

CHESTER BOWL CHALET RENOVATION

CAPITAL CAMPAIGN LEADERSHIP OPPORTUNITIES



CHESTER BOWL IMPROVEMENT CLUB



Contents



Introductory letter 3

Executive Summary 4

Chester Bowl Capital Campaign Structure 5

Capital Campaign Fundraising Co-Chair Volunteer Description 6-7

Communications Chair Volunteer Description 8-10

Building Design Chair Volunteer Description 11-12

Timeline 13-15

Board of Directors Listing 16

Brochure 17-18



August, 2016

A 5 year old's beaming smile as they ride up the chairlift for the very first time. A 13 year old volunteer cadet's pride at being by their side and teaching them how to ski. Fulfilling our Summer Adventure Program promise to parents "to return their children at the end of the day tired, happy, and dirty", keeping kids outside and active during summers while they forge new friendships. A family receiving a full scholarship with no questions asked so that they can enjoy our programs even after having one parent laid off from work.

These are all examples of meeting our mission "to promote sustainable, quality programs for all Chester Bowl Park users in a healthy and safe environment." As the non-profit running programming in the City of Duluth Chester Bowl Park, the Chester Bowl Improvement Club (CBIC) is proud to change lives through our winter ski and snowboard program, our Summer Adventure Program, Fall Fest, and through peoples' daily use of the park.

Our programming is in high demand- but unfortunately our chalet does not currently have the capacity to fully meet that demand. During our winter season, the chalet is so packed with skiers and snowboarders warming up between runs that there is often nowhere for people to sit. We have turned away dozens of potential campers from our Summer Adventure Program each year because we don't have enough indoor space to house additional campers when there is inclement weather. In addition, the chalet is under-performing in energy use, has significant upcoming maintenance needs, and does not meet ADA accessibility standards.

Our solution: The Thom Storm Chalet will receive a complete renovation and expansion. Our board and several volunteer committees have been working on the early planning stages for well over a year, but our most challenging tasks remain- raising over \$1 million dollars and facilitating the final design and construction of the building. We are confident that we can achieve these lofty goals- but we need YOUR help! We are assembling a leadership team including four key volunteer roles. Two Fundraising Co-Chairs, a Communications Chair, and a Building Design chair will be supported by the Executive Director as they lead this campaign. Even though these are volunteer roles, they are essential to our campaign success, and we are taking them as seriously as hiring a new employee; that's why there is an application process.

Do you have the skills and talents to help us continue our positive impact on the families of Duluth for generations to come? Please consider applying to be part of our leadership team.

To apply, simply send a cover letter and resume to Dave Schaeffer at the contact info below.

Applications are accepted through September 16th, with volunteers starting work shortly afterwards.

With thanks for your support of Chester Bowl,
Dave Schaeffer
CBIC Executive Director

Scott Mayer
CBIC Club Board President

1801 East Skyline Parkway, Duluth MN 55812
dave@chesterbowl.org; 218-724-9832



Chester Bowl Chalet Renovation Proposal Executive Summary

History: The existing chalet was built in 1973 and dedicated as the Thom Storm Chalet in 2015. The Chester Park mini-master plan was approved in November 2014 with a chalet renovation and expansion as a key component. The Chester Bowl Improvement Club (CBIC) decided in 2015 to move forward as the lead agency to plan that expansion and lead all phases through construction. LHB began working with the CBIC in Fall 2015, and are providing architecture services pro bono through the first phase of planning.

Need: The existing chalet is under-performing in both the environmental aspects and serving the community's needs. The second level is currently shared by an apartment and the area used by skiers in winter. Demands for a larger ski warming area, indoor summer camp space, and community gathering space requires relocation of the apartment to a new third level and expansion of the chalet into the entire second level. The building does not currently meet ADA standards. The size of our building has limited program participation, including many summer camp families being turned away. There is no permanent bridge access near the chalet, with the nearest by the playground and by the soccer fields.

