



Facilities Master Plan Capital Enhancements Update

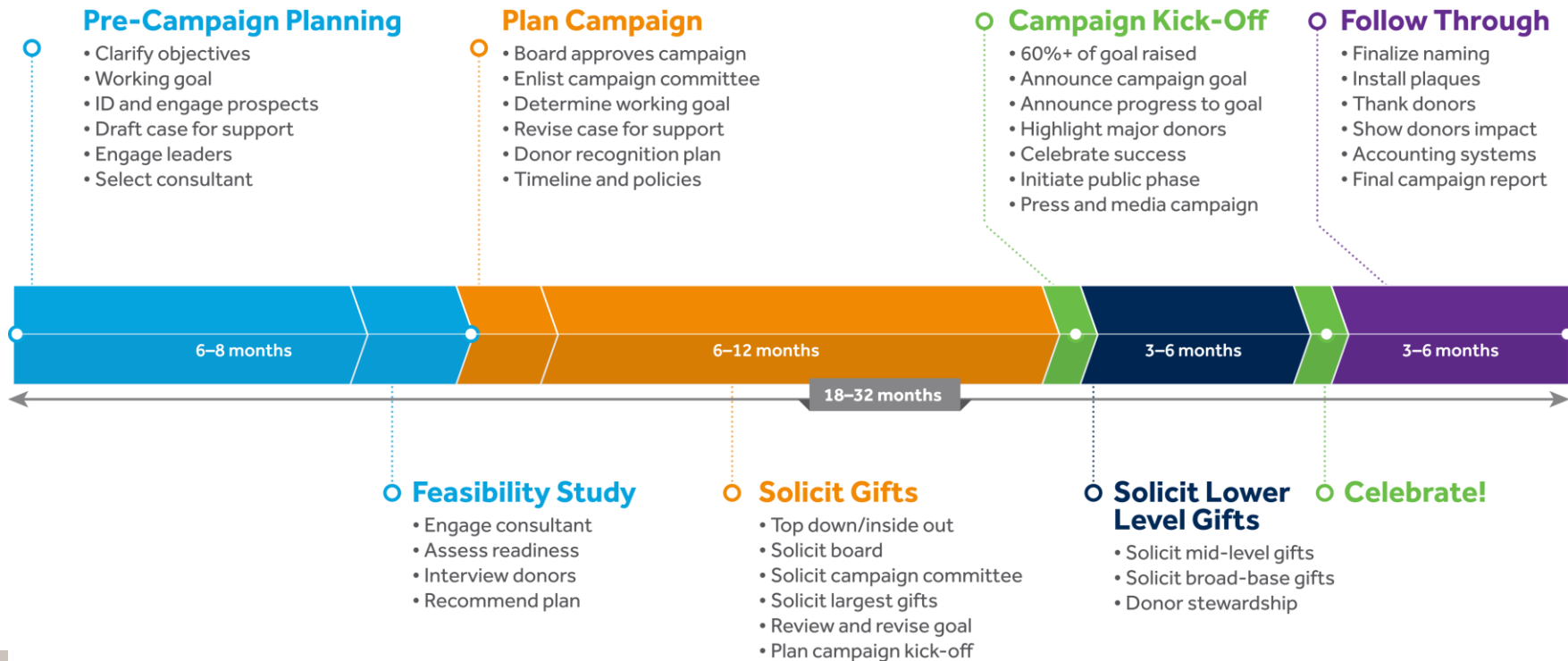
TUESDAY, NOVEMBER 16TH, 2021

Presentation Overview

- **The Capital Campaign Process**
- **Our Commitment to DEI**
- **JarosStrategy/LAND Studio Presentation**
- **Q&A**

The Process

Campaign Timeline and Flow



The Process

Our Status

Pre-Campaign Planning

- *Clarify fundraising objectives*
- *Select consultants*
- *Identify prospects*
- *Assess readiness*
- *Interview donors*
- Develop Case for Support
- Recommend Plan

Timeline

- 6-18 months

The Process

Our Work Ahead

Pre-Campaign Planning

- Clarify fundraising objectives
- Select consultants
- Identify prospects
- Assess readiness
- **Interview donors**
- **Develop Case for Support**
- **Recommend Plan**

Timeline: 6-18 months

Plan Campaign

- Determine fundraising campaign goal
- Enlist campaign committee
- Revise case for support (as needed)
- Donor recognition plan
- Fundraising Timeline

Timeline: 6-12 months

Solicit Gifts

- Solicit board
- Solicit campaign committee
- Solicit largest gifts
- Review and revise goal (as needed)
- Plan campaign kick-off

Timeline: 3-6

Campaign Kick-off

- 50-60% of goal raised
- Announce campaign goal
- Highlight major donors
- Initiate public phase
- Press and media campaign

