



Market Research and Feasibility Study

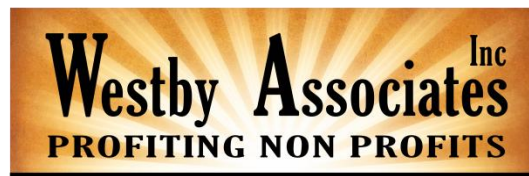
FINAL REPORT

October 2015

Submitted to Rotary Club of Woodland



Westby Associates, Inc.



Scott Hill Park & Sports Complex Market Research and Feasibility Study

ROTARY CLUB OF WOODLAND- MISSION

Through service with integrity, the Rotary Club of Woodland makes a difference locally and internationally

ROTARY CLUB OF WOODLAND- VISION

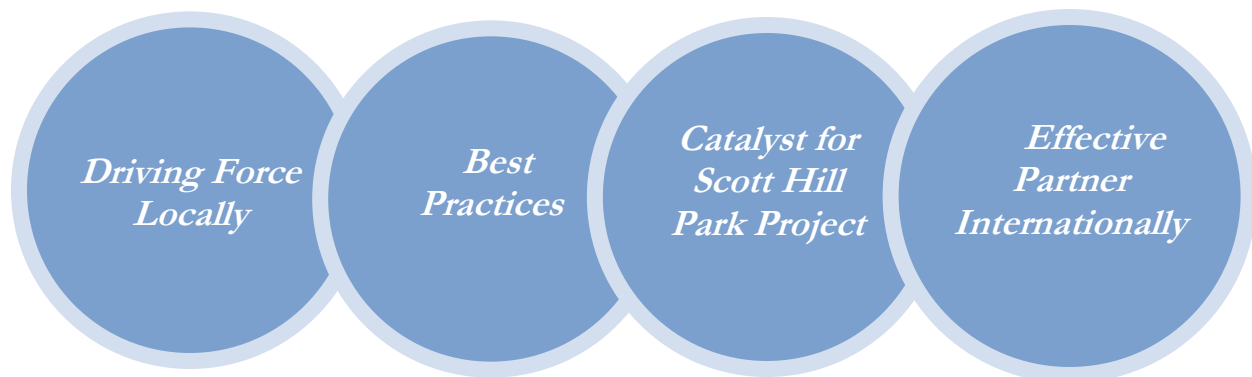
The Rotary Club of Woodland envisions:

1. A regional community that furthers growth with:
 - A strong economic base
 - An improved quality of life
 - A healthy population
2. An international community that is enhanced through Rotary involvement

ROTARY CLUB OF WOODLAND - VALUES

Character	Community	Diversity
<ul style="list-style-type: none">• Consistency• Faith• Individuality• Integrity• Respect• Passion• Personal Development• Professional Development• Selflessness• Stewardship• Truth	<ul style="list-style-type: none">• Accomplishment• Education and literacy• Family• Having Fun• Impact• Mutual benefit• Opportunity• Service• Tradition	<ul style="list-style-type: none">• Foreign Exchange Program• Friendships• Memberships• Partnerships• Vocations• Volunteers

ROTARY CLUB OF WOODLAND - PRIORITIES



COMMUNITY NEEDS

- Scott Hill Park & Sports Complex will be located in Woodland, WA, serving both Cowlitz and Clark Counties.
- With direct I-5 access, the park will be easily accessible as far north as Longview and as far south as the Portland-Vancouver metropolitan areas.
- For tournament play the park may draw participants extending to all of western Washington and beyond.
- The 2015 population of both Cowlitz and Clark counties is estimated at 554,000 residents with projected population growth to 619,800 (6.4%) over the next 10 years.
- To best serve the growing community of both Cowlitz and Clark counties, a public space with quality of life and economic development benefits is needed.



SCOTT HILL PARK AND SPORTS COMPLEX

- The Rotary Club is partnering with the City of Woodland to develop and construct a much needed park and sports complex on 45 acres of land at the top of Scott Hill.

- The Scott Hill Park & Sports Complex will provide a safe place for youth and adult sports & outdoor activities including fields for baseball, softball, soccer, youth football, lacrosse and ultimate frisbee. The park will include grassy areas for leisure and play, playground areas for younger children, permanent restroom facilities, open and covered picnic areas and a walking & fitness trail for all ages and fitness levels.



SCOTT HILL PARK DESIGN

- 16.1 acres of turf and grass multi-use athletic fields
- Battling Cages with netting and fencing
- Dugouts
- Interactive ADA Playground
- Picnic areas
- Large covered area, approximately 100' x 60', including restrooms
- Concessions facility with capacity for grilling and deep frying
- Small covered area, approximately 40' x 30'
- Bleachers
- Walking trail with workout stations
- Parking
- Field lighting for all fields
- Donor recognition areas/items



**SCOTT HILL PARK
AND SPORTS COMPLEX**

Enhance Quality of Place

**Improve Community
Health & Fitness**

**Economic Development
from Regional Visitors**

**Safe and Productive Place
for Youth**

TOTAL STRATEGIC NEED

\$10,000,000

THE FEASIBILITY STUDY

- From June through September 2015, Westby Associates, Inc. conducted a feasibility study on behalf of Rotary Club of Woodland.
- A total of 40 interviews were conducted from a pool of over 100 prioritized contacts.
- Feasibility interviews sought to gather feedback on Rotary Club of Woodland's mission, vision, priorities and funding gaps. Feedback included potential financial support to build a new park and sports complex in Woodland, Washington.

