City of Plano, Texas)



## #1 — Overall labor needs

One volunteer manager working for a city government recreation and parks department revealed that one of her biggest challenges is getting staff to accept volunteers and to understand their role. It is only after staff see the potential value of someone helping them that they accept the role of a volunteer.

Any volunteer strategy starts by asking staff:

- to outline any areas of work where they feel overloaded;
- where projects have been on the back-burner for a long-time; and
- where they have ideas for tasks that volunteers might help with.



When resources for paid staff, whether from taxes or elsewhere, are cut back, this creates demands for volunteers to supplant paid staff where possible. **Table 4.2** outlines a couple of scenarios where cuts have required the adoption of volunteers. The essential difference between the two is that of timing. This supplanting volunteering has been attempted to varying degrees in the case study areas, most notably with volunteer adoption of city park maintenance in Detroit.

**Table 4.2: Securing volunteers in times of scarce resources**

Scenario	Strategy	Rationale	Risks
Cuts have been needed in the past	Replace posts with volunteer staff	<ul style="list-style-type: none"> <li>• get back to former staff levels</li> <li>• avoid low staff morale that comes with redundancy</li> <li>• increase absolute and real (i.e. percentage) element of voluntarism</li> </ul>	<b>Low-Medium</b> — The remaining workforce, especially in a distressed community or city, may welcome help in alleviating the workload.
Cuts are needed	Make staff redundant and immediately replace them with volunteers	<ul style="list-style-type: none"> <li>• keep up staff levels and introduce greater absolute and real element of voluntarism</li> </ul>	<b>Medium-High</b> — If an asset has a unionized workforce, they will object very strongly unless they can be persuaded that job losses were not optional.

As **Table 4.2** shows, both strategies carry significant risk. One volunteer coordinator from outside the case study areas revealed that her city government had a layoff in 1993, and yet there was still resistance from remaining staff to replace that person with volunteers. As she put it, “it just wasn’t seen as right. And if I sought to increase the share of volunteer staff without a funding problem, none of the departments would trust me let alone talk to me.” As will be seen, there are also legal barriers to pursuing this latter (more ideological) course.

## #2 — Community help and its limits

Volunteers can help assets through their work for the local government departments responsible for the assets or through their involvement with non-profits that manage or support city-owned assets. They can do this through assisting in five types of tasks:

- **protecting and promoting assets** — by making and delivering the case for keeping or creating an asset;
- **marketing the asset offer** — by letting people know what is on offer by preparing a newsletter and community outreach (going out door-to-door and telling people);
- **fundraising** — by applying for grants, running fundraising events and crowd-resourcing campaigns, and approaching philanthropists and businesses;
- **management of assets** — by serving on boards or a building management team through to recruiting and coordinating other volunteers. A recent Minnesota for Volunteer Administration report found 46 percent of organizations, not necessarily asset-specific ones, reported involving volunteers in leadership positions or project management; and
- **the delivery of services** — by performing a variety of tasks specific to different types of assets such as guides in art museums; receptionists in libraries; interpretive guides at nature centers in parks; coaches in sports leagues; gathering data for surveys of open space,<sup>104</sup> wildlife, or environmental quality in parks; or running a social media awareness course in a senior center (for example, helping people Skype their relatives).

<sup>104</sup>In Baltimore, a local non-profit, Baltimore Green Space, has mapped city land being used by communities using geo-coded photos taken on smartphones by volunteers. In Detroit, LocalData, a non-profit start-up, has developed a smartphone-centered toolkit to help community groups, professional planners, and government agencies modernize community-led data collection of place-based information. The organization has now successfully worked with planners, non-profits, and academics across the country. The key difference to the Baltimore Greenspace process is that data is automatically processed online through the software with no need for paid or pro bono help with analysis.



**Figure 4.3: A docent talks with students about Degas' Little Dancer, Baltimore Museum of Art**

*(source: Howard Korn/Baltimore Museum of Art)*

More senior asset management positions typically require specific skills, thus limiting the degree to which an asset can strictly rely on volunteers. For example:

- Most museum curator positions require applicants to have a master's or doctoral level degree related to the museum's specialty, such as art history, or in museum studies (museology). Smaller museums may accept applicants with only a bachelor's degree in a related field if the applicant has extensive museum experience.
- Parks and gardens will usually be overseen by those with a bachelor's degree in park management, park administration, natural resources management, resource management, or park and recreation resources. Horticulture and arboriculture degrees will also be seen where there are large gardens and extensive trees/woodlands, respectively.
- Professional librarians in North America invariably possess a masters of library and information science degree that allows them to conduct tasks such as information searches on the latest databases and to order and manage stock and equipment.

Clearly people with the specific and advanced skills could volunteer them, especially in retirement. Examples of substantial and skilled pro bono inputs included the Friends of Detroit Public Libraries and the Friends of Troy Public Library that are both headed by people with masters degrees in librarianship. However, there are several key reasons why a high level of reliance on highly-skilled volunteering is generally unlikely and inadvisable:

- Most people will not have such skills or the desire to acquire them.
- Most people with these skills will not want to volunteer, choosing instead to offer them as part of a paid day job.
- Places that rely on such help may struggle if people suddenly ceased wishing to volunteer since there may not be resources or time to hire a replacement. By contrast, paid employees have to give notice.
- If at a national level, a large amount of skilled work is done voluntarily for any sustained period, young people considering a career in, say, parks or libraries, would be less inclined to see such work as a valid career option.

There are physical/logistical reasons why some people will not volunteer, even for less-skilled work. These include:

- blue-collar workers who need rest from their physical day jobs;
- those “working poor” who hold down two or more jobs;
- people whose day jobs prevent them from undertaking daytime volunteering;
- those with care commitments, ranging from supervising kids to helping elderly and infirm; and
- builders and electricians, for example, not having the time or money to do substantial building or electrical work on a pro bono basis.

You need to understand these dynamics when approaching people, in person or via other communication, and asking them to volunteer. This is because people need to be treated sensitively and also because some of the barriers have solutions to them. For example, people whose day jobs prevent them from undertaking daytime volunteering might be directed to volunteer for weekend activities. Similarly, those who have to care for the elderly might be persuaded to take their elderly charge with them while they volunteer at a senior center.

There are also perception and psychological barriers to volunteering, including:

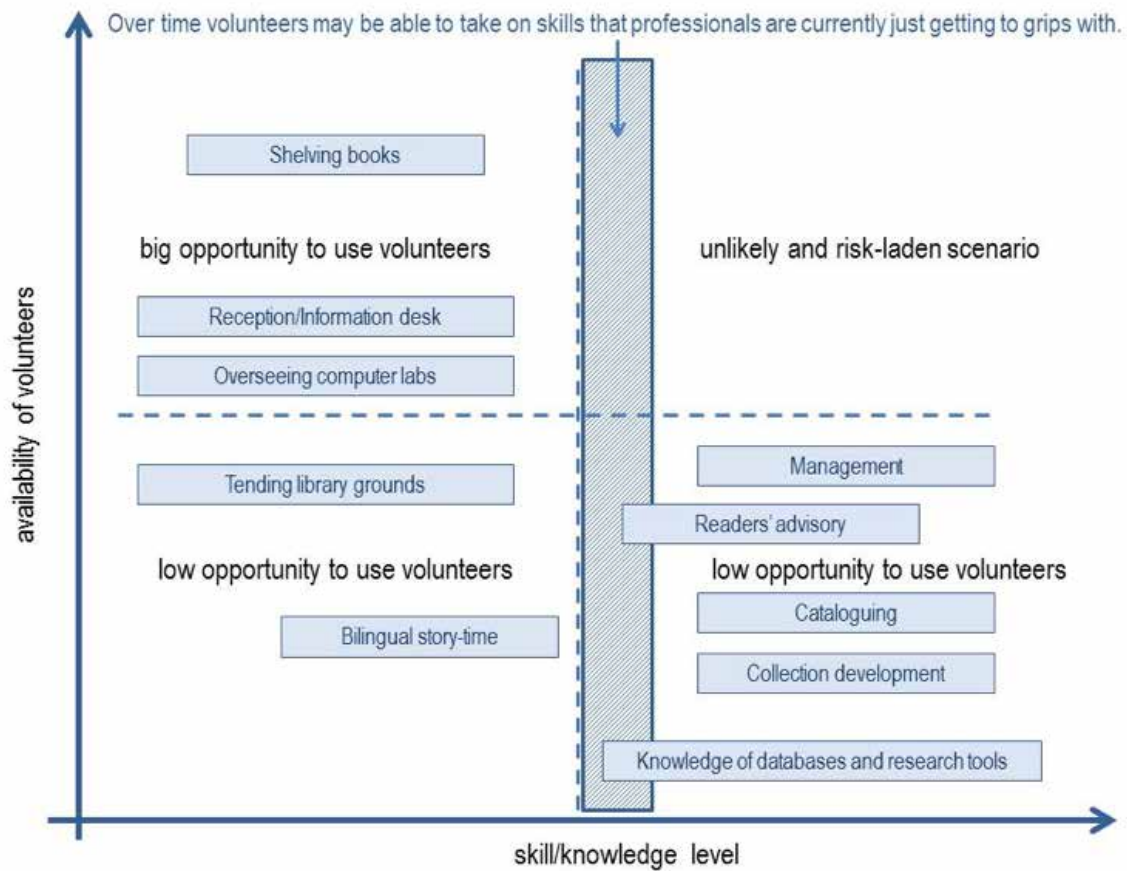
- perception by some that they are not needed, there seem to be enough volunteers;
- perception that “super-volunteers” do not want others interfering in “their” project; and
- unemployed workers feeling resentment at working “for free,” which they may see as a further reminder that they are unemployed.

Given that these perceptions can be shifted, these barriers are clearly the easiest for you to address.

Each type of asset will have tasks that are specific to it, a framework that is presented in Figure 4.4. This framework — the two axes of skill demand and skill supply — is applicable to any asset. It is a practical tool that asset managers can put on a flipchart or large sheet of paper and start to fill in. The aim is to populate the diagram with different tasks and to think about where volunteers might fit in.

As the shaded vertical bar in the center of the figure indicates, the boundaries are not fixed. For example, library staff may wish to pass on certain skills to volunteers because it frees them to do more cutting-edge demanding activities. The figure shows, unsurprisingly, that low-skill tasks that many people want to do offer the best/lowest risk opportunity to use volunteers and that more skilled tasks are unlikely to be available on a large scale.

**Figure 4.4: A framework for thinking about how you might use volunteers – the case of a larger public library**  
(source: author)



### #3 – Legal and other barriers

There are also various legal/regulatory barriers to be aware of. These include:

- state privacy laws — For example, Michigan prohibits library volunteers from having access to patron records;
- labor laws — Generally, volunteers must be part-time and not displace employees or perform work that would otherwise be performed by employees. Similarly, employees must not be asked to do work on a voluntary basis;
- federal statutes — The AmeriCorps program, a form of volunteering to be addressed later in the section, cannot displace, replace, supplant, or duplicate employees; and
- public procurement requirements — These require professionals to do any work contracted by government.