Timeline: 18-36 months

The Process



An example of a local nonprofit's capital campaign journey

Commitment to Diversity, Equity, and Inclusion

Shared Purpose

Cleveland Public Library's Commitment to Diversity, Equity, and Inclusion

April of 2019

Cleveland Public Library recognizes that diversity, equity and inclusion are mutually reinforcing and must be woven through the Library's vision, mission, values, strategic priorities, goals, and objectives

Consultant's Commitment to Diversity, Equity, and Inclusion

ThirdSpace Action Lab was created to disrupt the vicious cycle of disinvestment and displacement that negatively impacts the vitality of low-income communities of color. They are a grassroots research, strategy & design cooperative, dedicated to prototyping creative place-based solutions to complex socioeconomic problems. They are institutional and community organizers, turning multidisciplinary research into evidence-based strategies; and activating “third places” to co-create more liberated spaces for people of color.

Consultant's Commitment to Diversity, Equity, and Inclusion



Mordecai Cargill,
Co-Founder



Evelyn Burnett,
Co-Founder

OUR VALUES | WHAT WE BELIEVE

Racial Equity x Inclusion
Collaboration x Democracy
Multidisciplinary Practice
The Transformative Power of Creativity
Disruptive Innovation

WHAT WE DO | WHAT WE ARE

Think Tank/Solutions Workshop
Community Building
Creative Agency
Design Collaborative
Impact investment advisor
Strategy Consulting
Space Activator

Commitment to Diversity, Equity, and Inclusion

Shared Purpose

Thank You

JarosStrategy & LANDStudio

Cleveland Public Library Finance Committee Meeting

November 16, 2021



Accomplishments

Under the direction of JarosStrategy and LAND studio, the ER&D department identified and engaged CPL staff who are key to the success of a significant fundraising initiative focused on public art.

These constituents included:

- Director Thomas
- CPLF Board
- CPLF Strategic Business Planning Consultant
- CPL Marketing
- CPL Equity, Education and Engagement
- CPL Public Services
- CPL Capital Design Team
- Architects for Hough and MLK
- CPL Trustees



Accomplishments

- Brought together equity, education and engagement; capital projects marketing; and ER&D to provide insights and system-wide oversight for CPL's art initiatives, as related to the Facilities Master Plan, and aligned with the library strategic plan and re-brand
- Established Public Art Committee and CPL Public Art Purpose Statement
- Heightened culture of philanthropy through key engagement points with CPLF Board
- Engaged with the community, branches, and architects to produce public art concepts for MLK and Hough that reflect the diversity of the neighborhoods
- Engaged close funders of the library



Findings

- CPL has a long history of collecting art and bringing temporary and permanent exhibitions to the community at its branches. It's in the library's DNA, reflected by one of the 5 pillars from the library's strategic plan "inspire through the discovery of arts and culture"
- Our collective work – internal and external stakeholder interviews, combined with successful current CPL art programs (e.g., See Also) – has heightened the awareness of the role of art within CPL and the neighborhoods it serves.
- System-wide public art fundraising efforts should not just pick and choose the "hot" branches.



Findings

Continued

- With the \$100M, 10-year investment in its 27 branches CPL needs to demonstrate its continuing (financial) commitment to bringing meaningful and relevant public art to each neighborhood.
- There are questions around “how” a system-wide public art program would be implemented (focused on community involvement and artist selection).
- We need to consider how the Lockwood Thompson Endowment is connected to the FMP and our current fundraising strategies.



Evolved Thinking

- Based on our findings, our case for support and fundraising strategy has evolved from an ambitious program focused on art (interior and exterior concepts) aligned with timing of the FMP to making a statement through permanent improvements to public spaces surrounding the branch buildings.
- We are sharpening our focus on the neighborhoods and the role of the library in “inspiring through the discovery of arts and culture” using the third space to set the table for art and programmatic investments (permanent or temporary).

