



DESERT DISCOVERY CENTER
Preliminary Strategic Planning Report
Prepared for the City of Scottsdale – Contract 2015-234-COS



1...MISSION



Mission Statement and Visioning



MISSION STATEMENT

Educate and inspire
a global audience to value,
thrive in, and conserve
desert environments
through transformative
experiences based on
scientific studies
in Scottsdale's McDowell
Sonoran Preserve and
from around
the world

1. MISSION

Mission Statement and Visioning

Desert Discovery Center Scottsdale coordinated two workshops to determine a course for the mission, vision and values of the Desert Discovery Center. The purpose was to keep the team focused during proposal development and eventually to communicate externally what the Desert Discovery Center is and intends to do.

Mission/Vision Workshop I...Feb. 22, 2016

3 Hours – Cattletrack Arts Compound, Scottsdale • Facilitator: Dan Gruber

INVITED STAKEHOLDERS:

- Desert Discovery Center Scottsdale Board Members (past and present): Christine Kovach, Melinda Gulick, Dan Gruber, Lynne Lagarde, Dick Bowers, Joan Fudala and Mike Surguine
- Desert Discovery Center Scottsdale Advisory Board: Dr. Art DeCabooter, John Flicker
- Desert Discovery Center Scottsdale Staff Members: Bill Peifer, DeEtte Person, Randy Schilling, Cecilia Riviere, Sam Campana, Dr. Robert Breunig
- Consultants: Bob Brais, ConsultEcon; Jeremy Chase, STRUCK; Michelle Olson and Linda Obele, Fingerpaint Marketing
- City of Scottsdale: Gary Meyer (Project Manager), Kroy Ekblaw (Preserve Manager) and Steve Geiogamah (Tourism Development Commission Liaison)
- Arizona State University: Duke Reiter
- McDowell Sonoran Conservancy: Mike Nolan, Rich Cochran, Jack McEnroe, Greg Kruzel, Paul Staker
- McDowell Sonoran Preserve Commissioner: Mike Milillo
- Scottsdale Convention & Visitors Bureau (now Experience Scottsdale): Rachel Sacco and Jack Miller
- Tourism Development Commissioners: David Scholefield, Robb McCreary

Workshop attendees received a general overview of the Desert Discovery Center project. They received various materials, including multiple examples of mission and vision statements of local and national community nonprofit organizations and the Phase II Study Mission Statement for comparison. They were then segmented into five diverse working groups (splitting up representatives from the same organization) and worked on the creation of a new mission statement by first determining “raw material” terminology.

In analyzing the results from the session, common elements among the five groups emerged (with the Phase II mission statement as a proxy sixth group). All feedback was documented. Following are the common elements amongst the groups:

WHO/WHAT/WHERE

- People (all-inclusive, multigenerational)
- McDowell Sonoran Preserve
- Desert/arid environments

OUTCOMES

- Respect/value/connect with the desert
- Adaptation/transformation/change in behavior
- Global reputation

1. MISSION

Mission Statement and Visioning

ACTIONS

- Immersive/hands-on/changing experiences
- Research/scientific study/citizen science
- Education
- Repeat visits

ADJECTIVES

- Global
- Transformative
- Dynamic
- Authentic/of this place

Table A below includes the draft mission statements proposed by each working group for consideration. Statements were noted by the number of words included, as well as the number of votes each received amongst the participants.

	WORDS: 37 • VOTES: 24	WORDS: 34 • VOTES: 11	WORDS: 35 • VOTES: 12
WORDS: 19 • VOTES: 6 Educate and inspire people to value and thrive in desert environments through transformative experiences based on global scientific studies.	Educate, enlighten and inspire people of all ages from all over the world to value, adapt to and conserve desert arid environments through dynamic, interactive, entertaining experiences and global scientific study based in the McDowell Sonoran Preserve.	WORDS: 24 • VOTES: 16 Educate and inspire people to foster deeper connections to desert (arid?) environments through scientific studies and authentic, transformative Sonoran Desert experiences in a global context.	Inspire, educate and delight a global, intergenerational audience to value Scottsdale's McDowell Sonoran Preserve and other desert environments through authentic, transformative experiences based on global scientific study, resulting in life-changing attitude and actions.
			WORDS: 13 • VOTES: 3 Transform people of all generations through educational and entertaining experiences about arid environments.
			Change the thinking and behavior of current and future generations and to foster deeper connections to the Sonoran Desert and global arid environments through authentic and transformative experiences based on research and learning through play.

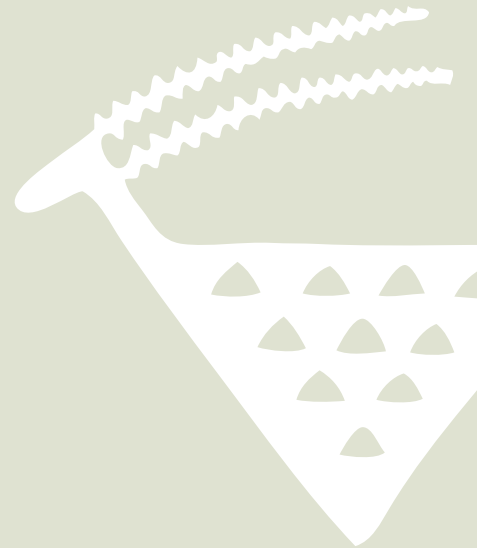
There was a great deal of overlap amongst the mission statements. Phrases that appeared repeatedly in the mission statements included:

- Educate and inspire people
- Value, adapt to, conserve, have deeper connections with
- Sonoran Desert
- McDowell Sonoran Preserve
- Desert environments
- Authentic, transformative experiences
- Global scientific study

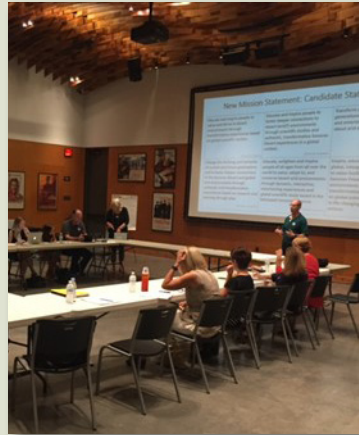
Following is the draft Desert Discovery Center mission statement for the Desert Discovery Center from Workshop I:

“Educate and inspire a global audience to value, thrive in, and conserve desert environments through transformative experiences based on scientific studies in Scottsdale's McDowell Sonoran Preserve and from around the world.”

TABLE A



REVEAL THE HIDDEN DESERT



EDUCATE AND INSPIRE PEOPLE TO CONSERVE AND THRIVE IN DESERT ENVIRONMENTS

1. MISSION

Mission Statement and Visioning

Mission/Vision Workshop II...Aug. 12, 2016

3 Hours – Western Spirit: Museum of the West, Scottsdale • Facilitator: Dan Gruber

INVITED STAKEHOLDERS:

- Desert Discovery Center Scottsdale Board Members (past and present): Christine Kovach, Melinda Gulick, Dan Gruber, Lynne Lagarde, Dick Bowers, Joan Fudala and Mike Surguine
- Desert Discovery Center Scottsdale Advisory Board: Dr. Art DeCabooter, John Flicker
- Desert Discovery Center Scottsdale Staff Members: Bill Peifer, DeEtte Person, Randy Schilling, Cecilia Riviere, Sam Campana, Dr. Robert Breunig
- Consultants: Bob Brais, ConsultEcon; Tom Hennes, Amanda White, Phillip Drew, Thinc Design; Michelle Olson and Linda Obele, Fingerpaint Marketing
- City of Scottsdale: Gary Meyer (Project Manager), Kroy Ekblaw (Preserve Manager), Steve Geiogamah (Tourism Development Commission Liaison), Karen Churchard (Tourism Specialist)
- Arizona State University: Duke Reiter and Janet Holston
- McDowell Sonoran Conservancy: Mike Nolan, Rich Cochran, Jack McEnroe, Greg Kruzel, Paul Staker
- McDowell Sonoran Preserve Commissioner: Mike Milillo
- Scottsdale Convention & Visitors Bureau (now Experience Scottsdale): Rachel Sacco and Jack Miller
- Tourism Development Commissioners: David Scholefield, Robb McCreary

Workshop participants, including experience designer consultant Thinc Design, gathered at the Museum of the West to further define the Desert Discovery Center Mission and Vision and Experience. Attendees came to sufficient agreement about direction and scope to guide future work. Agreement was accomplished by discussing two main “ranges of possibility”:

1) Education – Transformation – Action

The primary focus is education, but if done well it should lead to changes in how people think about the desert (transformation) as well as intrigue and delight them. Changing people’s behavior (encouraging them to act) is a further step that we want to achieve.

Tom Hennes, Thinc Design, talked about the importance of getting people to “do things” in the facility. The group also discussed extending that into the Preserve (guided hikes, participation in field research, etc.) and elsewhere/anywhere via web-based applications, games, etc.

2) Preserve/Sonoran Desert – Arid environments – Desertification

The primary focus is the McDowell Sonoran Preserve as a gateway into the Sonoran Desert. By comparing and contrasting the Sonoran Desert with other global deserts, we can broaden the context and introduce “lessons learned” elsewhere (technology, cultural and social changes, food/clothing, etc.) that would be relevant here. Hosting global symposia and bringing in scholars/speakers from elsewhere also would expose residents and visitors to global thinking and bring recognition to Scottsdale.

The group discussed its common desire to increase the visibility of the Preserve nationally and globally as a site for research, discussion and innovation about desert environments, water management and the urban/open space interface.