Plan: The Chalet renovation includes several significant changes to the structure of the building, while retaining the "feel" of the traditional Swiss Chalet Style. The residents' apartment will be moved to a new third level, allowing the second level to nearly double the open available space for the ski program, summer camp, and chalet rentals. The cramped concessions stand will be moved and expanded. The bottom level will be reconfigured for larger hallway access, better office space utilization, and expanded storage. We will become accessible by ADA standards through the renovation of existing restrooms, the addition of one additional single stall "family" restroom, and the addition of an elevator. The site immediately around the chalet will benefit from changes to the parking structure and the addition of a permanent bridge near the chalet. The building is currently very inefficient from an energy conservation standpoint, and improvements during redesign are expected to result in a net decrease in energy use despite a larger building.

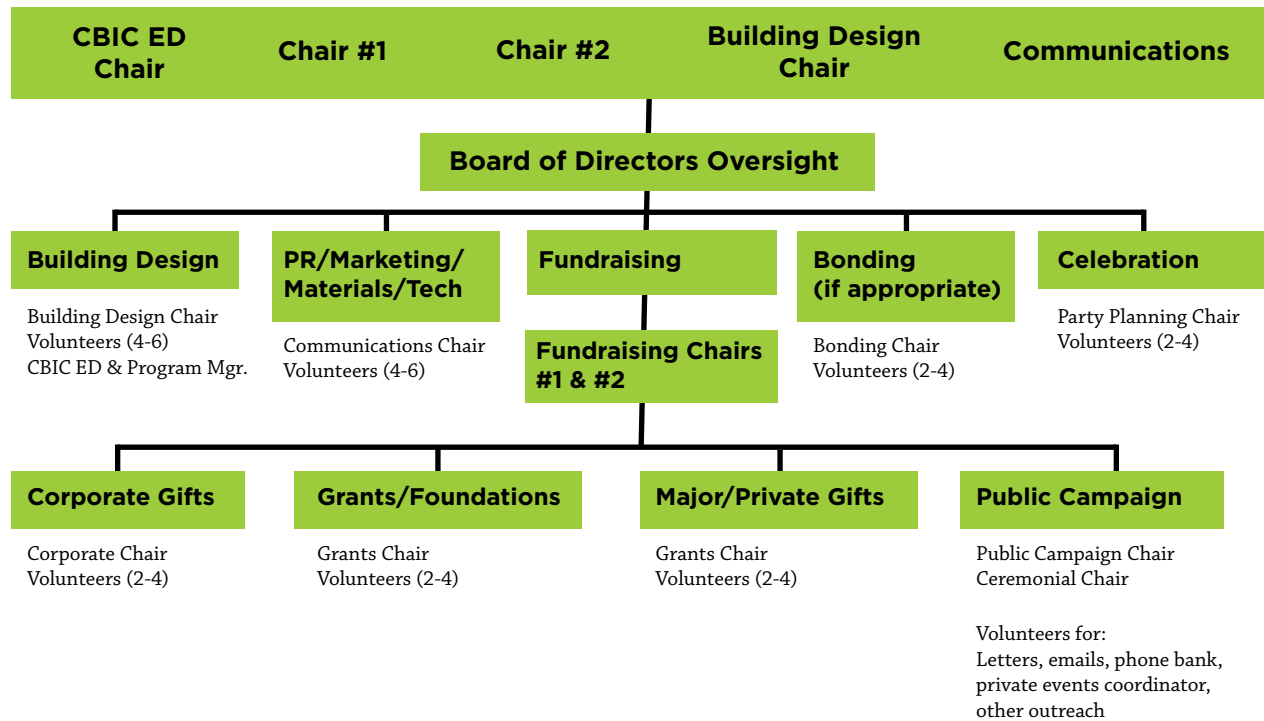
Process: The drafts of the plan went through an extensive public review, as documented on a separate attachment. We actively solicited feedback from park users and park neighbors, and significant adaptation in the plans were made because of that feedback throughout the process.