Public Space is the Library's Community Face

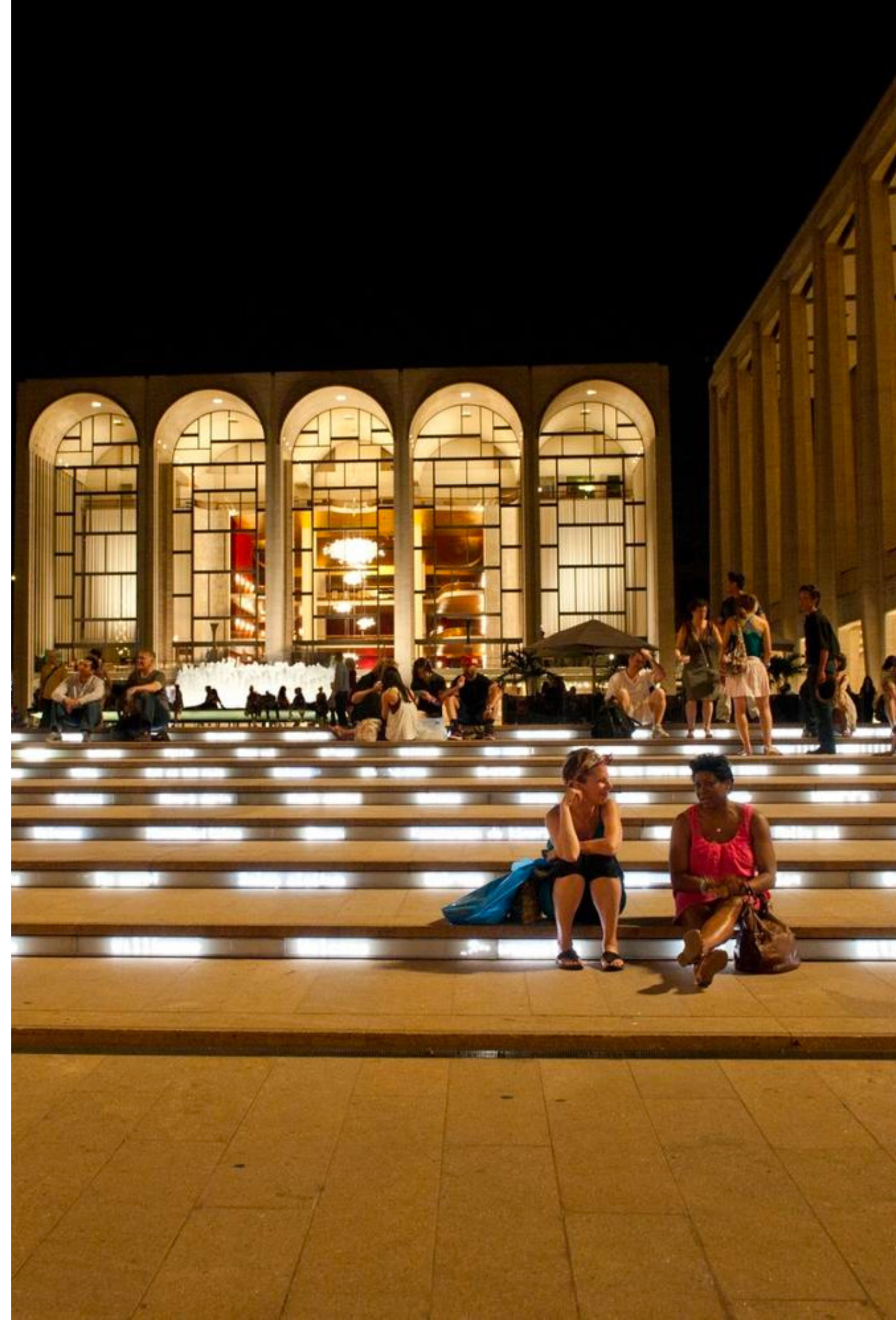
CPL's outdoor spaces can provide access to technology, places to gather, facilitate programming, and reflect the artistic values of its residents.



Public Space is the Library's Community Face

Rationale

- The importance of third spaces within our communities has been heightened as a result of the pandemic: places for people to be together that are neither home nor work
- Aligns with CPL's deep community engagement to design spaces reflective of the neighborhoods
- Builds off the success of the See Also program and model (e.g., Harvard Lee)
- Provides an opportunity to vary order of magnitude budgets
- Provides greater opportunities for CPLF board engagement through the lens of PAR (philanthropy, advocacy, relationships)
- Branches selected based on viability of outdoor spaces, not tied directly to FMP timing; could do more branches sooner (avoids the haves and haves nots perception)
- Case could be made that funds could be used from Lockwood Thompson endowment to show CPL's investment in art
- Hough and MLK are viable opportunities