1. MISSION

Mission Statement and Visioning

In each case, discussion described three portals (perhaps both literal and figurative), through which visitors proceed to further their knowledge and exploration of global deserts and desertification. The last portal would focus on actions guests could take and adaptations they could make that would benefit them, society and the environment. Ideas included: feel/delight – know/understand – change/do.

The team discussed more specific experience design throughout the workshop. In the first and second portals, the focus would be to reveal the hidden desert – things that normally can’t/won’t be seen even by those able to get into the desert. These include:

- The day/night cycles of life (which change with the seasons)
- Monsoon storms vs. extreme dryness (including the smell of the wet desert)
- What things look like inside/underground/from above (microscopic as well as large scale views)
- Access to things that normally are inaccessible due to separation in time, distance and rarity as well as the inter-relationships that start with the rocks and continue through human presence (such as protected hieroglyphics you could access virtually)

Workshop attendees agreed on the importance of human interlocutors when dealing with young people who are a significant target audience. The objective is to facilitate direct engagement with the content/technology/experience. This also may include using indigenous storytellers to describe their knowledge of the desert and ways of living in it. The team also agreed that it would be ideal to include subject matter experts (scientists, grad students, etc.) at interpretive stations in the facility and within Desert Discovery Center programming.

Workshop participants also reviewed and discussed the Mission/Vision/Tagline. (See Sidebar)

Workshop participants agreed on the following conclusions:

- Use the word “desert” rather than “arid.” The former is less intimidating and more familiar than the latter.
- Don’t focus solely on human adaptation, sustainability, etc. The point is that life should flourish in the desert, not just humans.
- “Convince and assist” are weak words to use in describing the vision. Consider “educate and inspire.”

There were several specific suggestions for the Desert Discovery Center vision:

- Reveal the hidden desert
- Educate and inspire people to conserve and thrive in desert environments
- Life flourishes in the desert
- Be a gateway that educates, delights, inspires and empowers generations of stewards to thrive in the desert
- The Desert Discovery Center shouldn’t be a place that shows things to visitors (“watch and be amazed”) but rather a place where visitors can explore things and make discoveries through their exploration

The group concluded that at this time there wasn’t a need to produce new drafts of the mission and vision. Collectively, everyone agreed on the general direction – a focus on education about the Preserve and the Sonoran Desert in a new way, but also going beyond that – geographically to world deserts, temporally to future desertification and behaviorally to creating positive change.



THE BRAND

Provocative
Inspirational
Engaging
Fascinating
Creative
Active

2...DEFINING SUCCESS & EXPERIENCE



2. DEFINING SUCCESS & EXPERIENCE

Defining Success

On April 4, 2016, Desert Discovery Center Scottsdale coordinated a workshop with all stakeholders invited to the initial Mission/Vision workshop. The purpose was to establish a common definition of success and progress benchmarks for the Desert Discovery Center project. Robert Brais of ConsultEcon, Inc. the consultant tasked with the Desert Discovery Center business plan, facilitated the workshop.

Defining Success Workshop, April 4, 2016, 8 – 11 am

3 Hours – Cattletrack Arts Compound, Scottsdale • Facilitator: Robert Brais and James Stevens, ConsultEcon, Inc.

INVITED STAKEHOLDERS:

- Desert Discovery Center Scottsdale Board Members (past and present): Christine Kovach, Melinda Gulick, Dan Gruber, Lynne Lagarde, Dick Bowers, Joan Fudala and Mike Surguine
- Desert Discovery Center Scottsdale Advisory Board: Dr. Art DeCabooter, John Flicker
- Desert Discovery Center Scottsdale Staff Members: Bill Peifer, DeEtte Person, Randy Schilling, Cecilia Riviere, Sam Campana, Dr. Robert Breunig
- Consultants: Bob Brais, ConsultEcon; Jeremy Chase, STRUCK; Michelle Olson and Linda Obele, Fingerpaint Marketing
- City of Scottsdale: Gary Meyer (Project Manager), Kroy Ekblaw (Preserve Manager) and Steve Geiogamah (Tourism Development Commission Liaison)
- Arizona State University: Duke Reiter and Janet Holston
- Convention & Visitors Bureau: Rachel Sacco and Jack Miller
- McDowell Sonoran Conservancy: Mike Nolan, Rich Cochran, Jack McEnroe, Greg Kruzel, Paul Staker
- McDowell Sonoran Preserve Commissioner: Mike Milillo
- Tourism Development Commissioners: David Scholefield, Robb McCreary

Bob Brais and James Stevens facilitated the workshop and led the group through a discussion of the following topics:

- What people, places, organizations, groups will the Desert Discovery Center serve?
- What activities do you envision occurring at the Desert Discovery Center?
- What benefits can Desert Discovery Center create?
- What are Measures of Success?
 - Individual Visitors
 - Community
 - Partner Organizations
 - McDowell Sonoran Preserve
 - Desert Discovery Center

The findings are outlined in the following ConsultEcon report.

Defining Success



MISSION / VISION WORKSHOP

OUR APPROACH

*Encourage social
engagement and
intergenerational learning
for families,
with experiences,
interactivity and live
programming*



2. DEFINING SUCCESS & EXPERIENCE

Defining Success

Conclusions included:

For individuals, defining success can be measured at multiple levels: happiness, financial, psychological, popularity, recognition, family and health. For a new institution, defining success has many of the same characteristics.

The Desert Discovery Center Defining Success Workshop related many ways that the Center can be successful. At its heart, the vision is that the Desert Discovery Center will be the most important environmental education and research center in the world focused on desert living and arid lands. Criteria for success included:

- Local schools, elementary, high schools and colleges will see the Desert Discovery Center as an asset.
 - Workshop attendees felt the Desert Discovery Center would impact residents, tourists, elementary and high schools and college education. What is offered at the Desert Discovery Center should strengthen teachers' knowledge of ecologic systems and lead to broader understanding of science, technology, engineering and mathematics (STEM). Students of all ages would have a resource at the Desert Discovery Center to see first-hand what was covered in the classroom or presented in scientific journals.
 - The Desert Discovery Center could be transformative by changing science learning in local schools and by motivating the study of science and desert environments.
- The Desert Discovery Center would make significant contributions to locals' and tourists' knowledge of "living in the desert."
 - The Desert Discovery Center is projected to be popular with Scottsdale residents. It will introduce people to the Sonoran Desert who have never been to the McDowell Sonoran Preserve, even though their sales taxes went to purchasing those 30,000+ acres.
 - The Workshop participants thought that when residents and their families know more about the desert we live in, the benefits would include a greater appreciation of and love for the desert. Taking family visitors to the Desert Discovery Center would be an expression of community pride and an example of the quality of life in Scottsdale.
 - Some attendees thought tourists would be encouraged to stay another night in the area to visit the Desert Discovery Center.
- As the home for the ASU Global Drylands Institute, it will be a pre-eminent research center, maybe unique in the world with that focus.
 - Workshop attendees expect the Desert Discovery Center to affect policy decisions through strong partnerships with local colleges, industries and other environmental agencies studying arid lands.
- It can provide and assist in the resource management of the McDowell Sonoran Preserve.
 - Resource management was a concern of several people in the workshop. This attitude was prevalent in the minds of long-time Scottsdale and Valley residents who frequently visit the Preserve. There has been a noticeable decrease in rainfall and in the blooming patterns of plants. What are the trends and what is coming next? ASU's Global Drylands Institute is considering these issues and other related changes to climate patterns.

2. DEFINING SUCCESS & EXPERIENCE

Defining Experience

Desert Discovery Center Experience Workshop, April 4, 2016, 11 am – 1 pm

2 Hours – Cattletrack Arts Compound, Scottsdale • Facilitator: Jeremy Chase, STRUCK

INVITED STAKEHOLDERS:

- Desert Discovery Center Scottsdale Board Members (past and present): Christine Kovach, Melinda Gulick, Dan Gruber, Lynne Lagarde, Dick Bowers, Joan Fudala and Mike Surguine
- Desert Discovery Center Scottsdale Advisory Board: Dr. Art DeCabooter, John Flicker
- Desert Discovery Center Scottsdale Staff Members: Bill Peifer, DeEtte Person, Randy Schilling, Cecilia Riviere, Sam Campana, Dr. Robert Breunig
- Consultants: Bob Brais, ConsultEcon; Jeremy Chase, STRUCK; Michelle Olson and Linda Obele, Fingerpaint Marketing
- City of Scottsdale: Gary Meyer (Project Manager), Kroy Ekblaw (Preserve Manager) and Steve Geiogamah (Tourism Development Commission Liaison)
- Arizona State University: Duke Reiter and Janet Holston
- Convention & Visitors Bureau: Rachel Sacco and Jack Miller
- McDowell Sonoran Conservancy: Mike Nolan, Rich Cochran, Jack McEnroe, Greg Kruzel, Paul Staker
- McDowell Sonoran Preserve Commissioner: Mike Milillo
- Tourism Development Commissioners: David Scholefield, Robb McCreary

Workshop attendees received a general overview of the Desert Discovery Center project and reviewed the work completed at the Feb. 22, 2016 Mission/Visioning Workshop. The meeting agenda included the following discussion segments with group deliberation and distillation:

- The Desert Discovery Center Brand
- The Desert Discovery Center Ideal Visitor
- Desert Discovery Center Attributes
- Defining Success

STRUCK provided the following Group Exercise Recap:

FACTOR 1: THE BRAND

The first facet of defining the Desert Discovery Center experience is an initial sense of what the Desert Discovery Center Brand gets to be. While the purpose of the exercise was not to arrive at a final decision, it was helpful to get a first impression from Desert Discovery Center stakeholders of what the brand's personality should be and what other brands the Desert Discovery Center could serve as role models.