POTENTIAL SUPPORT

Number of Potential Commitments:

20

Range of Potential Support:

\$391,600 - \$2,536,500

OPINION LEADERS

92% Aware of the Rotary Club of Woodland and the services they provide

86% Importance of increasing community awareness regarding the Scott Hill Park project

85% Importance of Rotary Club of Woodland partner with the City of Woodland and other potential community partners

82% Aware of Rotary Club of Woodland's vision to be a regional community that furthers growth with a strong economic base, improved quality of life, and healthy population as well as an international community that is enhanced through Rotary

81% Importance of Rotary Club of Woodland providing the leadership and support for a community park and sports complex

78% Supportive of Rotary Club of Woodland pursuing a capital campaign to develop Scott Hill Park & Sports Complex

78% Importance that Rotary Club of Woodland grow its service projects and expanded outcomes from fundraising and public information to support a major recreation project such as Scott Hill Park

WEIGHTED TREND ANALYSIS

The range of potential support is directly linked to the feedback collected in this study. Feedback is categorized in two sections: Issues and Accolades.

Issues and Accolades have each been weighted according to two factors:

- 1) Percentage of market sample
- 2) Potential of financial support

To the extent that the issues and accolades identified and weighted in this study can be effectively addressed, the high end of the gift range will be achieved.

The opposite is also true.

ISSUE #1

Competing capital campaigns in a small community:

ISSUE #2

The range of potential support (\$391,100 - \$2,536,500) represents only 4% - 25% of the \$10 million goal.

ISSUE #3

Prevailing wage requirement

If the campaign received State of Washington or government funding, prevailing wages must be followed.

ISSUE #4

Concern about the care and maintenance of the Park & Sports Complex

RESPONSE TO ISSUE #1

Rotary Club of Woodland supports and acknowledges the local YMCA pool project and Woodland library campaign and encourages local pool and library campaign leadership to secure necessary funding to begin the build-out of both projects. Based on the recommendation from this report, Rotary Club of Woodland plans to move ahead with a phased approach (see Issue Number 2) focused on site development and due diligence related to public funding and limited outreach to feasibility respondents that noted potential support.

RESPONSE TO ISSUE #2

Westby Associates, Inc. recommends phasing the campaign to an immediate focus on a \$2.1 million site preparation scope of work. Feasibility does support this goal, assuming \$1.5 million from the State of Washington, and approximately \$600,000 from potential private philanthropy as identified in the study.

RESPONSE TO ISSUE #3

The Scott Hill Park project is sited on land owned by the City of Woodland and already requires adherence to State of Washington prevailing wage guidelines.

RESPONSE TO ISSUE #4

As the City lacks the resources to take direct responsibility for the day-to-day management of the park and sports complex, Rotary Club of Woodland will recommend an on-going management approach.

- Consider contracting management responsibility to a non-municipal entity; based on cost effectiveness, efficiency and availability of specialized expertise.
- Rotary Club of Woodland will focus on specific strategies for contracting out management duties, whether to a for-profit or nonprofit organization.

ACCOLADES

- 92% of respondents surveyed know Rotary Club of Woodland and the services that Rotary Club of Woodland provides
- Rotary Club of Woodland is viewed favorably (78%) in pursuing a Capital Campaign to develop Scott Hill Park

SUMMARY & CONCLUSIONS

It is apparent that not all campaigns cited in the Issues section can be successful at the same time. Compounding this concern is the limited range of support identified in this study that is significantly less than the \$10,000,000 goal tested.

One viable way for Rotary Club of Woodland to continue the Scott Hill Park Campaign activity into 2016 is with a phased approach that would accomplish ground preparations, architectural preparations and renderings along with local philanthropy, governmental grants and potential corporate support as identified in feasibility.

RECOMMENDATIONS

1. Proceed with Phase 2 (approximately \$2.1 million) focusing on site preparations, renderings, etc.
2. Continue work with State Representative Ed Orcutt and other elected to advance and support the \$1.5 million public funding request.
3. Refine local government grant approaches as encouraged through this study by the City of Woodland and Cowlitz County.
4. Proceed with grant requests to appropriate interested foundations from the study.
5. Contact all potential donors as identified in the study to determine viability in leveraging public funding request.
6. Identify a communication strategy and FAQ response (Frequently Asked Questions) to inform and update the local community; post feasibility completion and report.

QUOTES FROM STUDY

- "It is unclear to me how both campaigns can take place at the same time. The pool appears to be shovel ready and ready to go."
- "Not in its present form-the 'pool' should be built first."
- "As someone that is making a leadership pledge to the Pool project, I am overwhelmingly against this project moving forward now exclusively for reasons of timing."
- "We are already committed to the pool project and will not consider funding another grant until that project is complete."
- "I think right now what I see in Woodland is different groups pursuing competing interests."
- "I think the sports complex is more easily managed in phases than what is envisioned by the YMCA proposed project."
- "It does not resonate high with me as a sports complex. I see the use and value but I also think there might be higher priorities."
- "It will take the whole community to make it happen."
- "Locally ...it does not seem to get done....for example; I have very little confidence in a local organization grinding alone (the pool project)."
- "Needs more awareness."
- "I have looked at the Port of Kalama having a funding source, love the idea."
- "Expensive project and all potential sources need to be tapped."
- "If Rotary Club of Woodland is going to be the drive ...they need to continue this into the future ...so it goes without saying that they need to help with ongoing stewardship."

QUOTES FROM STUDY CONT.

- "It will take a number of people and organizations in the local community to make this work."
- "The community needs to step up and donate if this project is going to be a reality."
- "Communication and Education is much needed if you are going to reach your goal."
- "Has to be a private public partnership."
- "Reason: I don't know that there could be another partnership to help with the burden of such a huge campaign and impacting a small(er) club such as Rotary Club of Woodland. With that said, another organization could be very helpful as a working partner to fulfill this project, the City has limited availability."

ADDITIONAL COMMENTS

THANK YOU