Funding and timeline: The total project estimate is \$1,132,173. The CBIC plans to lead the fundraising process, including grants, corporate and individual donations, a contribution from the CBIC, and some City funding (which has not been confirmed). Planning began in 2015, with fundraising expected in late 2016 and 2017, design in 2017-2018, and construction in 2018 (ideal) or 2019. The bridge is a significant cost factor, so depending on fundraising, that portion of the project may be pushed back until after the chalet renovation is complete.

Submitted by Dave Schaeffer, Chester Bowl Improvement Club Executive Director
dave@chesterbowl.org; 218-724-9832



Chester Bowl Capital Campaign Structure | Draft 8/01/16





Capital Campaign Fundraising Co-Chair (2) Volunteer Job Description

Position Summary: The Chester Bowl Improvement Club (CBIC) is beginning a \$1-\$1.25 million capital campaign for a major renovation and expansion of the Thom Storm Chalet. This volunteer role, in tandem with the second Co-Chair and Executive Director, is responsible for leading the capital campaign and achieving the financial goal. The Co-Chairs will establish the structure for the campaign, recruit volunteers, make many of the largest financial requests, and support the greater volunteer team.

Chester Bowl Vision Statement: To promote sustainable, quality programs for all Chester Bowl Park users in a healthy and safe environment.

Position Overview:

20% Set-up the infrastructure for the team and the ask, help with communication, etc
60% Motivating and keeping the entire team accountable
20% Making big asks

Position responsibilities:

- The Co-Chairs are the volunteer leaders behind the campaign to solicit \$1-\$1.25 million.
- Responsible for maintaining the morale of the team, being the driving force behind the campaign.
- Oversee other key lead volunteer fundraising chairs and groups: corporate gifts, grants, major private, public campaign, and potentially bonding. Help sub-chairs recruit and supervise a minimum of 8-10 volunteers.
- Set up the playbook of how to create the ask and close a deal.
- Coordinate and/or make many of the largest funding requests.
- Act as a high profile leader, being the public face of the campaign.
- Recruit and oversee other key lead volunteers.
- Work directly with the Leadership Team to accomplish tasks as assigned.
- Establish and maintain campaign timeline and tasks.
- Work with volunteers to develop lists of those to request funds from.
- Ensure all asks are made in a timely manner, ensuring follow-through of other volunteers.
- Request and monitor reporting from those administrating the received funds.
- Provide monthly updates to the Board of Directors.
- Make a personally meaningful donation to the campaign.

This role is for someone who is pleasantly aggressive. The CBIC is looking for someone who can go to a potential donor to confidently ask for \$250K, and is willing to confront and support their team!

Continued on next page



Capital Campaign Fundraising Co-Chair (2) Volunteer Job Description *(continued from 6)*

Resources provided:

The Co-Chairs will receive the support of staff and board. They will have access to a database of current and previous members and donors. They will be a part of building a budget that will be used to help solicit funds with donors.

Time commitment:

15-20 hrs each month for the first 5-6 months.

10 hrs + each month a few meetings a month after the first 6 months.

Planning will begin summer/fall 2016, with fundraising expected to take 1-3 years, and construction completed in one calendar year from the start- 2019, 2020, or possibly 2021. Construction start date depends on completion of the fundraising.

This person is part of the Capital Campaign Leadership Team that reports to the CBIC Board of Directors.

Preferred traits and qualifications:

- Technology
- Comfortable working with spreadsheets (will not need to develop)
- Comfortable utilizing Powerpoint and Word
- Soft skills
- Collaboration skills, works effectively with the Co-Chair and other Leadership Team members, presentation skills, organized, attention to detail, creative, team motivator, trustworthy, follow through
- Experience in sales or fundraising
- Management experience
- Passionate about project/Chester Bowl





Communications Chair Volunteer Job Description

Position Summary: The Chester Bowl Improvement Club (CBIC) is beginning a \$1-\$1.25 million capital campaign for a major renovation and expansion of the Thom Storm Chalet. This volunteer role is responsible for supervising a communications volunteer team which is creating and implementing the communication plan for the campaign, as well as creating all supporting materials for the campaign.