Key Take-aways:

PERSONALITY ATTRIBUTES: By and large, the most compelling personality attributes were those that involved action, energy and passion. These were also the most common responses:

- Provocative • Inspirational • Engaging • Fascinating • Creative • Active

Defining Experience



S U C C E S S

*A sustainable
authentic destination to
encourage repeat
visitation and inspire
creativity.
An iconic Scottsdale
tourism product
recognized as a must-see
vacation experience.*

ATTRIBUTES

Inspirational
Transformative
Curiosity
Ever-changing
Storytelling



2. DEFINING SUCCESS & EXPERIENCE

Defining Experience

BRAND ROLE MODELS: For the most part, similar museum facilities were mentioned, with emphasis on the Arizona Sonora Desert Museum. Interesting mentions were inclusion of Lululemon as a cause-based, passionate brand. Also, The Holocaust Museum, as far as a unique, powerful experience for visitors. Both speak to the Desert Discovery Center's potential as a one-of-a-kind offering, for a lasting impression upon its visitors.

While a final brand development strategy is still in the long term, the initial input is to define the Desert Discovery Center brand as one with passion and drive to be a unique and engaging destination.

FACTOR 2: THE IDEAL VISITOR

The second dimension of the Desert Discovery Center Experience is looking at who the ideal visitor would be. The group was primed to think of visitors in as much detail as possible and to not simply rely on basic demographics. We wanted to investigate the realm of psychographics, to explore motivations and behaviors to give us a sense of who visitors are, as people.

Key take-aways:

- The value of attracting a younger visitor: Input was focused on developing an experience that would have appeal to millennial-aged visitors and younger. Exhibits would need to be relevant to them and the Desert Discovery Center should be considered a gathering place for this audience and be enjoyed as a "center" in and of itself.
- Family and multigenerational visitors will be vital. These represent the largest opportunity to experience the Desert Discovery Center and present opportunities for repeat visitation, fundraising and membership development.
- Resident vs. Non-resident: While acknowledging the importance of the Desert Discovery Center as a premier destination for non-resident visitors, it's equally important to build awareness of the Desert Discovery Center for local residents. Current visitation data of the McDowell Sonoran Preserve shows the majority of users are from North Scottsdale zip codes, while zip codes in the southern part of the city are not strongly represented.

FACTOR 3: DESERT DISCOVERY CENTER ATTRIBUTES

The next factor of discussion was the Desert Discovery Center itself. How will the Desert Discovery Center be compelling, motivating and unique to visitors? Design of the space and exhibits will be a large part of this, but the group was asked to provide input on those broad attributes about the Desert Discovery Center's uniqueness, plus provide analogs of other facilities that we could learn from.

Key Take-aways:

The most common attributes, like the brand exercise, focused on words and phrases laden with emotion and action. This is encouraging, however, because alignment between the attributes and the outward-facing brand is a must.

- Inspirational • Transformative • Curiosity • Ever-changing • Storytelling

2. DEFINING SUCCESS & EXPERIENCE

Defining Experience

The most common analog mentioned was the Monterey Bay Aquarium, considered one of the most successful attractions and aquariums in the United States.. A day-long tour with many Board and staff members (self-funded) to Monterey to meet with Julie Packard (founder, funder family and Board Chair) for a morning dialogue, facilitated by Advisory Board member John Flicker, revealed many best practices, cautions and encouragements. She shared a most interesting perspective on how the Aquarium was able to present a welcoming, yet engaging, experience about the ocean and its inhabitants. The Desert Discovery Center could harness the same attributes to create a similar message about the desert ecosystem, dispelling preconceived notions about the desert experience. The input focused on how the Aquarium was able to create an experience that was immersive, passionate and conservation/cause-based. As she said, they wanted everyone to leave saying they'd "never see the ocean the same way again." Thus, we would also like people to leave the Desert Discovery Center saying they'd "never see the desert the same way again." The experience also reinforced the importance of having the Aquarium be at the ocean and not just nearby in order to have the necessary impact and teaching adjacency. The same can be said of the Desert Discovery Center -- being located onsite in the Preserve is the most impactful way to interpret and celebrate the desert environment.

FACTOR 4: DESERT DISCOVERY CENTER SUCCESS

The final experience factor was to define what success would look like. This session was preceded by a thorough discussion of the Success Factors for the Desert Discovery Center, which spelled out preliminary metrics for visitation, fundraising, membership and partnership dimensions.

Key Take-away:

The most common responses were to ensure the Desert Discovery Center becomes a sustainable, authentic destination to encourage repeat visitation and inspire creativity. Also discussed was the opportunity for the Desert Discovery Center to become an iconic part of the Scottsdale tourism product, recognized by both resident and non-resident visitors as a must-see/must-do part of the vacation experience.



The Desert Discovery
Center is envisioned as
the most important
environmental education
and research center
in the world, focused on
desert living and
arid lands

3...COLLABORATION



3. COLLABORATION

The re-imagined Desert Discovery Center is being proposed as a public-private partnership. At its core, that means City of Scottsdale-Desert Discovery Center Scottsdale. But the Desert Discovery Center experience will be deeper and more impactful thanks to partnerships with the educational and conservation community.

Partnership Workshop

On June 21, 2016, Desert Discovery Center Scottsdale coordinated a workshop with its Board of Directors, City of Scottsdale staff members and members of Arizona State University's Office of the President and Lodestar Center for Philanthropy and Non-Profit Innovation.

Attendees included:

- Desert Discovery Center Scottsdale Board Members: Dan Gruber, Lynne Lagarde, Christine Kovach, Mike Surguine and Diana Yazzie Devine
- Desert Discovery Center Scottsdale Staff Members: Bill Peifer, DeEtte Person, Randy Schilling, Cecilia Riviere, Sam Campana, Dr. Robert Breunig
- Arizona State University: Patricia Lewis
- City of Scottsdale: Gary Meyer (Project Manager)
- Scottsdale Convention & Visitors Bureau (now Experience Scottsdale): Rachel Sacco
- Swaback Partners: John Sather

Workshop attendees spent two hours discussing Desert Discovery Center partnerships, community collaboration and alliances. They reviewed Lodestar materials including "Board Members' Guide to Partnership Planning" and started discussing the Desert Discovery Center/Arizona State University partnership.

Following is a summary of the team's post-workshop Action Plan:

- 1) Lay out categories of relationships and populate with candidate organizations
BENEFITS: Demonstrate public support/financial contribution/expertise/community-based purpose
 - a. Partner – implies legal and financial responsibilities and commitment
 - b. Associate– voluntary support to achieve shared purpose
 - c. Joint/Program Alliance – contractual relationship with legal requirements
 - d. Endorsers – spoken/written support for project only
- 2) After prioritizing list, do preliminary vetting using key points on checklist:
 - a. List of services, programs, priorities that are met by relationship
 - b. Why does relationship benefit them?
- 3) Issue invitations to potential partners/collaborators for a face-to-face meeting.
- 4) Conduct one or several group meetings to discuss possibilities for collaboration. Get preliminary expressions of interest and encourage likely partners to begin their internal processes. (Future option: create a Strategic Alliance Council to provide guidance and community buy-in.)
- 5) Confirm mutual interest and begin negotiations to define relationship with each organization.

Collaboration



The goal of the ASU collaboration is a trans-disciplinary selection of research and applied research topics to inform the content of the Center

3. COLLABORATION

Over several months, meetings were held with the leadership of several nonprofit nature and wildlife organizations to begin to develop mutually agreed-upon relationships that could benefit the Desert Discovery Center experience. The following table outlines the initial list of program-ming partners, with categorization from the partnerships workshop. It includes the possible benefits for each partner as well as ‘next step’ action.

PARTNER	PARTNER BENEFIT	DDC BENEFIT
Arizona State University – Global Drylands Institute	<ul style="list-style-type: none">• Local research• Local outreach• Citizen scientist source• Community presence• Global home	<ul style="list-style-type: none">• Exhibit content• Sponsor programming• Supply Desert Keepers• Expert resources
Liberty Wildlife	<ul style="list-style-type: none">• Audience Access and Outreach• Marketing to DDC network• Financial return	<ul style="list-style-type: none">• DDC Programming with mammal and bird wildlife (4-6 interactions / 2-3x week)
Southwest Wildlife Conservation Center (SWCC)	<ul style="list-style-type: none">• Audience Access and Outreach• Marketing to DDC network• Financial return	<ul style="list-style-type: none">• DDC Programming with mammal wildlife (4-6 interactions/ 2-3x week)
Scottsdale Community College, Center for Native & Urban Wildlife (CNUW at SCC)	<ul style="list-style-type: none">• Interactive wildlife exhibit at DDC• Community exposure and outreach• Marketing (signage) for SCC’s CNUW program• Potential for joint research and collaboration with ASU/GDI	<ul style="list-style-type: none">• DDC Programming with SCC volunteers• Daily visitor interactions with native reptiles
State of Arizona Game and Fish Department (AZGFD)	<ul style="list-style-type: none">• Community exposure and outreach for AZGFD programs and services	<ul style="list-style-type: none">• Assistance with wildlife study as needed• DDC Programming with SCC volunteers
Phoenix Herpetological Society (PhxHerp)	<ul style="list-style-type: none">• Permanent interactive wildlife exhibit at DDC• Audience Access and Outreach• Marketing to DDC network and visitors• Financial return	<ul style="list-style-type: none">• DDC Programming with reptile & tortoise wildlife (daily interactions/week)• Volunteer training & recruitment by PhxHerp
Audubon Arizona	<ul style="list-style-type: none">• Audience Access and Outreach• Marketing to DDC network	<ul style="list-style-type: none">• DDC Programming on hummingbirds, plants (1/week) with Audubon volunteer• Exhibit/with policy recommendations vetted by Audubon Arizona
The Nature Conservancy	TBD	TBD
McDowell Sonoran Conservancy	TBD	TBD

3. COLLABORATION

Desert Discovery Center: Academic Partnership with ASU

In April 2014, after multiple meetings in August and September, the following Desert Discovery Center/Arizona State University partnership scope was established. Subsequently, this has evolved into the ASU Global Drylands Institute referenced in the Research/Education section.