### This section has helped you to....

- See a way to produce a volunteer strategy. As an asset manager you need to map out your needs, the likely supply and the legal and other constraints that may prevent some of this supply being realized.
- Appreciate the potential labor relations/staff morale risks associated with trying to supplant paid staff with volunteers, even in situations of resource constraints.

## There is a range of mechanisms for you to involve volunteers

To pursue volunteering, you will need a support infrastructure. You can learn from the cities that have already introduced mechanisms to help sustain assets through volunteering. You can also see some important wider mechanisms and projects that support volunteering more generally but which also have relevance for volunteering around public assets.

### City governments that want to use volunteers need an appropriate infrastructure

There are two basic ways in which city governments can encourage volunteers:

- Volunteer management that serves all or many departments. For example, some cities in the United States have volunteer management positions that coordinate volunteers in all areas of city government.
- Volunteer management staff in key departments of the city such as parks and recreation and libraries.

There is no right or wrong structure. Having volunteers in all government departments is desirable for the reasons outlined earlier but local government leaders will have to decide whether they have the resources to manage volunteers across different departments. The key question for such leaders is “would the savings made/benefits delivered equal or exceed the resources expended on recruitment, training and management?”

### Baltimore and Detroit have focused on a few key city departments in their volunteer strategy

In the 2000s, the Baltimore and Detroit city councils introduced measures to encourage community groups, non-profits, and businesses to help in maintaining parks and recreation centers. These measures and their key learning points are outlined in [Table 4.3](#). Two of the four initiatives looked at are part of a national foundation-funded Cities of Service initiative ([see Box 4.1](#)). The initiative funded the appointment of a chief service officer (CSO) within many U.S. cities, including Baltimore and Detroit.

**Table 4.3: How to support volunteer maintenance of park and rec. centers — examples from Baltimore and Detroit**

	<b>Adopt-a-Park - Detroit</b>	<b>Partnership for Parks - Baltimore</b>	<b>stepUP - Baltimore</b>	<b>Detroit Service</b>
<b>Lead department or organization(s)</b>	City Council’s General Services Department (GSD)	Baltimore’s Parks & People Foundation in partnership with the city’s Department of Recreation and Parks	Baltimore City Council — Mayor’s Office	Detroit City Council — Mayor’s Office
<b>Key aspects</b>	<ul style="list-style-type: none"> <li>Volunteers help maintain smaller city-owned parks</li> </ul>	Provide support and resources for groups looking to improve their communities through park and recreation center maintenance and enhancement projects	Power in Dirt element looks to tackle several thousand lots that once had houses on them but which, following demolitions, became vacant <sup>105</sup>	Neighborhood beautification through urban agriculture and tree planting in city-owned parks and land
<b>Funding</b>	<ul style="list-style-type: none"> <li>City Council and the adopters’ resources</li> </ul>	City Department of Recreation and Parks, Clayton Baker Trust and the Meyerhoff Foundation	National foundations initially and the Office of the Mayor of Baltimore moving forward	National foundations
<b>How does it work</b>	<ul style="list-style-type: none"> <li>dedicated staff member that encourages residents, block clubs, community organizations, and companies to adopt a park</li> <li>adopters commit, via a non-legally binding contract, to maintain their site for 12 months at a time</li> <li>adopters cut the grass, keep parks clean, repair/replace damaged playground equipment, and provide a safe area</li> </ul>	<ul style="list-style-type: none"> <li>foundation operates a small grants program<sup>106</sup></li> <li>provides training and technical assistance, including event-planning, recruiting volunteers, writing grants</li> <li>leads dozens of volunteer service projects in parks and recreation centers each year</li> <li>inspires others to become actively involved in their public parks and recreational facilities</li> </ul>	<ul style="list-style-type: none"> <li>encourages residents, individuals, community groups, businesses, churches, or schools to adopt vacant lots</li> <li>adopter signs agreement to manage lot for a year</li> <li>ideally, the adopter will make their lot useful for the neighborhood; at a minimum, they must keep it clean</li> <li>city will sell lots for \$1 if they have been managed by community groups for at least five years</li> <li>use of AmeriCorps VISTA volunteers to assist with neighborhood outreach</li> </ul>	<ul style="list-style-type: none"> <li>capacity-building training for neighborhood gardeners, commissioned from local non-profits<sup>107</sup></li> <li>use of AmeriCorps VISTA volunteers to assist with neighborhood outreach</li> <li>liaison with Planning Department to process applications for permits to develop gardens on abandoned properties and lots</li> <li>liaison with the city’s General Services Department to help identify the city’s tree planting sites</li> </ul>

<sup>105</sup>The city council wants to sell the sites they own to raise revenue, cut maintenance costs, and encourage urban renewal. However, they recognize that many such lots are being, or could be, used by citizens as community spaces — particularly for growing food and flowers but also for outdoor cinemas, pocket parks, cook-outs, etc.

<sup>106</sup>Grant recipients include the Passport to Druid Hill Park referred to in the Raising Awareness section.

<sup>107</sup>Notably Greening of Detroit.

The measures have been largely successful. For example, in Detroit some 119 community groups, businesses, churches, and block clubs have stepped up to adopt parks (as of Spring 2013) and a handful, such as the Friends of Palmer Park, are starting some programming (yoga and t'ai chi classes on weekends and a new baseball league for children). Similarly, in Baltimore some 700 vacant city-owned lots have been adopted for communal use through the Cities of Service stepUP program. Typically an adopter will take four lots, usually adjoining, but the largest has been 44 lots. In a few cases, lots have been taken on for five years.

### Box 4.1: The Cities of Service initiative

Founded in New York City in 2009 by 17 mayors from across the nation, the bipartisan Cities of Service coalition and its member cities was a response to the 2009 Edward M. Kennedy Serve America Act's call to action by finding new and innovative ways to harness the power of volunteers. Today, the Cities of Service coalition includes over 100 mayors. Efforts must focus on "impact volunteering," volunteer strategies that target community needs, use best practices, and set clear outcomes and measures to gauge progress. The aim is very much to find areas that supplement activities done by paid staff. Nationally, a Cities of Service secretariat is seeking to network these initiatives, to expand the network (membership of which is free) and to ensure that the voice of cities is heard in federal legislative, policy, and program discussions related to service. In early 2010, the Rockefeller Foundation funded the first ten Cities of Service grants, and in mid-2010 Rockefeller Foundation and Bloomberg Philanthropies jointly funded the second round.

Among the key factors behind the success of schemes are:

- **A chief services officer (CSO)**, backed by mayoral support, who liaises between key departments. In Baltimore, this has meant that the CSO liaises with city housing staff to ensure good online maps of available vacant lots, and with the Public Works Department to ensure they provide access to cheap city water for the adopted lots.
- **Mayoral support.** Cities of Service began in so-called "strong-mayor" cities, which Baltimore and Detroit are. Similarly, in Detroit up-take of Adopt-a-Park grew after Mayor Dave Bing began actively promoting it in 2010.
- **Support from non-profit intermediaries.** For example, Baltimore Green Space (BGS) helps the city council vet prospective adoptees of vacant city lots and ensures that adopters get adequate city support. BGS, as a land trust, can also own (and get insurance for) land on behalf of communities, and the city will only sell lots to land trusts. In Detroit, the Detroit Parks Coalition (DPC) works to ensure that park support groups share resources and ideas and, occasionally, meet with the city department that oversees parks. DPC is in the process of preparing a toolkit for people who are looking to start a friends group around their park.
- **Availability of equipment.** Detroit has several non-profits that have equipment, including Greening of Detroit (an urban agriculture organization that loans tools to groups that need them), Motor City Blightbusters (a non-profit with a focus on environmental improvements and demolition of vacant homes), and the Mower Gang (a group of volunteers who come in and use weed-whackers and rider mowers to maintain city parks). In Baltimore, the Station North area of now has a Tool Library<sup>108</sup> and a Community ToolBank, which exists specifically to provide tools to non-profit members across the metro area (see Box 4.2).

<sup>108</sup> See <http://www.newdream.org/blog/starting-a-tool-library-inspiration-and-insights-from-station-north>.

- **Use of federal VISTA staff.** Federally funded Volunteers in Service to America (VISTA) “members” were important to Baltimore and Detroit City’s Council’s Cities of Service programs as the staff coordinating volunteers and interacting with the community. VISTA is the anti-poverty part of the wider federal AmeriCorps stable,<sup>109</sup> a hybrid of voluntarism and work, and an important part of staffing support for government and non-profit assets more generally. Members commit to serve full-time for a year at a non-profit organization or local government agency, in return for a modest living allowance, health care, and other benefits.<sup>110</sup>
- **Supplementing not supplanting.** The volunteers’ work supplemented, but did not supplant, existing city workers and so did not antagonize staff and labor unions. This supplementarism<sup>111</sup> is a key feature of the Cities of Service model.

## Box 4.2: The Community ToolBank approach in Baltimore and other U.S. cities

In June 2012, Baltimore saw the opening of a non-profit, the Baltimore Community ToolBank, focused on lending tools and equipment to “charitable organizations that prove charitable intent.” Lending is only to members, but membership is free. Such tools are needed for park and lot clean-ups, but since they may not be needed on an ongoing basis, they make more sense to borrow than buy. Tools can be ordered online but must be collected and returned by appointment. The tools are stored in a large warehouse space in southwest Baltimore. The expenses for the ToolBank are two-fold: rent for this space and a salary for the director, the sole staff member. Revenue includes charges for borrowing tools, donations from corporations, grants from foundations, and volunteer time. Initial signs are promising. In their first year, the ToolBank lent out over \$215,000 worth of tools, equipping more than 10,000 volunteers on 530 projects.

The ToolBank is not, however, the first such agency in the United States. Several others have opened up since 2012. Atlanta has had such an organization for 20 years. The Atlanta Community ToolBank grew out of a church and then, in 2005, went to Home Depot, Stanley-Black and Decker, and UPS with a request to help them scale-up nationally. Corporate support was forthcoming, and today there is ToolBank USA, a 501(c)3 organization, under which the Baltimore Community ToolBank operates. The Home Depot Foundation still supports the ToolBank concept; Home Depot stores are encouraged to refer non-profits to the ToolBank if they are seeking to rent hand tools (the stores’ equipment rental focuses on larger power tools so there is no direct competition).

<sup>109</sup> AmeriCorps is overseen by the (federal) Corporation for National and Community Service (CNCS), set up by President Bill Clinton to expand opportunities for Americans to serve their communities. CNCS also runs National Volunteer Week and a data-rich website, <http://www.volunteeringinamerica.gov>.

<sup>110</sup> The main critique of the AmeriCorps model is that it crowds out real (unpaid) volunteering and, crucially, uses public money to do so. Debate also focuses on whether the program is aimed at having an impact and/or building “civic commitment.”

<sup>111</sup> In Seattle there is an interesting mechanism used by the City Council to encourage supplementary volunteering. Since 1998, the Neighborhood Matching Fund provides Council funding equal to neighborhood groups’ contribution to community-driven projects that enhance and strengthen their own neighborhoods. This contribution can include volunteer labor, donated materials, donated professional services or cash. All projects are initiated, planned and implemented by community members in partnership with the City. The Fund is a way to meet the neighborhoods halfway on neighborhood priority projects. Several projects are parks and recreation-related, including over 75 playgrounds, numerous community gardens, stream restoration projects, and integration of this restoration work into education for local youth.