Chester Bowl Vision Statement: To promote sustainable, quality programs for all Chester Bowl Park users in a healthy and safe environment.

Position Overview:

65% Creating and maintaining narrative and campaign materials

25% Extending/promoting our public campaign externally

10% Supervising volunteer team

Position responsibilities:

- The Communication Chair is the lead person in telling our story and creating all promotional materials required. This individual will be presenting our need to the public for our building campaign and they will be creating the tools and the narrative of why we have a need. They will need to build all of our collateral for our messaging, build our playbook/scripts as well as a website and social media.
- Create communication plan for the campaign.
- Work directly with the Executive Director, two fundraising Co-Chairs, the building design chair and the board liaison to accomplish tasks as assigned.
- Create all campaign materials.
- Work with Fundraising Co-Chairs to create scripts for making requests in person and over the phone.
- Create or facilitate the creation of video pieces as required.
- Responsible for social media and website.
- Seek approval of Board of Directors for all published collateral materials, working closely with the Fundraising Co-Chairs.
- Handle all media requests, including making self available at odd hours.
- Work with Executive Director to field general questions about the campaign.
- Write press releases and coordinate media conferences.
- Manage 4-8 volunteers as well as potential vendors/partners. This may include writing and reviewing RFPs.
- Help solicit contractors and suppliers to provide communication products and/or labor at below market rate as a donation to the CBIC.
- This person will work with the Fundraising Co-Chairs for collateral and giveaways.
- Create and coordinate mailing campaign(s).
- Work with Finance Committee Chair to trouble-shoot tech issues in regards to online donation.
- Stay updated on progress of campaign and provide communication updates (written or verbal) for Board of Directors, other volunteers, and meetings as requested.
- Make a personally meaningful donation to the campaign.

Continued on next page



Communications Chair Volunteer Job Description *(continued from 8)*

This position has three distinct phases. Phase one is focused on the creation of needed materials and the communication plan. Phase two is focused on publicizing the public campaign (after the silent phase) and they need to be focused on media opportunities. Phase three is working with the celebration team to share our successes!

Resources provided:

The Communication Chair will receive the support of staff and board. They will be a part of building a budget that will be used to help solicit funds with donors. There may also be the opportunity for the CBIC to purchase software or hardware (computer, camera, etc.) that would then be used for the project and returned to the project.

We do have some memorabilia to work with and there are individuals that can help us with the historical aspect of the project and building that into the communications pieces. The Communications Chair will also have access to Chester Bowl's website, bulk email and social media.

Time commitment:

15-20 hrs each month for the first 5-6 months.

10 hrs + each month plus a few meetings a month after the first 6 months during fundraising.

10 hrs + per month to promote completed project building up to grand opening.

Planning will begin summer/fall 2016, with fundraising expected to take 1-3 years, and construction completed in one calendar year from the start- 2019, 2020, or possibly 2021. Construction start date depends on completion of the fundraising.

This person is part of the Capital Campaign Leadership Team (Co-Chairs, Communications Chair, Building Design Chair, Executive Director, and Board Liaison) that reports to the CBIC Board of Directors.