The goal of this collaboration was a trans-disciplinary selection of research and applied research topics to inform the content of the Center. The selection will become a signature storyline and concept for the Desert Discovery Center and potentially a unique department of research for ASU. It will bring a variety of disciplines into dialogue to form a one-of-a-kind visitor experience and position the Desert Discovery Center as one of the world’s most innovative and future-focused centers for the study of deserts.

Arizona State University will have space, as well as faculty, students and scholars actively participating in the visitor experience. The research would be interpreted for impactful exhibits and presentations that openly encourage visitors to participate and contribute, recognizing where the research is “tracking to the edge of what’s known.” Visitors will be invited to contribute to data collection, challenges and creative projects to build on ASU’s research in-progress. We see potential for partnering with ASU student organizations, too, such as Nature at ASU and display competition entries.

This approach does not assume a need for extensive lab or additional exhibit space; rather it underpins the development of content that will be delivered through a combination of “updateable” physical exhibits, live interpretation, symposia, lectures and seminars. We also envision “pop-up labs”: mobile display/presentation modules that can be used indoors or out to demonstrate applied research and augment lectures, staffed conversations or workshops, over an hour, a day or a week. The Center will be positioned to attract experts from other research institutes, experts on arid environments to participate in these programs.

The emerging concept is an interpretation of the universal characteristics of the human relationship with deserts: “Living in the Desert.” Themes include:

- the histories of habitation
- current adaptations in the face of increasing aridification
- response to the desert with built environments
- what we’ve learned from the desert in the form of biomimicry, art and cultural practice and preservation
- philosophical and political stories of land use and water rights

Geology, biology and environmental science continue to form a scientific foundation for the study of desert environments, woven in with human interaction:

- How do we inter-relate with species?
- How are desert species responding to temperature change and habitat loss?
- And how are all these themes manifesting in the unique environment of the Sonoran Desert?

The interface between preserved areas and the urban environment within the desert is a topic of extensive research and the Desert Discovery Center will provide ASU with a place to interpret its research—for the local environment and other parts of the world—as arid places grow and



The partnership

The partnership between the Desert Discovery Center and Arizona State University represents a common interest in the future of our community as well as the planet and how we can contribute to the betterment of both.

The McDowell Sonoran Preserve is an extraordinary investment in our desert heritage and quality of life by the citizens of the City of Scottsdale. ASU, per its Charter, “assumes a fundamental responsibility for the economic, social, cultural, and overall health of the communities it serves.” The parallels are obvious, if not uncanny.

This combination of the largest urban preserve in the U.S. and a university lauded for its dedication to sustainability, world-class research, and community engagement could not be better aligned. Rarely have a city and an institution of higher learning had the opportunity to realize such a shared vision, one which will further demonstrate the wisdom of setting aside this unique desert landscape for generations to come.

ASU is honored to be a partner in the conceptualization of the Desert Discovery Center with the intent of making this facility one of wonder, revelation, and a commitment to stewardship for the benefit of all.



How does human
adaptation make use
of this knowledge
to create
built environments
that are both sensitive
to the environment and
sensitive to
human comfort?

3. COLLABORATION

increase in number. The Desert Discovery Center itself is at the locus of this interface and will open visitors' minds to how a sustainable future for living in the desert can be envisioned.

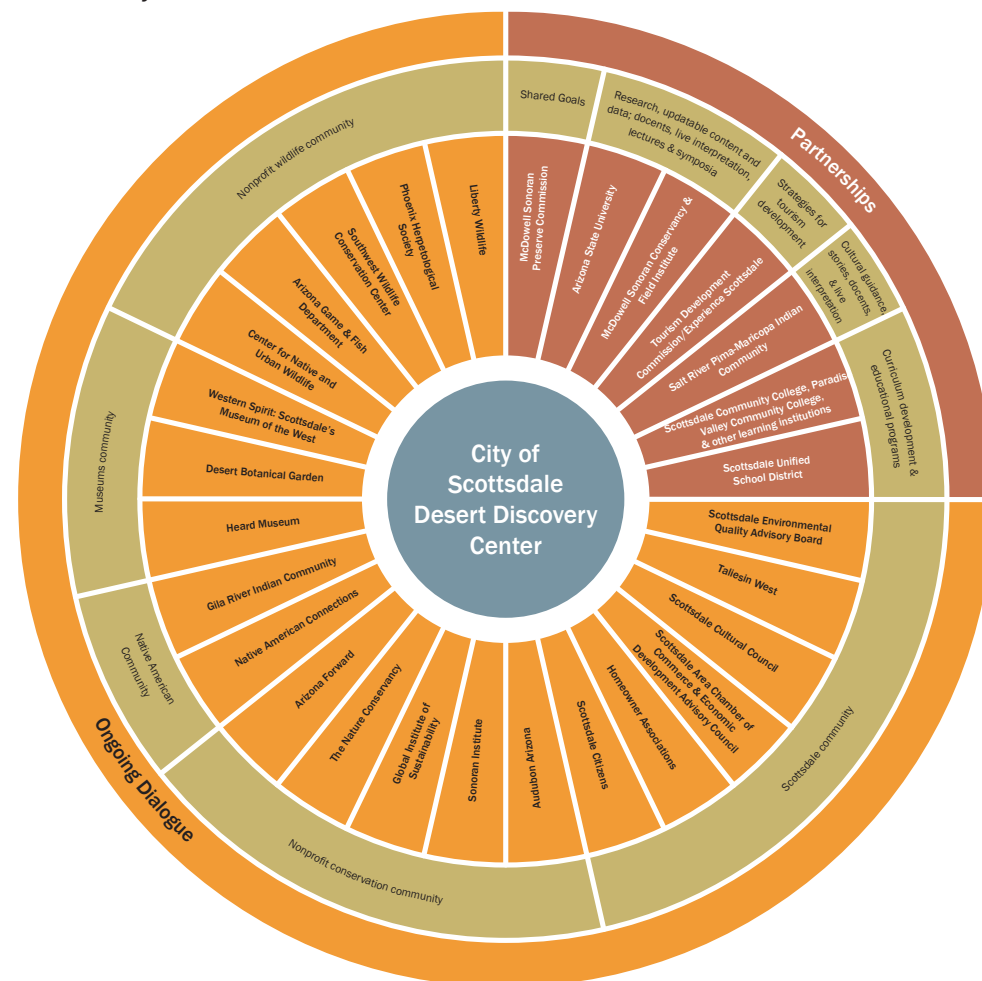
Additionally, we will both *demonstrate* and *interpret* how people respond to the visceral effects of the desert: temperature change, the presence of water and the effects of light and shade. People will experience these effects within the Desert Discovery Center and understand how and why their physiological state is affected.

- How do space, color and light affect people's health and wellbeing within the desert?
- How does human adaptation make use of this knowledge to create built environments that are both sensitive to the environment and sensitive to human comfort?

The natural cycles of the planet and the cosmos are striking in the desert: diurnal, crepuscular, lunar and seasonal. They are often captured in the art and customs of Native American groups, including built forms and diagrams that mark the solstice and equinoxes as they impact the Earth. This marks one of the many ways that people have responded to the desert with cultural practices and artistic responses in the visual arts, architecture, song, literature and poetry.

In addition, ASU supported Desert Discovery Center Scottsdale in several other key ways:

- Sponsored our pilot education program/teacher workshop, launched in May 2017 through its National Science Foundation grant and Ecology Explorers program;
- Provided expertise from faculty and staff during countless hours of consultation, thereby reducing the direct cost of hiring the experience designers and substantially informing the ultimate guest experience;
- Will provide all the FFE for the laboratory and engagement space provided for the Global Drylands Institute.



3. COLLABORATION

Institutional Integration

ASU's work will also be coordinated – never duplicated – with the McDowell Sonoran Field Institute (MSFI), the research center of the McDowell Sonoran Conservancy. MSFI's mission is to study the environment of the Preserve as well as the human history and human impacts. It does this by partnering with scientists (known as Principal Investigators) and actively involving volunteers in research as citizen scientists. Research results are used for long-term resource management, education and to contribute to the broader scientific knowledge of natural areas. The principal funder and founding donor of the MSFI is actively working and monitoring the integration of the two efforts to add value to each.

With the establishment of Arizona State University's Global Drylands Institute, the Desert Discovery Center, local and global citizens will benefit from ground-breaking, interdisciplinary arid lands research and conservation at the McDowell Sonoran Preserve.

Learn more about ASU's Global Drylands Institute in the Research and Education section of this report.

ARIZONA COMMUNITY FOUNDATION

The private sector leaders interested in the continuation of planning the Desert Discovery Center established a key relationship with the Arizona Community Foundation, which acted as its statutory and fiscal agent. After completing an internal Feasibility Study to confirm there was a private sector appetite for the Desert Discovery Center, incorporation as a 501©3 ensued and Desert Discovery Center Scottsdale successfully incorporated as a nonprofit. We continue to avail ourselves of the Arizona Community Foundation's programming and the Foundation continues to be an active funder and adviser to the effort.