**Figure 4.5: Inside the Baltimore Community ToolBank**

*(source: Baltimore Community ToolBank 2012)*

### **You need to understand how to reach potential volunteers**

Many volunteer initiatives will want to promote themselves to as many volunteers as possible. On the supply-side, many corporations and general volunteers may not know about city government volunteering drives or asset managers seeking volunteer help. The companies and volunteers are more likely to know, or quickly be able to find, the key city-wide volunteering organizations.

From an asset perspective, the key need is to ensure that asset managers looking for volunteers make themselves and their volunteering opportunities known to wider civic, and even national, volunteering brokerage mechanisms. Examples of such organizations, drawn from the case study metro areas, are outlined in **Tables 4.4 and 4.5**. The pre-eminent national organization championing volunteering, Points of Light, is addressed in **Box 4.3**.

**Table 4.4: Understanding the general volunteering landscape**

Area	Name	Details
Baltimore	Volunteer Central	Money raised from foundations and businesses funds web-based brokerage. Focus is mainly on direct service volunteering opportunities in non-profits for members of the general public. Delivered by the non-profit Business Volunteers Unlimited Maryland. <sup>112</sup>
Detroit	Southeast Michigan Volunteer Collaborative	Multi-organization partnership led by the Michigan Non-profit Association and several other key governmental and non-profit bodies. It brokers volunteering opportunities and offers volunteer management resources.
Minneapolis-St Paul	Hands on Twin Cities	Formed from a merger of the Twin Cities' volunteer centers. Part of the national HandsOn Network (overseen by Points of Light Institute).
National (with local opportunities)	Volunteer Match	Website that makes it easier for good people and good causes to connect. <a href="http://www.volunteermatch.org">http://www.volunteermatch.org</a>
	DoSomething	Encourages kids to do projects for good causes in return for recognition on social media and rewards from youth-focused business. <a href="http://www.dosomething.org">http://www.dosomething.org</a>
	All for Good	A custom volunteer opportunity search engine powered by the largest database of volunteer opportunities on the Internet, is run by Points of Light. <a href="http://www.allforgood.org">http://www.allforgood.org</a>
	<a href="http://www.idealists.org">Idealist.org</a>	Job and volunteering opportunities in non-profits.
	Volunteers of America	Large non-profit focused on affordable housing and social welfare

<sup>112</sup> Business Volunteers Unlimited (BVU) was first established in Cleveland in 1993 and has expanded to a number of other areas, so it is neither local nor fully nationwide.

**Table 4.5: Understanding the business volunteering landscape**

Area	Name	Details
Baltimore	BVU Maryland	Board-level volunteering opportunities for corporate middle managers
Detroit	Business Leaders for Michigan	Mainly Detroit area business. Not a corporate social responsibility initiative as such but does profile such activity.
Minneapolis-St Paul	Corporate Volunteerism Council-Twin Cities	Non-profit member network (mainly corporates and some associate member non-profits) to share best practice around workplace volunteering. CVCs are overseen nationally by Points of Light.
National (with local opportunities)	Catchafire.org	Fosters skills-based pro bono work by linking corporate employees with non-profits.
	Habitat for Humanity's CEO Build	CEOs collectively helping build affordable housing
	Skillsforchange.com	Micro-volunteering site that brokers skills-based volunteering by employees
	Causecast.com	Online employee volunteer and donation system
	Corporate Institute at Points of Light	Resource for community-minded companies looking to build and expand effective employee volunteer programs
	Taproot Foundation	Non-profit that works to lead, mobilize and engage professionals in pro bono service that drives social change. <sup>113</sup>
	LinkedIn	In early 2014 LinkedIn has also established a new volunteer match service, <a href="http://volunteer.linkedin.com">http://volunteer.linkedin.com</a>

### Box 4.3: Points of Light

Created in 2007 in Atlanta this is the product of a merger of the Points of Light Foundation and the HandsOn Network, a network of volunteer programs in numerous cities. In addition to the examples mentioned in the table, Points of Light also manages:

- a national call-to-action volunteer portal;
- the President's Volunteer Service Award;
- the Conference on Volunteering and Service;
- the "Billion + Change" campaign to mobilize billions of dollars of pro bono skills-based service; and
- the umbrella group of companies that make service a priority.

Points of Light also:

- co-runs The Civic50, a ranking of the nation's most community-minded corporations;
- is the key partner, along with Gannett Co., of the nation's largest single day of service, Make a Difference Day; and
- has a youth division, GenerationOn, which focuses on inspiring, equipping, and mobilizing youth for service.

<sup>113</sup> Taproot also convenes social sector leaders internationally, playing a key role in the future of the pro bono movement..

## A couple of the corporate models offer lessons for involving business volunteers

In the Raising Money section, it was suggested that a key factor behind the considerable corporate giving in the Twin Cities was the engagement of chief executives and other senior managers in the civic life of the city, non-profits, clubs, and such like. A couple of the models, outlined in **Table 4.6**, are good at doing this. While not specific to assets, they could be applied to them. Both are compared and contrasted in the table.

**Table 4.6: Engaging business managers in local non-profits — examples from the case study areas**

	Habitat for Humanity’s CEO Build	Business Volunteers Unlimited
<b>Geography</b>	National	Mainly Cleveland and Baltimore
<b>Key aspects</b>	Dozens of corporate executives, their partners, and civic leaders help to build homes alongside trained construction staff (and prospective low-income homeowners putting in sweat equity hours).	Board-matching program that finds volunteering opportunities with non-profits (in particular boards and committees) for executives, trains the volunteers, and helps structure the work they do.  BVU Maryland also has a GIVE program directed at local executives in the 25-40 age bracket.
<b>Funding model</b>	Charge the CEO volunteers for the privilege and to cover program admin costs, and encourage a company matched donation.	Membership fees and local foundation funding.
<b>Benefits</b>	<ul style="list-style-type: none"> <li>• Involves CEOs with poor areas and is very hands-on.</li> <li>• Allows CEOs to network with each other in an informal setting.</li> <li>• Some companies can also make needed building material contributions, which helps draw attention to what they do as companies.</li> </ul>	<ul style="list-style-type: none"> <li>• Business and non-profits both want this skilled involvement rather than unskilled work.</li> <li>• Ongoing involvement rather than temporary.</li> <li>• Uses detailed forms to tease out skills and skill needs.</li> <li>• The GIVE program networks the next generation of civic leaders.</li> </ul>
<b>Drawbacks</b>	<ul style="list-style-type: none"> <li>• Once a year.</li> <li>• Does not draw on the volunteers’ core CEO skills.</li> </ul>	<ul style="list-style-type: none"> <li>• Typically middle managers (or, more positively, tomorrow’s senior managers).</li> <li>• Demand for volunteers greatly outstrips supply</li> <li>• Larger non-profits may approach companies directly rather than go via BVU.<sup>114</sup></li> </ul>
<b>Summary</b>	<ul style="list-style-type: none"> <li>• Good potential to apply to asset context, very similar to barn-raising.</li> </ul>	<ul style="list-style-type: none"> <li>• Genuine matching of asset needs and corporate skills.</li> <li>• Also builds a civic leader network, so has an important social/professional element.</li> </ul>

<sup>114</sup>Some companies are very organized in terms of the ways in which they are geared up to receive such requests for volunteer help. See, for example, <http://www.thecarecenter.us/bah-cares.html>.

## Volunteer managers and non-profits also need to connect with themed brokerage mechanisms

City government volunteer managers and non-profits also need to understand and take advantage of a range of other mechanisms. These are the various initiatives that seek to match certain groups of people with volunteer opportunities; in other words, they sit alongside the city-wide infrastructure.

These mechanisms (**Table 4.7**) typically focus on social groups such as teens, baby-boomer workers, retirees, professionals (including some with skills very relevant to assets), individuals with specialized interests such as sports, and people that have left a city but remain fond of it. The mechanisms both use and reinforce these social connections, allowing them to strengthen social capital while helping to deliver assets. One of the schemes also shows that provision of transport (especially where volunteers car pool) can facilitate the movement of volunteers between areas.

**Table 4.7: Group-specific volunteering measures — examples from the case study areas**

Project	What does it do	How funded	Relevance to assets
<b>Baltimore's Neighborhood Design Center</b>	Brokers volunteering by professional architects, urban designers and landscape architects	Local foundations, (federal) Community Development Block Grant, running corporate volunteering days, contracts for local authorities, and small fees for each project	Work includes landscape design advice around vacant lots, helping groups to reclaim and renovate buildings, improve parks and playgrounds, and secure grant funding and city permits
<b>Detroit City Futbol (sic) League</b>	Informal league of 22 8-a-side neighborhood-based soccer teams that awards teams points for helping to tackle community projects	No real need for funding	Work undertaken has included park clean-ups; <sup>115</sup> by fit able people
<b>Dollars for Doers, GM Michigan</b>	Company matches their employees' volunteering impact with a cash donation to the non-profit in question (up to \$200 if at least 50 hours volunteered in that year)	The company running the scheme	Potential to assist assets is there
<b>DRIVE initiative, Detroit (led by Detroit Nation)</b>	Encourages members to volunteer their time, professional skills, and resources to social enterprises and non-profits in Detroit	No real need for funding	Very new, but potential to assist assets is there
<b>Neighbors in Deed, Baltimore (led by Baltimore Community Foundation)</b>	Intergenerational community improvement initiative that taps into the experience and talents of older adults in six neighborhoods, who give their time for no wage or stipend	Atlantic Philanthropies' national Community Engagement Initiative	Community work ranges from improving public safety to training a new generation of leaders to improving streetscapes, yards, and parks

<sup>115</sup> A short video of the league can be found at <http://vimeo.com/13652571>.

(continued) Table 4.7: Group-specific volunteering measures — examples from the case study areas

Project	What does it do	How funded	Relevance to assets
<b>ReServe Maryland</b> (ReServe Inc. & University of Maryland)	Matches older professionals aged 55-plus with rewarding part-time service opportunities while earning a modest sub-market stipend (employer pays)	United Way of Central Maryland and several other foundations	Aims to work with non-profit organizations and public institutions. New in Maryland, but potential to assist assets.
<b>Rock Your Block, Twin Cities</b>	LLC established to help local youth (13 to 17 year-olds) find access to jobs and volunteering opportunities via a members-only website and smart-phone app. Aims to scale-up nationally	Employers and job posters pay to post opportunities on the site. Depending on the job type, the employer is charged a percentage of what the final pay will be	A sort of LinkedIn for teens, this has the potential to encourage volunteering for assets and other good causes. Site still at beta stage
<b>Michigan Community Resources, Detroit</b>	Connects non-profit organizations with volunteer attorneys to address a plethora of project or organization related legal needs	Donations and foundation grants	Eliza Howell Park was under threat of being developed for a big-box store. Volunteer attorney helped save the park <sup>116</sup>
<b>Summer in the City, Detroit<sup>117</sup></b>	Brings young volunteers from the suburbs into Detroit to make various environmental improvements	Donations	Environmental improvements often involve community assets

## This section has helped you to ....

- See how city councils have introduced infrastructure to encourage voluntarism, including senior professionals at the heart of local government that can drive projects in neighborhoods and ensure that a cross-government approach is taken to realizing volunteering projects.
- Understand the wealth of local mechanisms that can be adopted to support volunteering, for example, the ToolBank and Tool Library.
- Learn about national support for volunteering in city services. The Cities of Service initiative, in particular, offers a point of entry for domestic and international groups interested in learning about co-production.
- See the importance of a steady stream of federal support for assets in the shape of the Americorps program.