Continued on next page



Communications Chair Volunteer Job Description *(continued from 9)*

Preferred skills, traits, and qualifications:

- Technology
- Working knowledge of Adobe Creative Suite, graphic design and web design/ website maintenance
- Basic photography/videography knowledge
- Comfortable utilizing spreadsheet, PowerPoint and Word
- Have existing media relations
- Experience marketing for annual or capital campaigns
- Ability to create collateral material
- Experience developing a communication plan
- Strong social media skills, managing multiple social media properties
- Experience working with and managing a budget
- Strong writing/editing skills
- Supportive to other volunteer roles
- Soft skills
- works effectively with the Leadership Team, collaboration skills, organized, strong time management skills, attention to detail, resourceful, creative, confident with public speaking and presentations
- Passionate about the project and Chester Bowl





Building Design Chair Volunteer Job Description

Position Summary: The Chester Bowl Improvement Club (CBIC) is beginning a \$1-\$1.25 million capital campaign for a major renovation and expansion of the Thom Storm Chalet. This volunteer role is responsible for working closely with the CBIC staff, LHB staff (our contracted architect), and construction contractors to ensure that the Thom Storm Chalet design meets the needs of the users while maximizing the impact of available funds.

Chester Bowl Vision Statement: To promote sustainable, quality programs for all Chester Bowl Park users in a healthy and safe environment.

Position Overview:

10% Work as part of leadership team to establish infrastructure for capital campaign

45% Work with LHB and CBIC staff on design phase

45% Assist LHB and CBIC staff in ensuring contractor results during construction phase

Position responsibilities:

- Work with staff to understand the needs of the users and the design process to date.
- Support other Leadership Team members (Fundraising Co-Chairs, Communications Chair, Board Liaison, and Executive Director) in creation of fundraising plan.
- Work directly with LHB and CBIC staff in creation of construction ready documents, maximizing the potential for the building in a cost-conscious environment.
- Work with LHB and CBIC staff in obtaining necessary permits and variances.
- Help solicit contractors and suppliers to provide materials and/or labor at below market rate as a donation to the CBIC.
- Assist LHB and CBIC staff in construction supervision, addressing issues as they arise.
- Attend organizational and planning meetings as requested.
- Make a personally meaningful donation to the campaign.

Resources provided:

The Building Design Chair will receive the support of staff and board. They will have access to a database of current and previous members and donors. They will be a part of building a budget that will be used to help solicit funds with donors.

Continued on next page



Building Design Chair Volunteer Job Description *(continued from 11)*

Time commitment:

2-4 hrs each month during initial fundraising period.

10 hrs + each month during design phase (beginning 3-6 months prior to construction).

15 hrs + each month during construction; requested to be available at odd hours and/or short notice to deal with urgent construction issues.

Planning will begin summer/fall 2016, with fundraising expected to take 1-3 years, and construction completed in one calendar year from the start- 2019, 2020, or possibly 2021. Construction start date depends on completion of the fundraising.

This person is part of the Capital Campaign Leadership Team that reports to the CBIC Board of Directors.

Preferred traits and qualifications:

Expertise in planning, construction, or building design

Experience working with similar projects

Management experience

Passionate about project/Chester Bowl

Technology

Comfortable working with spreadsheets (will not need to develop)

Comfortable utilizing Powerpoint and Word

Soft skills

Excellent collaborator, works effectively with the Leadership Team, organized, attention to detail, creative, team motivator, trustworthy, follow through





Chester Bowl Capital Campaign Timeline

Please note that phases may overlap. Steps within a phase will definitely overlap and are not necessarily listed sequentially

Updated 8/01/16

Phase One: Pre-search, project feasibility (Nov 2014- 2015)

- Final Approval of Mini-Master Plan
- Approval of Board of Directors to begin project
- Assignment of Development Committee to spearhead/initiate project
- Hiring of Architect

Phase Two: Public input and planning (Fall 2015 through 2016)

