

PHILANTHROPIC MARKET ANALYSIS

Proposed Community Center Town of Alta

December 8, 2021



PURPOSE OF STUDY

- To realistically assess the Town of Alta's ability to raise \$20 million in capital funds from private donors
- To assess donor interest in the Town of Alta's plans and make recommendations concerning campaign marketing and messaging
- To develop a goal, strategy, and general implementation plan for a campaign, should a campaign prove feasible and advisable

METHODOLOGY

July through October 2021

Draft Case for Support developed and shared

34 confidential interviews

11 internal

23 external

Internal Readiness



INTERNAL INTERVIEWS DESIGNED TO:

- Familiarize the consultants with the Town of Alta's strengths, challenges and aspirations
- Assess its internal readiness to undertake a capital campaign
- Collect information relevant to drafting a Case for Support

INTERNAL READINESS FACTORS

Project Definition

- Acknowledgement that there is still significant work to be done – site, building design, project costs, operational plan

Financial Stability

- Stable but overly reliant on sales tax revenue

Proficiency at Planning and Implementing

- Felt to be proficient but challenges acknowledged

Internal Commitment

- Widespread but not universal support



CASE FOR SUPPORT

Four needs statements:

- Current community gathering spaces are limited and not conducive to community-building.
- There are limited places to gather for well-being, particularly during the winter.
- The Town of Alta itself is not a destination.
- A community center would help generate business opportunities that would increase sales tax revenue and increase viability.

Proposal:

- \$20 million capital campaign to build a community center



External Readiness



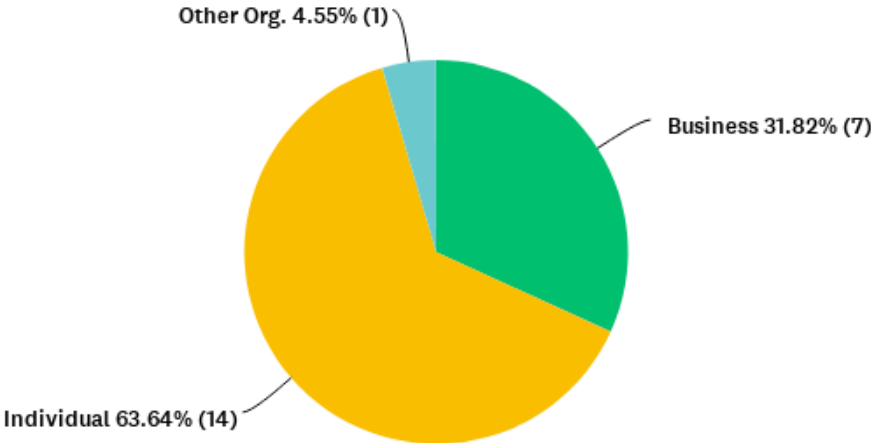
EXTERNAL INTERVIEWS DESIGNED TO

Elicit opinions and other information relevant to five criteria of a successful capital campaign:

- Community perceptions of the sponsoring organization
- The appeal of its Case for Support
- The availability of volunteer leadership
- The philanthropic environment
- The availability of philanthropic support

BREAKDOWN OF EXTERNAL INTERVIEWEES

Q4 Category



COMMUNITY PERCEPTIONS

- 83% of the respondents felt they were very familiar with the Town of Alta.
- 67% of respondents indicated they have favorable impression of the Town of Alta.
- 43% of respondents indicated a generally favorable impression of the Town of Alta's leadership.

No significant adverse perceptions that could significantly detract from the Town of Alta's ability to raise capital funds for the proposed project.

However, due to the long personal history that many of its residents possess, personal opinions and experiences will most likely play an outsized role in guiding resident's perceptions of any proposal set forth by the Town of Alta.



PROJECT APPEAL

MIXED

- 38% of respondents had a favorable impression of the Case for Support, 52% had a mixed impression, and 10% had a negative impression.

Pathway considers a 65% favorable response to be a threshold indicator of strong community appeal, this response indicates there is work to be done to build support for this project.

- General acknowledgement that there is a need for a community center
- Respondents had many questions and shared a variety of concerns

ENVIRONMENT

PHILANTHROPIC ENVIRONMENT IS FAVORABLE

- No direct competition identified because of the size and scope of this project.