<sup>116</sup> There are videos of the work at <http://www.youtube.com/watch?v=uSeGarKoVTw&feature=related> and <http://www.youtube.com/watch?v=tJsmfXhoNw&feature=related>.

<sup>117</sup> Detroit Partnership, run by the University of Michigan, is run along similar lines, albeit with a big focus on a day in March.

## There are some key practical tips to bear in mind if you want to use volunteers

You've now learned what volunteers can and cannot do and you have read of the many mechanisms to facilitate such volunteering. But what practical tips are there for you to encourage volunteers in/at your asset? This section pulls together the frontline tips about how to do just that.

### Volunteer management is like any other HR management

As indicated earlier, the use of volunteers is a resource-intensive process. You need to recruit, train, and manage such resources. The following section summarizes a range of practical tips for asset managers to manage their volunteers.

In terms of finding volunteers, there are a range of common sources, with employees of larger local business and university students among the most frequent. Unions are also a source of volunteers as long as they are not displacing fellow union members. For example, the Minneapolis Building Trades and Construction Council encourages its members to volunteer.

You can also do skills audits, whether within a company (see **Box 4.4**), community, neighborhood group, or other type of organization. One strategy with people who do not see themselves as having many skills is to ask them what they enjoy doing the most.

### **Box 4.4: Corporate skills audits can quickly produce a team of helpers — Wells Fargo and a Baltimore Rec. Center**

Wells Fargo Bank in Maryland has shown that companies have much to give. Several years ago, United Way of Central Maryland solicited area businesses to “makeover” the Robert C. Marshall Recreation Center in Baltimore. Because the project was such a daunting and expensive undertaking, it was envisioned that at least a half-dozen corporate teams would be needed. The president and CEO of Wells Fargo Maryland, Andy Bertamini, instead agreed that his company would take on the entire project by itself. With 4,000 employees under his responsibility, he had little difficulty finding 200 willing volunteers with whom he then ran a skills inventory. Over 100 bank employees duly turned out over several successive days to clean, paint, install new sports equipment, and outfit a computer technology lab, game room, and library. Importantly the relationship has endured. In 2010 and 2011, more teams of Wells Fargo employees returned in force to the same neighborhood, establishing a garden, installing cabinets, and preparing rooms at a local elementary school.

**Figure 4.6: A Wells Fargo Maryland staff audit found many skilled volunteers**

*Wells Fargo Maryland staff refit the Robert C. Marshall Recreation Center in Baltimore.*

*(source: Wells Fargo Maryland)*



You can even make the sign-up process a social occasion. The Minneapolis Park and Recreation Board, for example, tries to draw in potential volunteers by making a social occasion of volunteer sign-ups with day or evening events at the parks. In this way, large numbers of volunteers can sign up at a time and get to know one another.

Small contributions, if done on a regular basis and by skilled and committed individuals, can be effective. At the Enoch Pratt Library in Baltimore, the Volunteer Corps are those who do very occasional volunteering on the proviso that they do so at least once a year, thereby making recruiting and training them worthwhile.

In Minnesota, the largest U.S. health insurer, United Health Group, includes online micro-volunteering as one of its volunteering options. This enables employees, one-fifth of whom are telecommuters, to complete short volunteer assignments without leaving home. Non-profits have entered 500 projects in an online database, which the company's employees can peruse and commit to completing. For example, an employee might offer to set up a spreadsheet or design a newsletter for a non-profit. Oakland County in Michigan has a NetVolunteers program<sup>118</sup> where volunteer bloggers and tweeters spread the word and encourage online discussion around council activities, which can include asset-related activities.

<sup>118</sup> See <http://www.oakgov.com/volunteer/Pages/NetVolunteers.aspx>.



There are a range of measures you can use to persuade people that volunteering is important, both for society and for themselves. In terms of societal benefit, you just need to refer back to the types of issues discussed in the Raising Awareness section. In terms of personal benefit, you could point out that the experience they gain might well improve their job chances. For example, those doing environmental volunteering may end up with positions within the Parks departments.<sup>119</sup>

You need also to convey that volunteering can be fun/social. Examples have included:

- a jazz concert to end the day of volunteering (part of which involved a park clean-up), as done by the Baltimore branch of national non-profit Rebuilding Together;
- concentrating volunteering into four weekend sessions to create a sense of importance/urgency and the opportunity to meet lots of people, as done by the Friends of Cass Park in Detroit,<sup>120</sup> and
- clean-up efforts followed by drinks in a local bar, as with Get Trashed on Tuesdays run by Hampden Community Council in Baltimore (participation grew considerably when the evening shifted away from Friday).

**Figure 4.7: Serious Leisure – you need to make sure volunteering has an element of fun**

*Some tired but happy youth volunteers get ready for a group cookout and reflection after finishing the clean-up of a play-lot and community garden planting in a southwest Detroit neighborhood. The day was coordinated by the non-profit Urban Neighborhoods Initiative and partners as their contribution to Global Youth Service Day.*

*(source: Dennis Nordmoe, Urban Neighborhoods Initiative, Detroit)*



<sup>119</sup> A 2013 report by the Corporation for National and Community Service, *Volunteering as a Pathway for Employment*, found that volunteering can increase employment prospects by helping job seekers learn new skills, expand their networks, and take on leadership roles. Volunteers, it found, have a 27 percent higher chance of finding a job after being out of work than non-volunteers.

<sup>120</sup> Evidence of the work can be seen at <https://www.facebook.com/cass.park.7>.

It is also important to give people all the information they will need to decide whether volunteering is for them. The two Twin Cities park systems both ensure that prospective volunteers are very well informed about the volunteering process through websites and online Volunteer Handbooks.<sup>121</sup> The Handbooks take readers through a range of issues such as an overview of the history of the park systems, the different types of volunteering available, their rightful expectations, issues around legal liability<sup>122</sup> and protection, the application process, and so on. The whole process also serves as a sign of professionalism on the part of the recruiting organization.

The issue of choice for volunteers is also desirable. With libraries, this might mean the ability to be at a branch library (proximity to home is a very popular choice for volunteers) or at a specialist department of a central library. Similarly, for art galleries and museums, it might mean being able to work in a certain section of the collection. Having a range of tasks and the offer to move between them over time is also desirable.

You must also ensure that people are safe when volunteering. With this in mind, Huron-Clinton Metroparks (around Detroit) has a dedicated “tips for safe volunteering” on its website.<sup>123</sup>

All staff need to be managed to ensure that they are being used efficiently and effectively. Management of volunteers can be done by senior volunteers or paid staff, and can be done by those managing the asset and/or by any companies that bring the volunteers. For example:

- The General Mills team coordinated its own volunteers when working for a day with a Minneapolis Parks and Rec staff member to clear invasive species and leaves from a sculpture garden.
- The St. Paul library system has a part-time volunteer coordinator focused on the library’s hundreds of volunteers across the city.
- The city-owned, non-profit-run Eastern Market in Detroit has a coordinator for major events, since these often use over 100 volunteers.<sup>124</sup>

In very practical terms, the (city-owned) Walters Art Museum in Baltimore notes the importance of ShiftPlanning software to co-ordinate volunteers. ShiftPlanning is a scheduling website where volunteers can view their schedule, set their availability, and communicate with each other to find coverage when they know they will be out. It also automatically tracks all the volunteer hours, which is very important information for both operations and development.<sup>125</sup>

Any human resources management worth the name will involve training. Volunteer staff should be no different. Training is also a further sign of professionalism and that volunteers are valued, and should help to develop a greater degree of commitment from the volunteer. The Minneapolis Park and Recreation Board’s professional gardeners have passed on skills to those involved in the city’s community gardens, many of which are in the parks system itself. The board has also invested in helping staff on the Youth Sports Program to train and certificate the many volunteer sports coaches who help with the various park teams. In Detroit, the non-profit Greening of Detroit, which has been involved in planting in the city’s parks, has a Citizen Forestry program that trains adult volunteers.

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<sup>121</sup> <http://www.stpaul.gov/DocumentCenter/View/70145>

[http://www.minneapolisparcs.org/documents/volunteer/VOLUNTEER\\_HANDBOOK.pdf](http://www.minneapolisparcs.org/documents/volunteer/VOLUNTEER_HANDBOOK.pdf)

<sup>122</sup> The federal Volunteer Protection Act of 1997 limits a volunteer’s risk of being sued for damage done by their volunteering. However, the act allows a state government to require that non-profits that use volunteers must be insured so that they can make good on any damages. Non-profits will often cover themselves further by asking volunteers to sign a form saying that they will not sue the non-profit for injury incurred during their volunteering.

<sup>123</sup> <http://www.metroparks.com/Tips-for-Safe-Volunteering>.

<sup>124</sup> In California, L.A. Works, a non-profit social enterprise, is hired by corporations to manage and coordinate teams of volunteers from the corporation, anywhere from 50 to 5,000 people, for a day of service.

<sup>125</sup> Other volunteer management software includes Volunteer2, VolunteerHub, Volunteer Matters, and Volunteer Software.

As with donors of money and other resources, it is also important to thank those who give their time, preferably at low or no cost to the public sector or the non-profit supporting the asset. Examples include:

- An annual Heroes of the Neighborhood event organized by the Urban Neighborhoods Initiative, a southwest Detroit non-profit whose work includes improvements to local parks. The event honors a host of organizations, volunteers, program graduates, and others that have supported them. The ticket-only celebration includes food from local businesses, music, and a prestige venue given freely to UNI for the evening.
- An annual volunteers' luncheon and tokens of appreciation organized by the Enoch Pratt Free Library in Baltimore, including a pin (or badge), bag, and key chain for over 250 hours of service. The items in question all have the added advantage of being relatively cheap to purchase.
- A range of (media-covered) awards that recognize good volunteering work. All have ceremonies of some description and these are almost invariably sponsored so the cost to the asset organizations is minimal. Examples include the Michigan Governor's Service Awards (Volunteer of the Year category); the Mayor of Baltimore's Business Recognition Awards (community and civic commitment), and Minneapolis Park and Recreation Board (Volunteers of the Year).
- You might even want to name an asset, or part of it, after notable volunteers, or have a Roll of Honor board for them.