ARIZONA STATE UNIVERSITY

One crucial insight to the re-imagined Desert Discovery Center was the acknowledgement that education had to be at its core. Although education was included in the 2010 Phase II study, we realized a true collaboration with a higher education institution would be mandatory for the Desert Discovery Center to have the international importance and recognition desired by the private sector.

A series of high-level meetings with deans and faculty members at University of Arizona, as well as discussions with the presidents of Prescott College and Scottsdale Community College led to conferring in earnest with Arizona State University. In April 2014, a formal presentation was made to ASU President Dr. Michael Crow, with ASU's COO, Foundation President, Vice President and two deans. A mutually agreed upon Memorandum of Understanding was signed by President Crow and Scottsdale Mayor Jim Lane.

MCDOWELL SONORAN CONSERVANCY

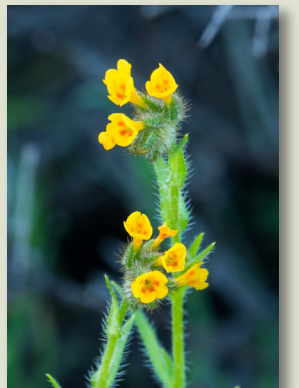
Several meetings were held with the McDowell Sonoran Conservancy to guide where the Center could add value, not duplication. The Conservancy's Resolution passed in May 2016 has helped guide us in our institutional integration. It says:

The McDowell Sonoran Conservancy believes that the City of Scottsdale, its businesses, its residents and its visitors could benefit from a desert discovery center located in, or near, its McDowell Sonoran Preserve.

If the City Council approves construction and operation of a desert discovery center in the Preserve, we believe that such a facility should be built and operated in strict accordance with the current versions of existing documents, rules, regulations, policies, and ordinances having an impact on the Preserve.

The Conservancy prefers that if a desert discovery center is built, it should be outside of the Preserve.

Institutional Integration



THE INTERFACE
BETWEEN PRESERVED AREAS
AND THE URBAN ENVIRONMENT
WITHIN THE DESERT
IS A TOPIC OF
EXTENSIVE RESEARCH
THE DESERT
DISCOVERY CENTER IS
AT THE LOCUS
AND ALLOWS VISITORS
TO ENVISION A SUSTAINABLE
FUTURE LIVING IN
THE DESERT

**YOU PROTECT WHAT
YOU LOVE. YOU LOVE
WHAT YOU KNOW.**



3. COLLABORATION

Institutional Integration

The Conservancy recognizes that a center consistent with the purpose of the Preserve may be inline with the mission of the Conservancy. The Conservancy believes a desert discovery center should:

- Respect the integrity of the Preserve and have a limited environmental impact;
- Provide an important amenity for the hospitality and tourism industry; and
- Reflect the community's financial resources not only to fund the construction of such a center but also to finance the ongoing operational costs of such a center.

CONSERVATION AND LOCAL ORGANIZATIONS

Expertise was sought from colleagues in the conservation realm. Several meetings with the McDowell Sonoran Conservancy and the Desert Botanical Garden helped guide us regarding where we would add value, not duplication. We also studied the best from the Western Spirit: Scottsdale's Museum of the West (we were encouraged to use their contract as a template), Arizona Bridge for Independent Living, Arizona Forward, Arizona Science Center, Arizona Sonora Desert Museum, Lodestar Center, Maricopa County Parks Board, National Audubon Society and Audubon Arizona, Pueblo Grande, Scottsdale Arts, Taliesin West, WestWorld and others.

Other expertise was gleaned from experts in gift shops, cafes, catering, handicap accessibility, admissions, technology, signage, public transportation and more. These were in addition to the myriad of experts engaged by the project architect and business plan consultant.

Desert Discovery Center Scottsdale worked collaboratively with an impressive cluster of conservation organizations to present the Nature Zone at the inaugural Children's Learning and Play Festival in October 2016. Arizona Game and Fish, Audubon Arizona, The Center for Native and Urban Wildlife, the Phoenix Herpetological Society and Southwest Wildlife Conservation Center all joined to provide a diverse audience of energized and engaged families (10,000+) a sample of the offerings that might occur at the Desert Discovery Center. This included encounters with native denizens of the Preserve, interacting with snakes and spiders, observing birds up close and learning how to provide critical habitats in your own backyard. Plus, we had an array of mostly local authors of children's nature books for sale with some there to discuss and sign. The Scottsdale McCormick Kiwanis Club generously provided underwriting for this Nature Zone.

Subsequent meetings with each of these conservation organizations, as well as our design consultants, helped inform the required architecture and spaces for them to have a presence/home at the Desert Discovery Center. A subsequent contract would include formal negotiations of these partnerships.

In continuing conversations with the McDowell Sonoran Conservancy, they have indicated a desire for further exploration of mutual opportunities and participation.

*The Desert Discovery Center Scottsdale also looks forward
to engaging with all interested parties on behalf of
the City of Scottsdale, educational institutions, the tourism community
and community support groups to further the
Desert Discovery Center, which is designed to encourage
life-long learning and appreciation of the Preserve's
value for this and future generations.*

4...RESEARCH & EDUCATION



Program Development



With the establishment of Arizona State University's Global Drylands Institute at the Desert Discovery Center, local and global citizens will benefit from groundbreaking, interdisciplinary arid lands research and conservation at the McDowell Sonoran Preserve

4. RESEARCH & EDUCATION

Program Development

"We are all curious about our environment: we are all scientists."

— LINDY ELKINS-TANTON, DIRECTOR, SCHOOL OF EARTH AND SPACE EXPLORATION, ASU

Research Program Development

Desert Discovery Center Scottsdale has pledged to build a top-notch research and educational institution at the Desert Discovery Center. Arizona State University's commitment to locate the Global Drylands Institute at the Desert Discovery Center exceeds this commitment.

In 2017, ASU – our academic partner – formally created the Global Drylands Institute (GDI) that focuses on interdisciplinary, solution-oriented research, education and outreach. This includes a strong presence at the Desert Discovery Center. Here, GDI researchers will produce use-inspired research that will draw sustainability paths for the Sonoran Desert and drylands around the world. A new generation of leaders, students and practitioners will be trained here – and Desert Discovery Center guests will have a first look into this work and how it will change the world.

With the establishment of Arizona State University's Global Drylands Institute at the Desert Discovery Center, local and global citizens will benefit from groundbreaking, interdisciplinary arid lands research and conservation at the McDowell Sonoran Preserve. The Institute will elevate worldwide understanding of desert ecosystems and improve our ability to preserve and sustainably manage them in the face of unprecedented change. Drylands contain a large and rapidly increasing portion of the world's human population and the Institute's use-inspired research will draw sustainability paths for the Valley and for different dryland communities around the world.

The Institute takes an interdisciplinary approach to living in the desert, drawing from a collaborative synergy between ASU's College of Liberal Arts and Sciences and the Julie Ann Wrigley Global Institute of Sustainability to better understand our connections to desert organisms and ecosystem processes. Research would be carefully considered with priorities agreed upon between ASU and the City of Scottsdale and perhaps the McDowell Sonoran Conservancy. Topics could include: urban ecology and sustainability, saguaro biology, bat biology, hydrology, soil crusts, and sustainable tourism. The Institute will train a new generation of leaders, students and practitioners in the field.



Led by ASU faculty, the Institute will support and host the activities of post-doctorate fellows, research teams, mid-career scientists and early-career scholars that will contribute to our understanding of the mechanisms that support the high-level functioning of drylands. ASU has developed partnerships with both research institutions around the world and local naturalist organizations to lead the field in applying integrated approaches to the challenges of global sustainability.

At the Desert Discovery Center, the Institute will have a valuable venue for immersive public engagement and a direct connection to a diverse base of stakeholders through its Open-Door Field Station labs, research-driven content for conferences, public programs and exhibitions,

4. RESEARCH & EDUCATION

Program Development

curriculum support for young (K-12) learners and immersive virtual field-trips. This also will include programs that can benefit – and benefit from – a public component, whether through public programming or citizen science projects. Student docents can guide visitors through an experience of the Desert Discovery Center from an accessible, scientific point of view, fielding and prompting new thinking around people's questions. The Institute's commitment to research, education and innovation at the Desert Discovery Center establishes the Preserve, the Desert Discovery Center and the City of Scottsdale as the global exemplar for proactive and sustainable preservation of arid lands and urbanizing areas.

The Desert Discovery Center will serve as the field station for many of the research projects conducted by the Institute. The scientists who will work there will provide future content for exhibits and one-of-a-kind experiences. They also will present seminal workshops and symposiums for conferring scientists and the public.

The newly appointed Director of the Global Drylands Institute has proposed partnering with Desert Discovery Center Scottsdale on a 2018 spring symposium: *Evaluating the Pulse Dynamics Paradigm*. With private funds, the Institute will reach out to 20 of the world's foremost thinkers and researchers on this topic. Rather than it being an inward-focused seminar amongst colleagues, Desert Discovery Center Scottsdale will work to engage them in the community and with interested citizens. Ideas include a high school presentation by a lead scientist, an evening panel with community attendees, a hike into the Preserve to engage them even more and a breakfast with community leaders to explore the hospitality and tourism dynamic that could emanate from events like this. These plans are already underway and are an example of the role the Institute could play in the Desert Discovery Center and the community.