ECONOMIC ENVIRONMENT NOT A KEY FACTOR FOR RESPONDENTS

- Continued impact of COVID-19 and other economic realities were acknowledged; however, prevailing sentiments about the campaign moving forward were focused on project definition and readiness.

AVAILABILITY OF LEADERS & VOLUNTEERS

ADEQUATE POOL AVAILABLE

- Respondents suggested the names of 18 individuals or couples they felt could successfully lead a capital campaign on behalf of the Town of Alta, with four being mentioned multiple times. All four of these individuals participated in this study.
- 32% of respondents indicated a willingness to serve on a campaign advisory committee, a solid starting point from which to recruit volunteer leadership

GOAL VIABILITY

LOW CONFIDENCE IN STATED GOAL

- 23% of respondents expressed confidence that the Town of Alta could raise the stated goal of \$20 million. 59% were uncertain, and 18% felt the goal was not achievable.

Pathway considers a 60% positive response to this question to be a threshold indicator of the viability of a campaign goal.

HOWEVER

- Respondents indicated their belief that the philanthropic ability is present within the Town of Alta to reach stated goal.

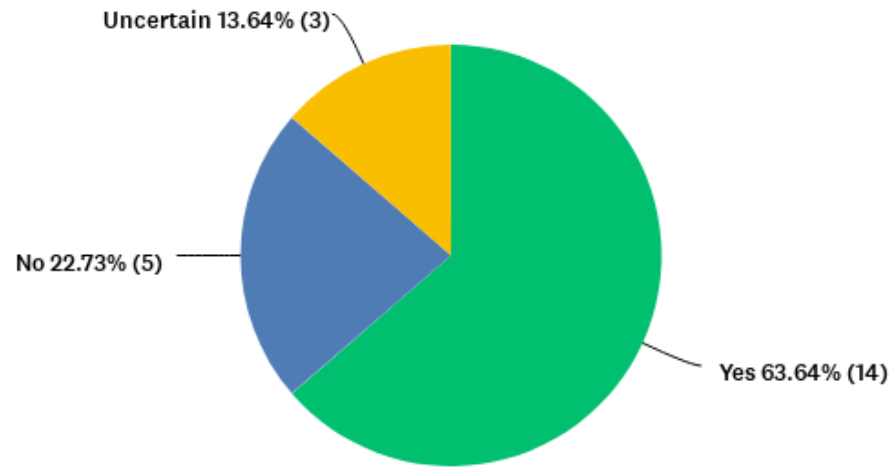
INADEQUATE PROSPECT POOL FOR A TRADITIONAL CAMPAIGN EFFORT

- Approximately 112 qualified prospects would need to be solicited during the lead gift phase



WILLINGNESS TO CONTRIBUTE

Q39 ...is it likely you or your organization would make a gift to the Town of Alta Campaign at some level?



Conclusions & Recommendations

CONCLUSIONS

CAMPAIGN OF \$15-20 MILLION IS FEASIBLE WITH MODIFICATIONS:

- Non-traditional campaign structure: high levels of support from a very few key donors
- Project scope must be adjusted in a way that will secure these high levels of support.

REVISED GIFT TABLE

Town of Alta Gift Table \$15 Million Capital Campaign			
Gift	Number Required	Total This Level	Cumulative Total
\$5,000,000	1	\$5,000,000	\$5,000,000
\$2,500,000	2	\$5,000,000	\$10,000,000
\$1,000,000	2	\$2,000,000	\$12,000,000
\$ 500,000	2	\$1,000,000	\$14,000,000
Under \$499,999	Many	\$1,000,000	\$15,000,000
Totals	7+		\$ 15,000,000

RECOMMENDATIONS

- Reimagine the project and build consensus for new proposal
- Engage potential campaign leaders in the reimagining
- Revise the Case for Support
- Build community support

INITIAL CAMPAIGN RECOMMENDATIONS

Campaign Period

- An active campaign period of 27 months (three months of campaign organizing activities and 24 months of active gift solicitation)
- Flexible three-to-five-year pledge period

Hire Campaign Counsel

- As the momentum for the project grows, retain outside campaign counsel to develop a full campaign plan

Campaign Management

- Volunteer driven but professionally managed



Thank You and Questions