**Figure 4.8: Minneapolis Park and Recreation Board recognizes its outstanding volunteers, 2011**

*Brad Pass, a key figure in the six-year effort to secure a new rec center for Minneapolis's East Phillips neighborhood is at the far left. He is quick to share credit for what was a major team effort by residents and others. Accepting his reward he recalled an African proverb that says "if you want to go fast, go alone; if you want to go far, go together."*

*(source: Minneapolis Park and Recreation Board)*



**Table 4.8: Summary of the practical tips for raising help**

You need to .....	Tips for doing this include...
<b>Find them</b>	Churches; retirees, including former asset managers; graduate societies; large and/or local companies; local military bases; individuals with court-appointed/mandated “community service”; friends and relatives of asset staff; university students; users of the asset; and youth groups/Boy Scouts. Local neighborhood skills audits.
<b>Persuade them</b>	State how volunteering can affect the assets and their users and how it can also help volunteers to make friends and contacts and to acquire or enhance skills. Show that it is safe if reasonable care is taken. Provide information about the organization and the role they can play.
<b>Select them</b>	Assess volunteers’ suitability before accepting them. Selectivity is important for skilled work and also adds to the cachet/prestige of the work.
<b>Co-ordinate them</b>	Get the right skills in the right place at the right time. Ensure that volunteers are not used more or less than they want. Offer a point of contact for all volunteers on the day and at other times. Ensure the right materials are on hand and returned. Motivate volunteers.
<b>Train them</b>	Train the volunteers. Train the coordinators. Train the trainers. Training is a further sign of professionalism and that volunteers are valued. It is also part of the offer to volunteers.
<b>Evaluate them</b>	Performance should ideally be evaluated if done on an ongoing basis, with anything from rewards to “redundancy” and from praise to “probation” following.
<b>Thank them</b>	Have events to thank volunteers, whether an annual party or luncheon or end-of-day cook-outs. Give tokens of appreciation such as badges/pins, hold awards ceremonies, and just say thank you on a regular basis.

**Table 4.9** outlines a range of national organizations encountered in the research. Although not a practical tip from the interviewees, those serious about volunteer management would do well to familiarize themselves with these organizations.

**Table 4.9: National volunteering bodies (not already mentioned)**

Organization	Key focus
<b>American Association for Museum Volunteers</b>	Association representing the million-plus volunteers in museums and cultural institutions
<b>Association of Leaders in Volunteer Engagement</b>	Collaboration and networking, professional development, advocacy
<b>Keep America Beautiful</b>	Works, through links to other organizations, with millions of volunteers to take action to beautify their communities
<b>National Association of Counties</b>	Along with the NAVPLG (see next cell), co-produced a Volunteer Toolbox that offers an array of practical advice around volunteering. Also has an Achievement Award in the Volunteer Category of its annual awards. <sup>126</sup>
<b>National Association of Volunteer Programs in Local Government</b>	Association for those managing volunteer programs in local, city, and county government. The Association's website has a useful resources page. <sup>127</sup>
<b>National Docent Symposium Council</b>	Forum to promote docent education and the exchange of ideas
<b>National Public Lands Day</b>	Held in the autumn this is the United States' largest, single-day volunteer effort for public lands, a term that takes in state parks, local parks, and community gardens
<b>Reimagining Service</b>	Measurement of the impacts of volunteering and the benefits for volunteers
<b>ServiceNation</b>	Looking to change culture and influence politicians so that a year of national service becomes commonplace for young Americans
<b>Voices for National Service</b>	Diverse coalition of national service programs, state commissions and individual champions committed to expanding opportunities for Americans of all ages to serve and volunteer. A key focus is AmeriCorps

## This section has helped you to ....

- Learn, direct from those at the front-line, about a range of practical tips about how to successfully mobilize volunteers.

<sup>126</sup> In 2013, the award went to Volunteer Gwinnett, outside metro Atlanta. Gwinnett County recently centralized and expanded the volunteer program with a goal of reaching 1 million volunteer hours by 2015. They have already reached the 991,000 mark. A new website (which had also just won a National Association of County Information Officer Superior Award for website design) makes it easy for potential volunteers to find opportunities, offer a few hours per day or week, participate in a one-time event, or serve on a long-term basis, and easily track their hours.

<sup>127</sup> [http://www.navplg.org/volunteer\\_management\\_resources.php](http://www.navplg.org/volunteer_management_resources.php).

# CONCLUDING THOUGHTS

## What has the toolkit shown?

The report does not offer a magic bullet for all communities and cities — far from it. But it does help to clarify the issues around supporting assets and let people see what needs to happen. It will help to move the debates on sustaining assets considerably beyond protests at public spending cuts, and should give hope to those eager to sustain assets in the longer run.

The toolkit has introduced you to the three-pronged strategy of raising 1) awareness, 2) money, and 3) help. Each of these themes has offered novel perspectives. You have seen:

- The suggestions that the benefits of assets need to be argued for and that the assets themselves must then be marketed in similar ways to private sector goods and services;
- A sizeable menu of tax and civil society mechanisms for raising money — mechanisms that can be employed at different times and that have the benefits of also raising awareness even further and of creating or reinforcing social ties in cities and communities; and
- Strategic ways for thinking about and selecting volunteers. The work has shown that volunteers are capable of doing many roles that assist assets. More importantly, these can be thought of as roots into local communities and sources of user feedback themselves.

The toolkit has also outlined four resourcing models that can be employed to deliver on these strategies: 1) municipalism, 2) partnership, 3) residualism, and 4) privatism. How people see resourcing will depend heavily upon their own views of the rightful balance between government and civil society. How people are able to act upon this will depend heavily upon the capacities of their communities and cities; some places are likely to need some outside help from government and/or others.

What the toolkit has hopefully shown is that whether you are more inclined to see government or civil society as the answer, some degree of involvement of both of these (so the residualism or partnership models) should augur well for keeping assets in the forefront of peoples' minds. Like the barn-raising of old, the very act of raising awareness, money, and help is something that also has the welcome by-product of helping to build community, in addition to the many community-building and other benefits of the completed asset.

## Where does the New Barn Raising concept go from here?

The acid test of any communication is firstly that it gets attention from its key audience — firstly, those needing to sustain assets and secondly, those tasked with, or interested in, community development and urban sustainability. As outlined earlier, the toolkit will be disseminated widely and freely to both of these groups and can hopefully be a resource that is used in the United States, the United Kingdom, and anywhere else that it can be read and is needed.

The greater challenge still is to get the toolkit and/or the subject area discussed sufficiently that it engages with those that do not currently use assets and/or that do not see them as especially worthy of financial support (whether from taxes or any other sort of resourcing). These groups are not easy to locate, but the toolkit will be circulated to mainstream national media in the United States and U.K. with a view to hopefully reaching a broader audience.

Like any toolkit, this one needs to be tested in practical situations by all of the different groups it is aimed at. Ideally, the toolkit would see the emergence of city asset strategies or periodic state of the city's assets reports. It may even be that versions of it are developed for use in particular cities or other countries and languages.

There is also room for ongoing research and knowledge exchange around all of the issues outlined here and some others including:

- **Access.** To what extent are assets reachable via walking, cycling, or local public transport systems? To what extent are crime levels in and around parks affecting accessibility, and how might this be overcome through design and/or policing.
- **Additionality.** How do we measure peoples' overall levels of giving and volunteering to assets? How do we increase this giving without it taking away from other areas they give to and volunteer for?
- **Asset design.** What are best ways for designing parks, libraries, senior centers, etc. to encourage high/optimum use?
- **Effectiveness of marketing assets.** You saw a lot of different ways of marketing assets outlined but how good have these been at drawing people in to assets? The evidence base needs strengthening here.
- **Promotional videos.** How can community and civic groups be supported to make the short videos that, as was seen, are increasingly important to raising awareness and resources?
- **Social networks.** How can fundraising and volunteering tap into social networks without this then reinforcing inequalities in resources and access to resources? Put another way, how can we avoid the wealthy just helping the wealthy or people of a certain race or faith just helping those of the same race or faith?
- **Tax mechanisms.** The toolkit outlined numerous tax-related mechanisms for helping to sustain assets, but how do we choose between these? This is a subject for discussion by tax experts rather than those interested only in assets.

- **Third party management of city-owned assets.** What are jobs and working conditions like compared to when cities managed the assets?
- **Uneven development.** How do we improve poor areas' ability to participate in the New Barn-Raising and how do we ensure that requiring developments in wealthy areas to fund assets (in particular parks) does not then lead to these becoming treated like private enclaves for the wealthy?
- **Volunteering.** How much more can be done with volunteers to reach into communities in order to help promote assets and to provide and secure feedback on the quality of the asset offer. There also needs to be fine-grained discussions around exactly how different asset managers identify their skills needs and then meet some of these through use of volunteers. Especially useful would be diagrams that mapped out common tasks and the roles that volunteers could typically fill.

This research and knowledge exchange can take place through some combination of:

- **Meeting.** Conferences, TED-style talks (the videos of which can also be accessed online), and workshops for the national asset umbrella groups to share their advocacy tips.
- **Online networks.** Online discussions and Pinterest and YouTube/Vimeo sharing of impressive visuals and videos for marketing the benefits of assets and of impressive assets.
- **Research.** Networks of academics that perhaps work on different types of assets but maybe do not collaborate with one another and literature reviews or online literature repositories.
- **Training.** Workshops where expert practitioners pass on knowledge, a fellows program where younger and mid-career individuals spend time in a combination of practice and networked learning, and an online university course on assets.

What do you think should happen now? What do you make of the toolkit? Are there other great case studies? Please let me know — [garethpotts@newbarnraising.com](mailto:garethpotts@newbarnraising.com).



# APPENDIX

The following section was included owing to ongoing discussions in the Detroit media over the summer of 2013 about the possible sale of the Detroit Institute of Arts collection and other City-owned assets to help meet City of Detroit debts. When the draft toolkit was circulated for comment, several respondents suggested that such a discussion be added.

## **To decrease city debt, you may be faced with the decision to sell off assets**

Community and civic assets are vulnerable in cities with high debts, which are likely to be ones with high need/problems and low ability to meet this need. In July 2013, the city of Detroit filed for bankruptcy, by far the largest U.S. city to do so. A judicial process will now decide how the city's debtors will be repaid. As part of this, any city-owned assets become potential money-raising sale items. Such a sell-off is not planned at time of writing (November 2013), but the debate over whether such a sell-off will be necessary as part of the ongoing bankruptcy procedures continues.

Cities own a range of assets that can be sold, such as art collections, park land, prime real estate, golf courses, and even zoo animals. Often, there are many individuals that would be eager to buy these assets, such as the property developer that has expressed interest in buying the city of Detroit-owned Belle Isle (the largest island park in the United States).

The key question is whether you and your fellow citizens want to sell or protect the assets from sale. There are two key reasons, one financial and one artistic, why you might consider sale:

- If all city services are facing cuts due to a diminishing property tax base, why should assets be exempted?
- If, as is the case with Detroit, the city population has shrunk greatly from its heyday, perhaps the mobile assets (notably art but also other artifacts and zoo animals) are better off being sold to a museum in a more populous city?

There are, as **Table A1** outlines, a range of reasons why sales of assets might be avoided in all but the most necessary cases.