Desert Discovery Center Research Program Development

Interactive research may include:

- Contribute to citizen scientist projects
 - a. Participate in field work with appropriate training and support
 - b. Support a research project financially and receive updates from participants
- Interact with other participating citizen scientists through meetings and social media
- Online monitoring of ongoing research
- Tours of research field stations
- Attend Global Drylands Institute research symposiums, lectures or demonstrations

Scientist-in-Residence Program

ASU's Global Drylands Institute will bring world-renowned scientists to conduct approved research in the McDowell Sonoran Preserve. This research will be subject to City of Scottsdale review and approval and will be part of an overall plan jointly developed by all parties. Integral to the field research these scientists implement will be public outreach. One special form of outreach will be provided by the Desert Discovery Center's Scientist-in-Residence Program. The chosen Arizona scientist or conservationist will be able to pursue research interests that align with the goals of the Desert Discovery Center and the City of Scottsdale for the Preserve. The Scientist-in-Residence program's goals are to facilitate new projects, develop collaborative partnerships and connect with local inquisitive young minds. The Scientist-in-Residence will be involved with the community through workshops, classes and presentations



ENCOURAGE LEARNERS TO USE SCIENCE IN THEIR EVERYDAY LIVES, APPLY CREATIVE AND CRITICAL-THINKING SKILLS TO UNDERSTAND OUR WORLD AND ENJOY THE CENTER AS A PLACE FOR DISCOVERY

4. RESEARCH & EDUCATION

Program Development

Education Program Development

Education will be the primary mission of the Desert Discovery Center – focusing on the concept that we protect what we love. . .and love what we know. Desert Discovery Center Scottsdale proposes hiring an Education Director well in advance of the opening of the Desert Discovery Center to continue our commitment to STEM education and to foster the relationships developed during the pilot education program described in the section that follows.

Additionally, the educational focus will be on:

- Science and art (STEM and STEAM) learning opportunities for children and families
- School visits
- Science learning for teen volunteers
- Citizen science engagement for adult learners

The education program will develop experiences that empower people of all ages to explore like a scientist, investigate nature and culture and become meaningful contributors to our complex global society. Guests will have the opportunity to choose the depth of their involvement and continuing participation will be encouraged.

For all visitors, there will be opportunities to discover more about the desert systems, cycles and species, history and land use. Our approach will encourage social engagement and intergenerational learning for families, with experiences, interactivity and live programming. These are strategies that can “open people up” to exploring. They include encounters with live species and guided outdoor experiences. Visitors will be equipped with knowledge that will enrich their experience in the landscape.



*The three-day
“STEM in The Desert”
workshop recruited a
diverse set of participants
from 16 elementary
schools, three public
school districts and two
charter schools*

4. RESEARCH & EDUCATION

Pilot Education Program

The pilot “STEM in The Desert Workshop” is a unique and innovative example of collaboration among nonprofit and educational institutions in the effort to expand lesson plans on sustainability and science in the elementary classroom. More than 500 students will be directly impacted by this training, with the likely potential of two or three times this amount, as workshop teachers plan to share their experience and resources with other teachers at their school/district. The creative options and ideas to expand and enhance this program, with supportive donors, are numerous.

During the fall of 2016, Desert Discovery Center Scottsdale formed an informal Education Committee to assist with educational content, curriculum and programming for this program. The committee included representation from the Scottsdale Unified School District, Paradise Valley Community College, Scottsdale Community College and the ASU Julie Ann Wrigley Global Institute of Sustainability.

The resulting three-day “STEM in The Desert” workshop was designed for third and fourth grade science teachers and was held just after the school year ended, May 30 - June 1. Three days of enrichment extension and curriculum support in environmental science were designed for a maximum of 20 teachers. Workshop training included a recognition of the McDowell Sonoran Preserve as a valuable learning resource regarding characteristics of the Sonoran Desert ecosystem, involving multiple, interdependent and dynamic relationships such as food chains, the Arizona watershed and the intersection between people and nature. Hours spent in the training qualified for continuing education credits and count toward the Arizona Environmental Educators Certification.

Desert Discovery Center Scottsdale recruited a diverse set of participants from 16 elementary schools from three public school districts, two charter schools and two Steward leaders from the McDowell Sonoran Conservancy. A retired science teacher and a former high school science teacher who is now a professor at Paradise Valley Community College also participated to provide valuable feedback for ongoing integration into upper-class education.

Educational program sponsors were secured to cover the cost of the workshop including teacher stipends (recommended by SUSD/ASU representatives), workshop materials and refreshments, room rental, field trips and instructor expenses. The program was generously sponsored by Mr. Bill Peifer, the Arizona Community Foundation and Wells Fargo Bank. ASU also generously provided substantial professional program design, instruction and materials through its National Science Foundation funded Ecology Explorers program, which is associated with the Central Arizona-Phoenix Long-Term Ecological Research Program. Scottsdale Community College provided classroom space, guest instruction and a campus tour. The McDowell Sonoran Conservancy also assisted with instruction on its excellent Field Institute work.

All workshop participants have the option of a field trip for their class(es) to the McDowell Sonoran Preserve during the upcoming school year. The McDowell Sonoran Conservancy has generously agreed to assist with these field trips. ASU-GIOS is in discussion with the Conservancy to provide volunteer training to ensure tour content is in sync with lesson plan messaging and workshop training. The Conservancy has expressed interest in working with ASU and our workshop teachers to match lesson plan development with its learning stations at the Preserve.



Pilot Education Program

*The “STEM in The Desert
Workshop” is a unique and
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among nonprofit and
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in the effort to
expand lesson plans on
sustainability and
science in the elementary
classroom*

5...FUNDING AND DEVELOPMENT



5. FUNDING AND DEVELOPMENT

Fundraising Feasibility

Fundraising

In order to demonstrate private sector support and future fundraising potential, Desert Discovery Center Scottsdale has sought and obtained cash and in-kind resources through individual meetings and presentations since our inception. We continued to raise interest and funding in the community after being awarded a contract with the City of Scottsdale beginning Feb. 1, 2016.

The contract required that we raise \$270,000 in cash or in-kind resources. Over the ensuing 18 months, the Board and staff raised \$501,300 including \$100,500 of in-kind donations. Those donors included every Desert Discovery Center Board member and a significant memorial gift from one of our consultants. About \$70,000 was net revenue from our Nature Film Festivals.

The list at right recognizes our generous donors to total the required \$270,000+.

The breadth and depth of our fundraising and contributions from individuals and businesses demonstrates the strength of community support for the Desert Discovery Center. We were especially inspired by the lead gift, donated early on by the Nina Mason Pulliam Charitable Trust.

Desert Discovery Center Scottsdale’s event fundraising success included the support of hundreds of businesses, many of them small businesses, that demonstrated support by donating auction items to our first two nature film festivals. In turn, both festivals attracted hundreds of nature lovers who bid on those donated items, also showing their support for our nonprofit mission.

More than a dozen local corporations sponsored events and programs with cash and in-kind resources. Twenty tourism-related organizations also pledged \$5,000 each in in-kind contributions for room nights for consultants, donor meetings, contract-required workshops, etc., thus saving cash for other critical expenses.

Relationships both financial and more importantly cultural were established with two neighboring Native American communities. Formal presentations were made to state, county and city boards, commissions, agencies and departments, local and national foundations. These relationships will continue to be cultivated in the future.

Important discussions took place with both of the center’s future service providers: Arizona Public Service (APS) and Salt River Project (SRP). Although we do not yet qualify to submit a grant to APS, we met with several different departments...and believe APS may want to use the center as a demonstration site for cutting-edge energy technology (e.g. a discrete solar array). Similarly, SRP has a dramatic and successful history of providing water in the Valley. It, too, is interested in continuing to be supportive with the Center as the exhibits and experience designs progress.

Fundraising Feasibility



Donors who Contributed to our \$270,000 Contractual Requirement –

- Arizona Community Foundation
- Arizona State University
- Arizona Lottery
- Bank of Arizona
- Cattletrack Arts & Restoration
- Gila River Indian Community
- Meritage Homes
- Nationwide Foundation
- Nina Mason Pulliam Charitable Trust
- John Pappas
- Salt River Pima Maricopa Indian Community
- Carol and Randy Schilling
- Scottsdale McCormick Kiwanis Club
- SRP
- Sunbelt Holdings Foundation
- Wells Fargo

Total	\$275,500
Additional Contributed and Earned Revenue:	99,300
In-kind Donations	100,500
ASU -- STEM Workshop <i>(in addition to incalculable hours ASU spent consulting with Thinc Design not included in the above figures)</i>	26,000
Grand Total Cash and In-Kind Donations:	\$501,300



5. FUNDING AND DEVELOPMENT

Fundraising and Feasibility

Fundraising Feasibility Study

Development Director Randy Schilling conducted an ongoing fundraising feasibility study, which was continually updated through June 2017. As part of this study, Schilling interviewed individuals involved in corporate and foundation philanthropy, as well as donors and influential opinion leaders concerning capital development plans and fundraising capacity for the Desert Discovery Center.

Summary of Findings

Using a description of the Desert Discovery Center project created by the Desert Discovery Center Scottsdale, Schilling created a questionnaire to elicit the information needed to find out if the organization was ready to move forward with a capital campaign. It took approximately twelve months from February 2016 through January 2017 to complete this ongoing study.

The study used the draft Mission Statement: "Educate and inspire people to value and thrive in desert environments through transformative experiences based on global scientific studies in Scottsdale's Sonoran Preserve and from around the world." The study also used the previous Phase II study as a baseline with the explanation that we were bringing a new concept forward.