- Planning of building
 - Meetings with LHB and Key Stakeholders
 - Three public meetings
 - Final Estimate on Cost
- Determine campaign budget
- Design Case for Support (3-5 page summary document)
- Approval of Duluth Parks Commission (Complete! April 20)
- Approval of Duluth Planning Department Variances (Late Fall 2016?)
- Approval of Duluth City Council (UPDATE: ONLY IF APPEALING PLANNING DECISION)
- Creation of timeline and steps for completion
- Design of Capital Campaign
 - Funding plan and donor matrix
 - Outline of plan
 - Determination of benefits/recognition for each level of donor
 - Determination length of pledge period
 - Creation of capital campaign team and structure
 - Create job descriptions
 - Establishing infrastructure:
 - Bank accounting
 - Pledge system (how many years?)
 - Online donations capability
- Final determination from CBIC Board: do we move forward?
- Determination of FTE of Executive Director Role (Role switched to FT as of 8/1/16)
- Draft/determine campaign policies and procedures (w/Finance committee?)
- Recruit campaign chairs
- Recruit volunteers for lead campaign roles
- Recruit all volunteers for campaign roles
- Develop campaign communications plan
- Write proposal copy for lead and advance gifts
- Begin regular campaign leadership team meetings

Continued on next page



Chester Bowl Capital Campaign Timeline *(continued from 14)*

Phase Three: Quiet Campaign (early 2017)

- Create marketing materials
 - Decide if we want to work with an external company to turn communication plan into a product
- Secure Staff and board member commitments
- Determine CBIC contribution
- Negotiate with City of Duluth for contributions
 - Parks and Rec Department
 - Sustainability Department
 - Bridge Donation
 - Road work
- Develop prospect list
 - Corporate
 - Private/Individual
 - Grants
- Approach identified donors at highest levels
 - Corporate Lead and Large gifts
 - Private and individual Lead and Large gifts
 - Develop personalized solicitation strategies for each lead gift
 - Prepare individualized proposals for each lead gift
- Begin Grant applications

Phase Four: Public Campaign (2017)

- Re-visit communications plan
- Finalize materials for public campaign
- Begins when 50-70% of funding secured
- Media event
- Solicit Medium and Small individual gifts
- Mass letters go out
- Phone bank
- E-solicitations
- Donor events (one volunteer leads private events for group of friends and associates with goal of fund-raising for CBIC)
- Public events and gatherings
- Continue to identify, cultivate, and re-evaluate lead gift prospects

Phase Five: Design and Construction (design Fall 2017/Winter 2018; construction Spring-Fall 2018)

- Design work with LHB for construction-ready plans (about 3 months)
- Solicit bids for vendors
- Solicit donations of materials and labor (also part of Phase Three)

Continued on next page



Chester Bowl Capital Campaign Timeline *(continued from 15)*

Phase Six: Celebration!

- Media event and tours
- Stewardship of donors (plaques and other public and private recognition)
- Thom Storm Chalet Grand Re-Opening party
- Actively collect all final outstanding pledges
- Create system to monitor pledges due in future
- All final thank-you notes and receipts sent
- All final reporting
- Post-campaign communications plan
- Dave takes a vacation





Chester Bowl Improvement Club Board of Directors

CHAIR :

Scott Mayer

packman672004@yahoo.com
Chris Jensen Health and
Rehabilitation Center,
Registered Nurse

VICE CHAIR :

Amy Kranig

amykduluth@gmail.com
Edina Realty

TREASURER :

Jenny Jackson

jjskinut@hotmail.com
Benedictine Health System,
Regional Director of Finance

SECRETARY :

Ann Myers

duluthmyers@msn.com
ann.myers@essentiahealth.org
Essentia Health, Physical Therapist

Kelly Bartz

kelly@intectural.com
Intectural, General Manager

Jim Gears

jgears@cpinternet.com
Dougherty Funeral Home,
Funeral Director

Kevin Rappana

krappana@remax.net
Hanft Fride, D.A., ReMax

Todd Baumann

skipatroltodd@gmail.com
Common Ground Construction,
Chief Operations Officer

Andrea Mistelske

andrea.mistelske@gmail.com

Chris Hill

christopher.hill1@usbank.com
Vice President, Director of
Recruitment, US Bank

Rachel Loeffler-Kemp

loefra01@luther.edu
Community Services Director,
Head of the Lakes United Way

STAFF :