PUBLIC SPACE IS THE LIBRARY'S COMMUNITY FACE



27 UNIQUE BRANCHES, SERVING DIVERSE COMMUNITIES.

FEBRUARY 19, 2019



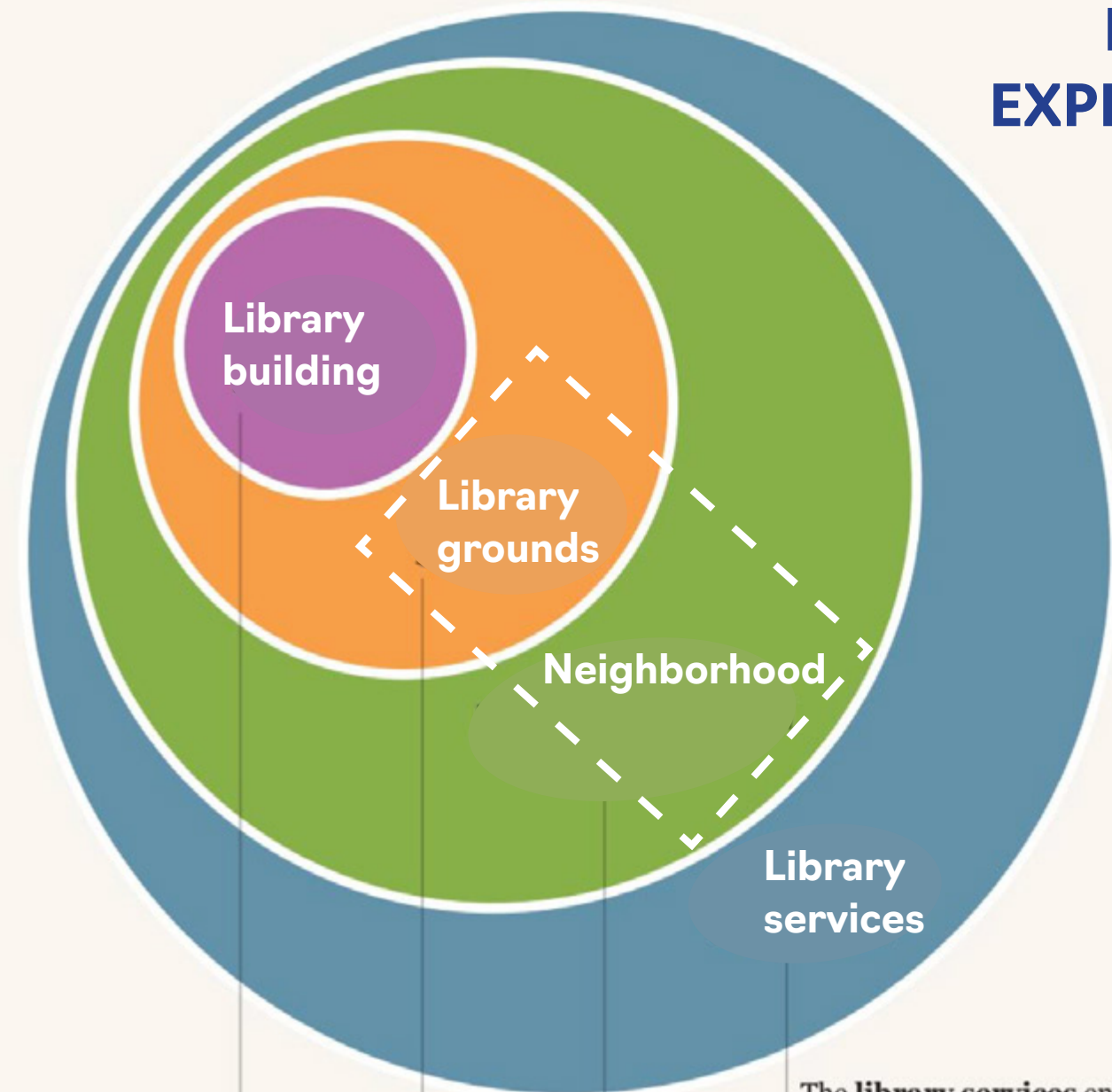
Public Space is the Library's Community Face

"The library grounds includes the property owned by CPL surrounding a branch building. Parking, site signage, outdoor seating, and lighting are included in the experience layer."



Source: Kent State Urban Design Center, CPL 150 Community Vision Plan

LIBRARY EXPERIENCE



The **library services** encompass the other three experience levels. Services include system-wide book transfers, classes, events, and online access to digital resources.

The **neighborhood** surrounds the library building and grounds, with direct impacts on the experience of library patrons through sense of safety, walkability, and community needs.

The **library grounds** includes the property owned by CPL surrounding a branch building. Parking, site signage, outdoor seating, and lighting are included in this experience layer.

The **library building** is the scale most patrons imagine when asked to think about the overall library experience. This scale involves the building's interior layout and exterior architectural design.

Overview of Upcoming Scope of Services

JarosStrategy and LAND studio will provide services for work to be conducted through April 2022 in support of a fundraising campaign for outdoor capital enhancements for the Facilities Master Plan, including a potential discrete fundraising initiative around public space and public art initiatives for the MLK plaza. Work will encompass:

- Developing site-specific approaches and budget recommendations for branches already under construction/design
- Conducting FMP analysis for locations getting improvements in Phase 1B or later
- Determining working campaign goal and cash flow implications
- Crafting case for support and fundraising strategies
- Identifying new donor prospects, based on the evolved case for support
- Conducting stakeholder interviews to test working campaign goal and case for support
- Identifying campaign leadership and engagement structure





THANK YOU