**Table A1: Potential arguments to use to prevent asset sales**

Potential argument	Details
Alternatives	There are other revenue-generating assets that can be sold, such as city parking and garages, utilities, and transport infrastructure.
Collection integrity	Some assets, notably art and historic collections, may derive their value from being kept together, for example, because they are from a certain country, time or group of artists. This argument could also be used to justify selling a certain part of a collection in its entirety.
Ethical considerations	<p>Selling a large part of a museum collection would run contrary to a civic museum’s ethos and so violate the standards of the American Alliance of Museums.</p> <p>There are ethical considerations and legal regulations around the sale of animals — especially if endangered.</p>
Practical barriers to sale	<p>It may be that land, such as parks, river frontage, or zoos, cannot easily be sold if a city is experiencing a downturn generally. Development pressure will be low so land values will be low too.</p> <p>Sale of major collections all at once may cause the market price to fall.</p> <p>Sale of assets could well prompt lengthy legal challenges that would drain time and money from other efforts to address city debt.</p>
Sustainability of the asset	<p>The break-up of the collection would deter future donation.</p> <p>Any voter-approved millages could become null and void if some important assets were sold.</p>
Well-being of the “host city”	Cities with debt problems need to get on an even keel. A good community and civic asset base is likely to be a contributing factor in achieving this well-being.

If you decide that you do want to sell some or all of the assets there are still, as **Table A2** indicates, various legal protections that may prevent you from selling.

**Table A2: Potential protections that may be in place to prevent asset sales**

Potential protection	Details
<b>Independent municipal corporation</b>	The collections that are part of anything that is structured as an independent municipal corporation are protected. A city may own the building but not the collections. Detroit's public library collections fall into this category. Similarly, Minneapolis has its Park and Recreation Board, an independently elected, semi-autonomous body set up as a distinct entity to maintain and develop parks and protect them from the city council, mayor, and developers.
<b>Restriction on collections given to cities</b>	Detroit Institute of Arts was privately founded in the 1880s, but the building, collection and endowment were given by cash-strapped founders to the city "in trust for the public." The Michigan attorney general has stated that the art in the DIA cannot be sold, although some lawyers have questioned whether a bankruptcy court will agree. If there ever were a sale, the public sector would probably have claim to some of the proceeds as a good deal of city, state, and metro-area funding has been sunk into the Institute.
<b>Deed restrictions on assets gifted to a city</b>	There may be deed restrictions on assets gifted to a city. For example, Eliza Howell Park in Detroit was deeded to the city of Detroit with the explicit caveat that it be maintained as a park. This can also be the case with individual art works.
<b>Restrictive covenants on land sold to a city for use as an asset</b>	The land may have been sold to the city with a restrictive covenant that stipulated that the land only be used for municipal purposes. For example, Exxon Mobil sold land to the city of St. Paul for \$1.00 with a restricted covenant requiring that the land (soon to be opened as Victoria Park) remain parkland in perpetuity.

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# ACKNOWLEDGEMENTS

## German Marshall Fund of the United States (GMF)

I would like to thank the Urban and Regional Policy (URP) program’s Transatlantic Advisory Committee of experts on cities and regions for short-listing, interviewing, and awarding me the long-form Urban and Regional Policy Fellowship.

Thanks must also go to the URP team at GMF for providing me with a base for six weeks at their Dupont Circle offices in Washington, DC and for their general friendliness. I would like to thank Casey Kuklick for his support during the application process and early part of the fellowship and Geraldine Gardner, the director of the Urban and Regional Policy Program for reading through and commenting on the final draft of the report. Christine Chumbler, GMF publications manager, did a wonderful job with editing and preparing the final document.

By far the main thanks, however, must go Bartek Starodaj for his support for the latter part of the fellowship and for his input at the write-up stage. His comments were extremely insightful, helped bring real focus to the toolkit, and were as good as any editorial support I have received.

## Assistance with interviews, tours and toolkit preparation

The following were all generous with their time. Many were extremely helpful in providing transportation and others gave guided tours. Many also checked and/or commented on the latter-stage drafts of the toolkit. The organizations are the ones they were with at the time of research and writing. An asterisk after a person’s name denotes that they were interviewed.

## Maryland and Washington, D.C.

Individual	Organization
Almaguer, Timothy	Schaefer Center for Public Policy, University of Baltimore
Avins, Miriam *	Baltimore Greenspace
Barron, Tamara *	Baltimore City Public Schools
Beckman, Jennie	Hampden Community Council
Bergsman, Neil L.	Maryland Budget and Tax Policy Institute
Bertamini, Andy *	Wells Fargo Bank, Maryland
Blandford, Karen *	Maryland Asset Building and Community Development (ABCD) Network
Bolger, Doreen	Baltimore Museum of Art
Brower, Kate *	Baltimore Parks and Recs
Byrne, Kevin	Baltimore Ravens
Carrera, Jackie *	Parks and People Foundation

<b>Champion, Cassandra *</b>	Baltimore Community ToolBank
<b>Chao, Ryan *</b>	Annie E. Casey Foundation
<b>Cook, Dick *</b>	UM School of Social Work
<b>Crowley, Patrick *</b>	Historic Congressional Cemetery
<b>Cullimore, Jeremy *</b>	Washington Area Community Investment Fund
<b>Dang, Vu *</b>	Baltimore City Council
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<b>Felsten, Janet *</b>	Baltimore Greenmap
<b>Fish, Jim *</b>	Baltimore County Public Library
<b>Fisher, Amanda</b>	Village Learning Place
<b>Flanagan, Tim *</b>	Washington Area Community Investment Fund
<b>Footner, Margaret *</b>	Creative Alliance
<b>Forbes, JD, Karen M.</b>	Maryland Department of Housing and Community Development
<b>Freeman, Mel *</b>	Citizens Planning and Housing Association
<b>Fry, Matt</b>	The Walters Art Museum
<b>Gantert, Liesje Buckley *</b>	Village Learning Place
<b>Goold, Jennifer *</b>	Neighborhood Design Center
<b>Griffin-Moreno, Kevin *</b>	Baltimore Community Foundation
<b>Hayden, Dr. Carla *</b>	Enoch Pratt Free Library, Baltimore
<b>Hendrickson, Kate</b>	National Aquarium in Baltimore
<b>Hinkle-Brown, Don *</b>	The Reinvestment Fund
<b>Hodge-Williams, Kelly *</b>	Business Volunteers Unlimited Maryland
<b>Hoey, John *</b>	Y of Central Maryland
<b>Johnson, Dana *</b>	The Reinvestment Fund
<b>Kenyon, Dr. Lisa *</b>	Enoch Pratt Free Library, Baltimore
<b>Kirk, Bob *</b>	UM School of Social Work
<b>Kline, Scott *</b>	National Housing Trust
<b>Krabbe, Gordon *</b>	Enoch Pratt Free Library, Baltimore
<b>Lee, Jaime Alison *</b>	University of Baltimore School of Law
<b>Lendsey, Jackie *</b>	Black Philanthropic Alliance
<b>Levere, Andrea *</b>	Corporation for Enterprise Development
<b>Little, Kelly *</b>	Druid Heights Community Development Corporation
<b>McDonald, Jamie</b>	Give Corps
<b>McNeely, Joe *</b>	Central Baltimore Partnership
<b>Meyer, Dr. Megan *</b>	UM School of Social Work
<b>Michel, Mary Page</b>	Roland Park Community Foundation
<b>Moyers, Rick *</b>	Meyer Foundation
<b>Orth, Tom</b>	Tour dem Parks, Hon!
<b>Pendell-Jones, Allison *</b>	Maryland ABCD Network (Baltimore City Committee)
<b>Platis, Anna</b>	The Walters Art Museum
<b>Price, James W. "Chip"</b>	Maryland Department of Natural Resources

Rademacher, Jolyn *	Banner Neighborhoods
Rey, Vernon *	Waverley Farmers Market
Ryer, Chris *	Southeast Community Development Corporation
Seebold, Jane *	Historic Federal Hill Main Street
Shaw, Bonnie *	Awesome Foundation
Sherrill, Ann *	Baltimore Neighborhood Collaborative
Sloss, Michael *	Resident Owned Communities USA
Spero, Fran *	Baltimore Parks and Recs
Starkweather, Helen *	Village Learning Place
Tyler, Bill *	Baltimore Parks and Recs
Victorson, Lane *	UM School of Social Work
Warrick-Adams, Alexandria *	Community Schools Initiative
Wetmore, Leanna *	Banner Neighborhoods
Wilemain, Dave *	Baltimore City Council
Williams-Kief, Kara *	National Housing Trust
Wray, Rob	Technology Guru, Entrepreneur

## Michigan

Individual	Organization
Alan-Davis, Scott *	Vanguard CDC/Community Development Advocates of Detroit
Almas, Greg *	Huron Clinton Metro Parks
Atkinson, Ashley *	Greening of Detroit
Baker, Sara Jean *	Michigan Community Resources
Beal, Graham	Detroit Institute of Arts
Blaszkiwicz, Dave *	Downtown Detroit Partnership
Boyle, Prof. Robin *	Wayne State University
Brennan, Kate	Clark Park Coalition
Brown, Andrea *	American Planning Association – Michigan chapter
Burckhardt, Charlotte *	Michigan Association of Planning
Carmody, Dan *	Eastern Market
Casinelli, Louis	Access Arts
Chiasson, Vic *	Central Michigan University
Collier, Rob	Council of Michigan Foundations, (Grand Haven)
Conklin, Ann	Michigan Recreation and Park Association, (Okemos)
Covington, Mark *	Georgia Street Community Collective
Daniels, Janice	Former Mayor of Troy
DeSantis, Maggie *	Warren Conner Development Coalition
Doctor, Linda-Jo, *	The W.K. Kellogg Foundation
Earley, Sarah *	Belle Isle Conservancy
Egnatios, Ed *	Skillman Foundation
Egner, David *	Hudson-Webber Foundation
Ellefson, Jela *	Eastern Market
Fel3000ft *	Fel3000ft mural artist
Finkel, David	Solidarity
Gadawski, Jess	Detroit Red Wings