Findings included:

- The Desert Discovery Center should be in the \$50 - 60 million range to build (construction cost).
- A minimum of \$10 million can be raised from the private sector for the project.
- The Desert Discovery Center will need to recruit a top-level capital campaign cabinet to lead the capital campaign.
- The Desert Discovery Center could be funded with no new taxes using bed tax and preserve tax in addition to the private dollars raised.
- The Desert Discovery Center will need to hire the appropriate staff to manage their fundraising program.
- The City should continue to look at various sources of money for additional funding.
- The Desert Discovery Center must not duplicate programs of other important conservation nonprofits.
- The staff and Board will need to continue to cultivate advocates who will become primary funders of the Desert Discovery Center.
- Desert Discovery Center will need to continue to recruit several well-recognized leaders to the Board of Directors, who will be able to assist with fundraising.

5. FUNDING AND DEVELOPMENT

Fundraising and Feasibility

Capital Campaign Outline of Recommended Activities

Phase I: Campaign Planning and Preparation-2018 – Draft of Key Elements for the General Plan, including:

- Case Statement (draft follows)
- Campaign Theme
- Campaign schedule of activities
- Capital development project budget
- Chart of gifts required to achieve goal
- Campaign organizational structure
- Donor recognition plan
- Pledge commitment format and procedures
- Gift acceptance policies
- Select some members of the capital campaign cabinet
- Commence preparation of key campaign collateral materials

Phase II: Campaign Organization and Recruitment-2018

- Enlist other volunteer leaders to the Board of Directors
- Enlist Communications task force and develop master marketing plan
- Develop and screen the preliminary master prospect list
- Create a capital campaign plan and have the Board approve it
- Prepare a capital campaign budget
- Prepare a Leadership gifts plan
- Begin cultivation of major donor prospects
- Research corporate and foundation prospects

Phase III: Capital Campaign Cabinet Organization-2018

- Enlist new campaign cabinet members
- Orient cabinet members
- Commence solicitations
- Hold progress and review meetings with cabinet
- Acknowledge all contributions and establish internal records handling

Phase IV: Community Awareness- 2018-2020

- Hold kickoff event to introduce the project to the key community prospects
- Hold intermediary events to keep donors involved in the project progress
- Hold project completion celebration to thank all donors and volunteers

*The Desert Discovery
Center will be a
game changer when
considering
how it will improve
tourism in Scottsdale*



An interpretive
experience
with interactive exhibits
informing people
how to live sustainably
in the desert,
using the McDowell
Sonoran Preserve
as its laboratory



5. FUNDING AND DEVELOPMENT

Fundraising and Feasibility

Suggested Case Statement for Capital Campaign

The Desert Discovery Center will be a major science-oriented organization focusing on adaptation to our desert environment. It will be an interpretive experience with interactive exhibits informing people how to live sustainably in the desert, using the McDowell Sonoran Preserve as its laboratory.

Neighbors, families and school children will come to the Center to learn and to enjoy interacting with critters of the desert in demonstrations from local conservation and native animal rescue organizations. Enclosures with easy visibility to see otherwise nocturnal or elusive creatures will delight children, teens and their families, including grandparents. Eight pop-out areas for groups of schoolchildren to be sensitized to the learning focus of that area (similar to the Bajada Trail learning pods) will enhance both student learning and adults' experience.

In conjunction with Arizona State University, the Desert Discovery Center's mission is to educate and inspire people to value and thrive in desert environments through transformative experiences based on scientific studies in Scottsdale's McDowell Sonoran Preserve and from around the world. With ASU's Global Drylands Institute, the Desert Discovery Center will expose the local community to ideas from other desert cities around the world while sharing its research on desert living with global audiences. We expect to change individual behavior and public policy through our scientific programs and research.

ASU will continue to enhance and update its visiting professors' roster and graduate students and interns will engage with new and exciting discoveries.

Rotating exhibits will keep the visitors coming back again and again. Sonoran Seasons will provide space for changing exhibits, visiting shows from other universities or institutions, children's workshops and more. Families and children will have many opportunities to engage with local nonprofit educators, Scottsdale Community College professors, high school teachers, scientists and more.

We will use the Preserve as a backdrop to tell the story of how the City of Scottsdale and its citizens voted to protect more than 30,000 acres of Sonoran Desert. The Desert Discovery Center will share Scottsdale's sensitivity to the rich and fragile Sonoran Desert environment and its experience conceiving, acquiring and maintaining the largest urban preserve in the nation.

Based on the idea that we protect what we love and love what we know, the Desert Discovery Center represents the final piece of the ultimate Preserve vision – to educate and inspire long-term stewardship by educating our next generation of conservationists. The Desert Discovery Center will provide hands-on learning experiences and be a destination site for people from all over the world as its reputation as a leading interpretive center expands. Along with our research partner, ASU, we will teach principles of sustainability that people will be able to use no matter where they live.

When considering the Desert Discovery Center, following are five key elements to keep in mind:

1. The experience pavilions designed by Thinc Design plus an outdoor pavilion to allow visitors to delve into the natural world
2. The sensitive design by local award-winning architect John Sather, who designed Kartchner Caverns in southern Arizona
3. A conservative and thoughtful business plan, including an ongoing Feasibility Study, recommendations for funding strategies requiring no new taxes and a sustainability plan adopted by a Board of Directors

5. FUNDING AND DEVELOPMENT

Fundraising and Feasibility

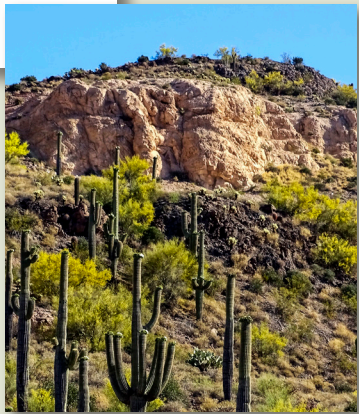
4. The most important environmental education and research center in the world, focused on desert living and arid lands – in partnership with ASU, including its newly created Global Drylands Institute
5. An exciting and fun experience punctuated by interacting with the denizens of the Preserve in sensitive enclosures or with mammals and birds brought to the Center by local animal rescue organizations

Earned Income Comparison

A sustainability plan is critical to the success of the Desert Discovery Center. In comparing the projected Earned Revenue and Contributed Income from like organizations in Arizona (plus the confirmation from ConsultEcon that these percentages mirror the national numbers), we are confident that Desert Discovery Center Scottsdale will be able to earn the Projected Revenue we used in our assumptions AND can raise the necessary Contributed Income.

ORGANIZATION	EARNED REVENUE/%	CONTRIBUTED INCOME/%
Desert Discovery Center 2021 – Estimated	\$6,290,542 Contributions are 30% of revenue	\$1,887,162 – Total Contributions
The Phoenix Zoo 2015	\$25,655,816 Contributions are 38% of revenue	\$9,723,604 – Total Contributions
Arizona Ballet 2015	\$6,732,543-Revenue Contributions are 30% of revenue	\$2,019,762 – Total Contributions
Desert Botanical Garden 2015	\$13,343,946.-Revenue Contributions are 60% of revenue	\$8,357,705 – Total Contributions
Scottsdale Arts 2015	\$10,402,223 –Revenue Contributions are 19% of revenue	\$2,002,345 – Total Contributions
Arizona-Sonoran Desert Museum – 2015	\$8,380,029 -Revenue Contributions are 30% of revenue	\$2,581,100 – Total Contributions

The most important environmental education
and research center in the world in partnership
with ASU Global Drylands Institute



EARNED INCOME
COMPARISON CHART

Funding Alternatives



*This will be
a life-long learning
experience for everyone
who visits the Center
and will add
to the prestige of the
City of Scottsdale*

5. FUNDING AND DEVELOPMENT

Funding Alternatives

As public-private partners, Desert Discovery Center Scottsdale will assist, as appropriate, the City of Scottsdale with the investigation and recommendation of various capital and operational funding sources for the Desert Discovery Center. This coordination of potential funding sources will be ongoing.

Funding mechanisms for the Desert Discovery Center have been under consideration for more than a year. Desert Discovery Center Scottsdale investigated many capital and operational sources, several of which were suggested by the Scottsdale City Treasurer at the Jan. 11, 2016 City Council meeting.

Desert Discovery Center Scottsdale is required by contract to bring forward to the Scottsdale City Council a recommendation that includes 10 percent of the capital costs to be borne by the private sector. According to the Feasibility Study referenced earlier, we are confident this can be accomplished.

In addition, the City Council directed Desert Discovery Center Scottsdale to use the Museum of the West as a template for the Center's continued planning and advancement. We have incorporated a recommendation that mirrors the sustainability funds provided for five years by the Tourism Development Commission after City Council approval. These funds are provided from annual cash reserves from the Transaction Privilege Tax on Transient Lodging (Bed Tax), not bond funds.

Potential Funding Sources:

TRANSACTION PRIVILEGE TAX ON TRANSIENT LODGING — commonly referred to as Bed Tax, (Recommended by Tourism Development Commission and voted on by City Council).

The Tourism Development Commission has had a "slice of the pie" (i.e., a dedicated portion of annual bed tax revenue used to support bond financing) in their pro forma annual budget for five years intended for the Desert Discovery Center. Although never spent, the Commission continued to incorporate it into its annual budget in anticipation of a project coming forward.

PRESERVE TAX FUNDS — At the Jan. 11, 2016, City Council meeting, City Attorney Bruce Washburn advised that preserve tax funds could be used to plan and build the Desert Discovery Center. As part of the fourth vote on the May 18, 2004 ballot, citizens overwhelmingly approved and authorized up to \$500 million in General Obligation bonds to acquire land for the Preserve and to construct access area improvements. The City Treasurer has projected ample funds from these GO bonds to pay for part or all of the Desert Discovery Center.