Dave Schaeffer

dave@chesterbowl.org
Chester Bowl Improvement Club,
Executive Director

Sam Luoma

sam@chesterbowl.org
Chester Bowl Improvement Club,
Program Operations Manager





About Chester Bowl

Chester Bowl is a beautiful 117-acre park in Duluth, MN. In the winter the alpine hill, with a double chair lift and 175 feet of drop, handles up to 960 skiers per hour. The park also features ice skating, as well as 3 km of intermediate cross-country ski trails with a mix of woods, glade and a scenic overlook of the city and lake. During the summer Chester Bowl has exciting youth programs and concerts. It also features beautiful hiking trails, fishing and soccer fields.

Visit online Keep up with events at Chester Bowl by visiting **chesterbowl.org** and signing up for e-mail announcements.

The Chester Bowl Improvement Club (CBIC) is a not-for-profit organization whose purpose is to facilitate and promote sustainable, quality programs for all Chester Bowl Park users in a healthy and safe environment. The CBIC is perhaps best known for its youth downhill ski program, but also provides year-round programs and events for young and old alike. CBIC further provides management for the park, operates the ski lift, and contributes park facilities such as the new playground equipment.

These wonderful experiences at Chester Bowl would not be possible without the dedicated efforts of many volunteers. Commitment to our park environment and to our youth is shared by CBIC members and many friends from the community who donate their time and abilities to provide these opportunities for everyone. If you or your family enjoys Chester Bowl and you would like to help ensure it remains a treasured center of the community, please contact **volunteer@chesterbowl.org** to learn about opportunities to volunteer.

Financial support is also crucial to keep the programs and equipment operating. If your family has benefitted from Chester Bowl in the past, you can still contribute and ensure that future generations can enjoy this great resource. Read stories from people who appreciate Chester Bowl on our website at **chesterbowl.org/stories**



History

In 1888 Duluth's City Council created four city parks, with one being Chester Park, located between Skyline Parkway and St. Scholastica, and 14th and 18th Avenue's East. The park was named for Charles Chester, one of the earliest homesteaders in Duluth's East End.

In 1908 the Duluth Ski Club was officially incorporated. Among its objectives were to "create, develop and maintain the sport of skiing in the city of Duluth" and to "cooperate with the Parks and Recreation Department of the City of Duluth in the development of the area known as Chester Bowl."

In 1924 additional land near Chester Bowl was purchased by the Duluth Ski Club and donated to the city, and the 115-foot "Big Chester" wooden ski slide was built. The first tournament was held on January 14, with Barney Riley of Coleraine winning with a jump of 137 feet.

In 1977 the playing field at Chester Bowl was the site of the area's first soccer tournament. Teams from East, Central, Denfeld and Cathedral vied for the championship.

In 2008, because of financial difficulties, the City of Duluth was no longer able to fund the Chester Bowl Ski Program through the Parks and Recreation Department. The Chester Bowl Improvement Club, which had existed as a support mechanism, assumed operation of the ski program. With its many dedicated volunteers, the ski program and CBIC's other programs continue successfully.



Programs

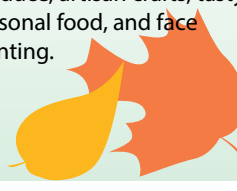
Winter Ski Program. A ski program for all ages, with an emphasis on youth downhill ski development and a weekend race program.



Adventure Day Camp. This summer program provides area youth with exciting field trips, time in the Chester Bowl woods, talent shows, water slide trips and more.

Chester Park Fall Festival.

An annual celebration of nature's bounty that showcases fresh local produce, artisan crafts, tasty seasonal food, and face painting.



Chester Creek Concert Series.

Each summer on Tuesday evenings, in partnership with the Duluth Parks and Recreation Department, Chester Bowl brings in various artists from the blues, rock, country, show and folk genres for an outdoor, family-friendly performance.



CHESTER BOWL IMPROVEMENT CLUB
CHESTERBOWL.ORG