<b>Gaffney, Mark</b>	Michigan AFL-CIO (President Emeritus)
<b>Garlow, Elizabeth *</b>	Kiva Detroit
<b>George, John *</b>	Artist Village/Motor City Blightbusters
<b>Gilmore, Janai *</b>	Michigan Community Resources
<b>Goddeeris, Tom *</b>	Grandmont Rosedale Development Corporation
<b>Gorga, Nick *</b>	Hatch Detroit
<b>Guyot, Samira *</b>	Michigan Community Resources
<b>Hampel, Matthew</b>	Local Data
<b>Hanson, Dr. Charles</b>	Friends of Michigan Libraries (Flint)
<b>Happy, Mike</b>	Fox Sports Detroit
<b>Heller, Barbara</b>	Detroit Institute of Arts
<b>Hendrickson, Rhonda *</b>	Friends of Troy Public Library
<b>Hodges, Michele</b>	Bell Isle Conservancy
<b>Johnson, Sharnita *</b>	The W.K. Kellogg Foundation
<b>Kaherl, Amy *</b>	Detroit SOUP
<b>Keith, Luther</b>	ARISE Detroit!
<b>Kennedy, Benjamin *</b>	Kresge Foundation
<b>King, JD, Edwina S.</b>	Office of Chief of Staff to the Detroit Emergency Financial Manager
<b>Kinkead, Dan</b>	Detroit Future City
<b>Koller, Jon *</b>	Spaulding Court
<b>Kushner, Eric</b>	Compuware
<b>Lento, Rochelle</b>	People for Palmer Park
<b>Lewinski, Danielle *</b>	Michigan Community Resources
<b>Lewis-Jackson, Wendy</b>	The Kresge Foundation
<b>Locker, Katy *</b>	Hudson-Webber Foundation
<b>Lomako, Kathleen *</b>	Southeast Michigan Council of Governments
<b>Machie, Juliet *</b>	Detroit Public Library
<b>Manos, Melanie *</b>	Penny W. Stamps School of Art & Design, University of Michigan
<b>McClellan, Keith</b>	Oak Park resident
<b>McClellan, Mayor Marian *</b>	City of Oak Park
<b>McNamara, Esq., Erika *</b>	Michigan L3C Association
<b>Merritt, Patrice *</b>	Detroit Public Library Friends Foundation
<b>Miller, Chazz *</b>	Detroit Art City
<b>Miller, Mark *</b>	City of Troy, Department of Economic and Community Development
<b>Moore, Stephanie</b>	Michigan Association of Senior Centers, (Hart)
<b>Mosey, Sue *</b>	Midtown Inc CDC
<b>Murray-Brown, Donna</b>	Michigan Nonprofit Association (Lansing)
<b>Nardone, Tom</b>	Detroit Mower Gang
<b>Nelson, Faye *</b>	Detroit Riverfront Conservancy
<b>Nordmoe, Dr. Dennis *</b>	Urban Neighborhoods Initiative
<b>Pierce, Jeanette *</b>	D:Hive
<b>Piotrowski, Nick *</b>	Pony Ride
<b>Rapson, Rip *</b>	Kresge Foundation
<b>Rashid, Joe *</b>	Detroit Parks Coalition
<b>Rhodes, Linda *</b>	Scarcyny Park & Garden
<b>Richey, Tim *</b>	Detroit PAL



Roberson, Jr., Dalton *	Michigan Community Resources
Russ, Cathleen *	Troy Public Library
Schriner-Hooper, Jamie *	Community Economic Development Association of Michigan
Schumack, Riet *	Neighbors Building Brightmoor and Brightmoor Youth Garden
Scott, Todd *	Detroit Greenways
Serafinski, Art *	Ypsilanti Township
Sparks, Larry *	Boggs Center
Stachowski, Barbara *	Boggs Center
Stella, Olga *	Detroit Economic Growth Corporation
Tobocman, Steve *	Clark Park Coalition
Villarosa, Aisa	The 313 Project
Wells, Sue *	Michigan Recreation and Parks Association
Winters, Marja *	City of Detroit, Department of Planning and Development
Woiwode, Tom	Community Foundation of South East Michigan

## Minnesota

I must thank the University of Minnesota's Center for Urban and Regional Affairs, in particular Jay Clark, for securing me a Visiting Fellow post at the Center during my time in the Twin Cities.

Individual	Organization
Alexander, Jeffrey *	Midtown Global Market
Altman, Mary	City of Minneapolis Art in Public Places
Arcand, Amy *	Corcoran Neighborhood
Archerd, Elizabeth	Wedge Community Co-op
Arthur, Alan *	Aeon
Bangoura, Al *	Minneapolis Park and Recreation Board
Becker, Jack *	Forecast Public Art
Beckman, Ann *	Regional Parks Foundation of the Twin Cities
Bridges, Dorothy *	Community Development, Federal Reserve Bank of Minneapolis
Britton, Felicity	People for Parks
Camacho, Armando *	St. Paul Neighborhood House/Wellstone
Clark, Jay *	Center for Urban and Regional Affairs, University of Minnesota
Cooper, Leah	Minnesota Theater Alliance
Corn, Jeff *	Center for Urban and Regional Affairs, University of Minnesota
Craig, Dr. Will *	Center for Urban and Regional Affairs, University of Minnesota
Dannen, Darielle *	Metropolitan Consortium of Community Developers
Dayton, Judson	Formerly of the One Per Cent Club
Devaney, Caroline *	Macalester College
Donaldson, Bryan	Minnesota Twins Baseball Club
Egerstrom, Lee *	Minnesota 2020 (St. Paul)
Englund, Roberta *	Folwell and Webber-Camden Neighborhoods
Fate, Paul *	CommonBond Communities
Feldman, Brett	Parks & Trails Council of Minnesota
Fine, Commissioner Bob *	Minneapolis Park and Recreation Board
Ford-Reedy, Jennifer	The Bush Foundation
Gales, Elizabeth *	Preserve Minneapolis

Galligan, David	Walker Art Center
Gazel, Nina	MN Gives
Gengler, Cheri Koch	Minnesota Keystone Program
Graves, Kathy *	Friends of the Hennepin County Library
Gunsbury, Catherine	General Mills
Hanafin, Erin, Berg *	Preservation Alliance of Minnesota
Hanson-Willis, Jeremy *	Community Planning and Economic Development, City of Minneapolis
Hart-Andersen, Rev. Tim *	Westminster Presbyterian Church
Hartnett, Mary	Minnesota Commission of Deaf and Hard of Hearing People
Haveman, Mark	Minnesota Center For Fiscal Excellence
Heyer, Shirley *	Midtown Phillips Neighborhood Association
Hiscock, Larry *	Harrison Neighborhood Association
Hoch, Tom	Hennepin Theatre Trust
Howard, Barbara *	Minnesota Historical Society
Johnson, Curt *	Citistates Group
Jones, Jeff	Minnesota Public Radio News
Kastler, Madeline *	Seward Community Cooperative
Kayim, Gülgün	City of Minneapolis
Keefe, Mary *	Hope Community
Kelley, Jim *	Friends of St. Paul Baseball
King, Bill *	Minnesota Council on Foundations
Kleinberger, Prof. Daniel S.	William Mitchell College of Law
Kolderie, Ted *	Education Evolving/Citizens League
Korum, Kathy *	Department of Parks and Recreation, St. Paul Government
Kroeten, Ted	Joy of the People
Lawless, David *	Office of Budget and Finance, Hennepin County
Leon, Ramon *	Latino Economic Development Center
Lieder, Hannah *	Minneapolis Swims
Lundholm, Aaron	Hennepin County Library
Martin, Kristine *	Wilder Foundation's Center for Communities
Martineau, Kevin *	American Indian Family Center
Miller, Jayne	Minneapolis Park & Recreation Board
Neff-Christianson, Heidi *	Regional Parks Foundation of the Twin Cities
Nelson, Dana	GiveMN
Niemi, Loren *	Heart of the Beast
Nix, Theresa	Arts-U.S.
Norman, Connie *	Running Wolf Fitness (tenant at Phillips Community Center)
Ohmans, Patricia *	Frogtown Farm and Community Gardens
Papa, Anthony *	Minneapolis Park and Recreation Board
Pass, Brad *	East Phillips Park Community Design Team
Pass, Carol *	East Phillips Improvement Coalition
Pearson, Peter *	Friends of the St. Paul Public Library
Pelinka, Alejandra *	Northeast Minneapolis Arts Association
Pratt, Jon *	Minnesota Council of Non-profits
Prauer, Jeff	Metropolitan Regional Arts Council
Quirk, Mary	Minnesota Association for Volunteer Administration

Reierson, Gary *	Greater Minneapolis Council of Churches
Rhodes, Carleen *	The Saint Paul Foundation
Roth, Jim *	Metropolitan Consortium of Community Developers
Rubedor, David *	Neighborhood and Community Relations Department, City of Minneapolis
Schmidt, Susan *	Trust for Public Land
Schmitz, Tony *	Frogtown Farm and Community Gardens
Schumacher, Jon *	St. Anthony Park Community Foundation
Schurrer, Kristin *	HandsOn Twin Cities
Segovia, Francisco *	Waite House, Pillsbury United Communities
Selvaggio, Joe	MicroGrants
Sheehy, Lee *	The McKnight Foundation
Smith, Sheila	Minnesota Citizens for the Arts
Sommers, Dawn	Minneapolis Park and Recreation Board
Sparks, Amy *	St. Anthony Park Community Council
Temali, Mihailo *	Neighborhood Development Center
Themig, Mark	Regional Parks and Trails of Scott County
Tirrel, Victoria	The Bush Foundation
Vander Schaaf, Mark *	Metropolitan Council
Viso, Olga	Walker Art Center
Wagener, Anne-Marie	Minneapolis Institute of Arts
Washburne, Jeff *	City of Lakes Community Land Trust
Wassenaar, Mike *	St. Paul Neighborhood Network
Wiegmann, Kirstin *	Forecast Public Art
Williams, Paul *	Deputy Mayor, City of St. Paul
Winter, Jeff (RIP) *	People for Parks
Wovcha, Sarah *	Wedge Community Co-op
Young, Sarah *	Rock Your Block
Ziegler, Bill *	Little Earth Of United Tribes

## United States

The toolkit also benefited from national assistance – from those that commented on drafts of the toolkit (indicated with an asterisk) through to those that helped, in late 2011 and early 2012, with identifying potential case study policies and projects in the United States. The latter group is a broad one as my search initially also took in non-profit and social/community enterprise assets. I have tried to incorporate their suggestions in the toolkit and have retained all of the suggestions in order to make use of them at some future date.

Individual	Organization	City
Andrews, Nancy	Low Income Investment Fund	San Francisco
Aviv, Diana	Independent Sector	Washington, D.C.
Barnes, Erin *	Ioby	New York
Basler, Cassie	The Detroit Partnership	Detroit
Beaudoin-Schwartz, Buffy	Association of Baltimore Area Grantmakers	Baltimore
Behr, Gregg	The Grable Foundation	Pittsburgh
Bernholz, Dr. Lucy	Stanford University Center on Philanthropy and Civil Society	Stanford, California
Bledsoe, Tom	Housing Partnership	Boston

<b>Bogdan, Henry</b>	Maryland Nonprofits	Baltimore
<b>Brannan, Kim *</b>	The Umbrella Syndicate	Washington, D.C.
<b>Brooks, Joe</b>	Policy Link	Oakland, California
<b>Brutchey, Deborah</b>	L.A. Works	Los Angeles
<b>Bryant, John Hope</b>	Operation Hope	Los Angeles
<b>Bugg-Levine, Antony</b>	Nonprofit Finance Fund	New York
<b>Cahill, Kathy *</b>	Association of Leaders in Volunteer Engagement (AL!VE) and Lee County Parks and Recreation	Fort Myers, Florida
<b>Catedrilla, Gina</b>	Independent Sector	Washington, D.C.
<b>Chalberg, Toby</b>	Points of Light Institute	Atlanta
<b>Cherry, Elyse</b>	Boston Community Capital	Boston
<b>Christensen, Carrie</b>	Community Design Group	Minneapolis
<b>Clift, Steven</b>	E-Democracy	Minneapolis-St Paul
<b>Crawford, Na'eem *</b>	Cities of Service	New York
<b>Crompton, Dr. John *</b>	Department of Recreation, Park and Tourism Sciences, Texas A&M University	College Station, Texas
<b>Dean, Jesse *</b>	ReServe Inc.	New York
<b>Desai-Seltzer, Khyati</b>	HandsOn Network	Washington, D.C.
<b>Diers, Jim</b>	University of Washington	Seattle, Washington
<b>Dillbeck, Barbara</b>	generationOn	Grand Haven, Michigan
<b>Divnick, Steve *</b>	Divnick International, Inc.	Miamisburg, Ohio
<b>Dixon, Shannon</b>	Grassroots Grantmakers	Hallettsville, Texas
<b>Doll, Jon</b>	United Way Worldwide	London, England
<b>Dubb, Steve</b>	Democracy Collaborative	Takoma Park, Maryland
<b>Ellis, Paula</b>	The John S. and James L. Knight Foundation	Miami
<b>Enright, Kathleen P.</b>	Grantmakers for Effective Organizations	Washington, D.C.
<b>Ernstberger, Eric *</b>	Rundell Ernstberger Associates, LLC	Muncie, Indiana
<b>Evans, Connie, E.</b>	Association for Enterprise Opportunity	Arlington, Virginia
<b>Feind-Reeves, Amy</b>	Boston Community Capital	Boston
<b>Figel, Eileen</b>	LISC Institute for Comprehensive Community Development	Chicago
<b>Foster-Richardson, Janis</b>	Grassroots Grantmakers	Hallettsville, Texas
<b>Franklin, Shirley</b>	Purpose Built Communities	Atlanta
<b>Freeman, Wokie</b>	U. Minnesota Urban Research & Outreach-Engagement Center	Minneapolis
<b>Fulton, Katherine</b>	Monitor Institute	San Francisco
<b>Gibson, Jim</b>	Center for the Study of Social Policy	Washington, D.C.
<b>Grof, Peter</b>	New Jersey Community Capital	New Brunswick, New Jersey
<b>Haigh, Susan</b>	Metropolitan Council	Minneapolis-St Paul
<b>Hecht, Ben</b>	Living Cities	Washington, DC / New York
<b>Heiss, John</b>	Greater Detroit Network for Social Innovators	Detroit
<b>Herrod, Kate</b>	Ashoka Community Greens	Fort Collins, Colorado
<b>Hodge, Kim</b>	Michigan Alliance of Time Banks	Detroit
<b>Holdorf, Rose *</b>	Plowshares Press	Corvallis, Oregon
<b>Hurst, Aaron *</b>	Taproot Foundation	New York City
<b>Ibargüen, Alberto</b>	The John S. and James L. Knight Foundation	Miami
<b>Iuviene, Nick</b>	MIT Community Innovators Lab	Boston

<b>Iyer, Seema</b>	Jacob France Institute in the University of Baltimore'	Baltimore
<b>Kachura, Matthew</b>	Jacob France Institute in the University of Baltimore'	Baltimore
<b>Kassan, Jenny</b>	Katovich and Kassan Law Group	Oakland, California
<b>Kaufman, Larry *</b>	Keep America Beautiful	Stamford, Connecticut
<b>Kent, Fred</b>	Project for Public Spaces	New York
<b>Kuter, Lois *</b>	American Association for Museum Volunteers	Philadelphia
<b>Lado, Karen</b>	Enterprise Community Partners, Inc.	Columbia, Maryland
<b>LaRue, Dr. Wendy *</b>	Odyssey Montessori School	Fredericksburg, Virginia
<b>Ludwig, Terri</b>	Enterprise Community Partners, Inc.	Columbia, Maryland
<b>Magder, Rick</b>	Groundwork USA	New York
<b>Marszelek, Bernard</b>	Just Alternative Sustainable Economics	San Francisco
<b>Maurin, Zach *</b>	ServiceNation	Washington DC
<b>McCarthy, George</b>	Ford Foundation	New York
<b>McCulloch, Heather</b>	Asset Building Strategies	San Francisco
<b>McNulty, Bob</b>	Partners for Livable Communities	Washington, DC
<b>Mehan, Emmett *</b>	Taproot Foundation	New York City
<b>Menoher, Brandee</b>	Points of Light Institute	Atlanta
<b>Montoya, Sonia</b>	Nonprofit Finance Fund	New York
<b>Muller, Karen</b>	American Library Association	Chicago
<b>Nelson, John Eric</b>	Wall Street Without Walls	Washington, DC
<b>Neri, Joe</b>	IFF	Chicago
<b>Ney, Jennifer *</b>	Voices for National Service	Washington DC
<b>Nickelson, Idara</b>	Corporation for National & Community Service	Washington, D.C.
<b>Norton, Liz *</b>	Stone Soup Films	Washington DC
<b>O'Brien, Kate</b>	Groundwork USA	New York
<b>Orsi, Janelle</b>	Sustainable Economies Law Center	Oakland, California
<b>Patel, Dr. Mayur</b>	The John S. and James L. Knight Foundation	Miami
<b>Piana, Melanie</b>	Michigan Suburbs Alliance	Detroit
<b>Pinsky, Mark</b>	Opportunity Finance Network	Philadelphia
<b>Popik, Robin *</b>	Volunteers In Plano (VIP) Program, City of Plano	Plano, Texas
<b>Price-Jones, Gared</b>	Points of Light Institute	Atlanta
<b>Raynor, Jordan *</b>	Citizeninvestor	Tampa
<b>Rigby, Ben *</b>	Sparked.com	San Francisco, California
<b>Rogers, Will</b>	Trust for Public Land	San Francisco
<b>Samuelson, Hayley *</b>	Catchafire, Inc.	New York City
<b>Schoppert, Christina</b>	Community Law Center	Baltimore
<b>Schwartz, Debra D.</b>	John D. and Catherine T. MacArthur Foundation	Chicago
<b>Sewill, Ann</b>	Land Trust at California Community Foundation	Los Angeles
<b>Sibetta, Kay *</b>	Gwinnett County Government (also National Association of Volunteer Programs in Local Government Board)	Lawrenceville, Georgia
<b>Simon, Harold</b>	National Housing Institute	Montclair, New Jersey
<b>Smith, Amy *</b>	Points of Light (HandsOn Network)	Atlanta, Georgia
<b>Speirn, Sterling</b>	The W.K. Kellogg Foundation	Battle Creek, Michigan
<b>Stayton, Carlyne</b>	Transition U.S.	Petalum, California
<b>Stockman, Reed</b>	Association of Fundraising Professionals	Arlington, Virginia
<b>Tesdell, Kerwin</b>	Community Development Venture Capital Alliance	New York

<b>Thompson, Jeff</b>	Historic East Baltimore Community Action Coalition	Baltimore
<b>Topolsky, Janet</b>	Aspen Institute Community Strategies Group	Washington, D.C.
<b>Urban, Beth</b>	American Community Gardening Association	Columbus, Ohio
<b>Watt, Andrew</b>	Association of Fundraising Professionals	Arlington, Virginia
<b>Weech, Paul</b>	Housing Partnership Network	Washington, D.C.
<b>Williams, Charlotte L.</b>	Center on Community Philanthropy, University of Arkansas	Little Rock, Arkansas
<b>Williamson, Sybil *</b>	National Docent Symposium Council	Hanover, New Hampshire
<b>Wilson, Jase *</b>	Neighbor.ly	Kansas City
<b>Woodling, Catherine *</b>	The Home Depot	Atlanta
<b>Woods, Karen</b>	Americans for Community Development	Grand Rapids, Michigan

## United Kingdom

Comments were received on a late stage draft of the toolkit from the following individuals – denoted with an asterisk. These individuals all are, or recently have been, in senior national positions. I was also fortunate to secure input from several London-based organizations and local authorities at the application stage and, in a handful of cases the toolkit-checking stage (those who helped on this latter are denoted with a cross +).

<b>Individual</b>	<b>Organization</b>	<b>Location</b>
<b>Blackburn, Carl</b>	Barking and Dagenham CVS	London
<b>Curley CBE, Kevin *</b>	CFG, Kevin Curley and Associates	Derby
<b>Dart, Liz +</b>	London Borough of Lewisham	London
<b>Davis-Smith CBE, Dr. Justin *</b>	National Council for Voluntary Organizations	London
<b>Fadairo, Gbemisola</b>	Teresa Green Community Association	London
<b>Hassan, Abdi</b>	Ocean Somali	London
<b>Hollingsworth, Conrad +</b>	Lambeth Voluntary Action Council	London
<b>Howie, Martin</b>	Voluntary Action Lewisham	London
<b>Jones, Vaughan</b>	Praxis Community Projects	London
<b>Kerridge, John +</b>	London Borough of Lambeth	London
<b>Mahdi, Khadiru</b>	Tower Hamlets Council for Voluntary Service	London
<b>Mayo, Ed *</b>	Co-operatives U.K.	Manchester
<b>Meredew MBE, Toni</b>	account3	London
<b>Millar, Robin *</b>	Millar Consulting/Forest Heath District Council/The Centre for Social Justice	Newmarket
<b>Pyner, Micheal *</b>	Development Trusts Northern Ireland, DBMP consultants	Brighton
<b>Shovlin, Catherine +</b>	New Cross People's Library	London
<b>Sutcliffe, Ann</b>	London Borough of Tower Hamlets	London
<b>Taylor, Matthew *</b>	Royal Society for the encouragement of Arts, Manufactures and Commerce	London
<b>Tree, Duncan *</b>	Community Service Volunteers	London
<b>Wallace, Alice</b>	London Borough of Tower Hamlets	London
<b>Wilding, Karl *</b>	National Council for Voluntary Organizations	London
<b>Wills, Heather +</b>	London Borough of Barking and Dagenham	London
<b>Wills, Prof. Jane *</b>	School of Geography/The City Centre, Queen Mary, University of London	London
<b>Yesmin, Farida</b>	Limehouse Project	London

## Referees for, and support with, the fellowship application

My application was assisted by references from Professor Sir Peter Hall, lecturer in Urban Regeneration and Planning at the Bartlett School of Planning and Architecture, University College London and from Dr. Miatta Fahnbulleh, head of the Cities Policy Unit in the Cabinet Office (U.K. Central Government). Almudena Lara, head of the Social Action Team in the Office for Civil Society (part of the Cabinet Office) was very supportive in helping me secure the career break to undertake the fellowship. Katie Lee of the Department of Communities and Local Government (CLG) outlined CLG's work on supporting community assets.

## Family

My parents, Dr. GR (Dick) Potts and Mrs. Elsie Potts, (or Mum and Dad as they sometimes allow me to refer to them), both made very useful inputs to the application and offered encouragement throughout. And last, but most importantly, my wife, Dekonti Mends-Cole, gave incredible support and insight throughout the whole process, including comments on several drafts.

## Disclaimers

Those interviewed for this work have all had the chance to comment on a final draft. Everyone was emailed twice and, in a few cases, called to see that the draft had been received. The final interpretations are my own and do not necessarily represent those of the interviewees, the German Marshall Fund, or any other people or organizations acknowledged here.

The fellowship was applied for whilst I worked as a civil servant in U.K. central government and almost all of it was conducted whilst on a short unpaid career break from that post. However, the application was a personal one, the research in no way constituted or constitutes a project by a current civil servant, and the final output (this toolkit) does not in any way necessarily reflect the views of the government.

## Contact

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