GENERAL FUND — (Vote of City Council. Used to fund portions of WestWorld, 2015).

In addition to those often-used sources, we had further meetings to explore:

INDUSTRIAL DEVELOPMENT AUTHORITY — Funding could be requested for all or part of the municipal investment in the Center. (Desert Discovery Center Scottsdale would still be required to provide 10 percent). After meeting with IDA Director Mark Grayson, we recommend not pursuing this method of funding for the Center. The City Council could, however, consider funding the off-Preserve overflow parking through the IDA. There are costs associated with IDA funding that need not be incurred when there are other funding options available.

5. FUNDING AND DEVELOPMENT

Funding Alternatives

QUASI-PUBLIC FUNDING — Desert Discovery Center Scottsdale met with Mark Huston, past president of the Council of Development Finance Agencies, whose members provide alternative financing methods. The discussion focused on methods to utilize a stream of future income (gate revenue) from the Desert Discovery Center to support capital and other near-term requirements.

DISCRETIONARY PAYMENTS BY DEVELOPERS (SPECIAL IMPROVEMENT BONUSES) — The City of Scottsdale is currently collecting development/impact fees from large development projects that are up-zoning, increasing height, decreasing setback, etc. These discretionary funds could be used for the Desert Discovery Center or the off-Preserve improvements.

Desert Discovery Center Scottsdale Recommendation:

1) *A multi-funding strategy that involves no new taxes --*

- **BED TAX**— The Desert Discovery Center will be a tourism driver and with its new global orientation will attract an even broader international visitorship. Our business plan supports this and we believe that funding the Center with two slices of the bed tax pie (\$24 million) would be appropriate for the Capital campaign.
- **PRESERVE TAX** — The hiking, biking, equestrian portion of the Preserve is largely in place funded by Preserve tax dollars. The education portion also should be funded by an investment of Preserve Tax dollars. Preserve Tax dollars have paid for access area improvements including 10 buildings and other facilities such as city offices, maintenance sheds, exhibit areas, amphitheaters, accessible trails, equestrian staging areas, fences, helicopter landing pads — none of these specifically called out in the 2004 ballot proposition as access area improvements. The existing Municipal Use Master Site Plan for the Gateway explicitly included a Desert Discovery Center that included education features, café, gift shop and more.

2) **Private sector contribution** — We stand by the commitment of a 10 percent private sector contribution. We would recommend in the next contract that this private sector investment be made or pledged before the third or construction contract is let. We would commit to raising those funds in advance of the groundbreaking for the Desert Discovery Center, which could be as early as winter 2020.

A contractual arrangement needs to be discussed for the use of the Desert Discovery Center Scottsdale pledged private sector contribution. This should be determined with the Desert Discovery Center Scottsdale Management Agreement that is a part of the second contract. The general position of Desert Discovery Center Scottsdale is that funds raised privately be applied where typically city funds are not or cannot be spent. This could be for non-depreciable assets such as electronic equipment, printing and groundbreaking.



Desert Discovery Center
Scottsdale Board and CEO



THE BOARD AND
ADVISORY BOARD MEMBERS
TO INCLUDE
GLOBAL LEADERS IN
CONSERVATION, BUSINESS
AND PHILANTHROPY

5. FUNDING AND DEVELOPMENT

Desert Discovery Center Scottsdale Board and CEO

Desert Discovery Center Scottsdale 2016-17 Board of Directors

A diverse group of community leaders who have been actively involved in nonprofit organizations for many years and who have great leadership ability currently lead the effort to continue planning and advancing the Desert Discovery Center.

- CHRISTINE KOVACH (BOARD CHAIR)** – Community volunteer actively involved with the establishment of the McDowell Sonoran Preserve. Donated resources for two accessible trails at existing trailheads...*Scottsdale*
- DR. ART DECABOOTER** – President, Scottsdale Community College, Retired. First Chair of McDowell Sonoran Preserve Commission, served for 16 years...*Scottsdale*
- DIANA YAZZIE DEVINE** – CEO, Native Connections. International hiker... *Mesa*
- JOAN FUDALA** - Writer and Scottsdale’s unofficial Historian. Author of The People’s Preserve, the definitive book on the establishment of the McDowell Sonoran Preserve. Serves as mayoral appointee to Western Spirit: Scottsdale’s Museum of the West...*Scottsdale*
- JOHN GRAHAM** – President, Sunbelt Holdings and Chair of ASU Board of Trustees. Past Chair of Desert Botanical Garden and The Nature Conservancy...*Paradise Valley*
- DAN GRUBER** - Community volunteer who helped establish the McDowell Sonoran Conservancy Field Institute, is a McDowell Sonoran Conservancy Legacy Steward who has logged more volunteer hours than any other. Principal and Senior Partner, Deloitte, Retired...*Paradise Valley*
- STEVE HILTON** – Chairman & CEO Meritage Homes, Advisory Board, McDowell Sonoran Conservancy...*Scottsdale*
- LYNNE LAGARDE (SECRETARY)** - Zoning and Land Use Attorney, Retired. Served on initial McDowell Sonoran Land Trust Board that transitioned to the McDowell Sonoran Conservancy...*Phoenix*
- MIKE MILLER (TREASURER)** – President, Nationwide Insurance Ventures, Retired. Past President of Scottsdale Insurance Company...*Scottsdale*
- MICHAEL SURGUINE (VICE CHAIR)** - General Manager of the Sanctuary Resort. Past chair of the Scottsdale Convention & Visitors Bureau and served on Scottsdale’s Tourism Development Commission...*Scottsdale*

Ex-Officio Members

- WELLINGTON “DUKE” REITER** - Senior Advisor to the President, Arizona State University
- RACHEL SACCO** - President, Experience Scottsdale

Advisory Board

- RICHARD BOWERS** – Former City of Scottsdale City Manager. President/CEO, Herberger Associates, Retired...*Phoenix*
- DR. ROBERT BREUNIG** - President, Museum of Northern Arizona, Retired...*Flagstaff*
- DR. LATTIE COOR** – President, Arizona State University, Retired...*Tempe*
- JOHN FLICKER** – President, Prescott College...*Prescott*
- DR. JAN GEHLER** – President, Scottsdale Community College...*Scottsdale*
- BOB PERCIASEPE** – President, Center for Climate and Energy Solutions...*Washington, D.C.*

Recruiting for the Future

As the Desert Discovery Center project moves forward, the group will look to expand the Board and Advisory Board members to include global leaders in conservation, business and philanthropy.

The key to long-term success will be to build a strong fundraising Board that will be able to attract members with both a range of expertise and fundraising capabilities. The current Board will lead the strategic planning efforts of the Desert Discovery Center and help to lead the capital campaign.

We also expect to have the organization’s CEO be a member of the Board so he/she will have a voice in decision making at the highest level. The organization will look to hire a CEO of national

5. FUNDING AND DEVELOPMENT

Desert Discovery Center Scottsdale Board and CEO

and international experience who will be able to lead the organization through the initial start-up stage through the years of growth and prosperity. We expect this search process to start as soon as a new contract with the City of Scottsdale is signed.

Following is a proposed Job Description–

DDC

DESERT
DISCOVERY
CENTER

SCOTTSDALE

Job Description

President and CEO, Desert Discovery Center Scottsdale

Mission Statement: Educate and inspire a global audience to value, thrive in, and conserve desert environments through transformative experiences based on scientific studies in Scottsdale’s McDowell Sonoran Preserve and from around the world.

Position Description:
The President and Chief Executive Officer manages all administrative and operational aspects of the Desert Discovery Center. Foremost, the President is responsible for developing relationships in the community, in the country and around the world to build an exemplary organization. The CEO is the primary spokesperson and external face of Desert Discovery Center as it pertains to fundraising and program development. The CEO is responsible for recruitment and development of staff through a productive and collaborative work environment. In conjunction with and as approved by the Board of Directors, the CEO executes work in alignment with existing Desert Discovery Center policies and recommends and participates in the formulation of new policies and leads strategic planning with the staff and Board. He or she also oversees the annual organizational budget and works with the Board of Directors on policy decisions. The CEO is a member of the Board of Directors and organizes all committee meetings.

Qualifications:
The successful candidate should have previously held leadership positions with duties that included fundraising, Board development, policy making, spokesperson, staff development and management, and budget management and analysis. Experience in working collaboratively with a Board of Directors and multiple volunteer leaders is preferred.

Desert Discovery Center desires candidates to have a management style that is collaborative, excellent organizational and verbal communications skills, the ability to serve as a spokesperson for the organization and a willingness to travel anywhere in the world to promote the organization. Preference will be given to candidates who have demonstrated knowledge of issues regarding sustainability, experience working on environmental issues and a history of building relationships nationally and internationally and experience with dynamic programming that will keep the Desert Discovery Center experience fresh and exciting. We require a minimum of 15 years of professional experience in increasingly responsible roles. A bachelor’s degree in relevant study area is minimal with a masters degree preferred.

To Apply:
Send resume, cover letter, and any support materials to the Executive Search Committee at Desert Discovery Center Scottsdale, 7004 E. Chaparral Rd., #A110, PMB 488, Scottsdale, AZ 85250.

BOARD OF DIRECTORS

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Christine Kovach

Vice Chair
Mike Surguine

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Lynne Lagarde

Dr. Art DeCabooter

Diana Yazzie Devine

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Executive Director
Sam Campana

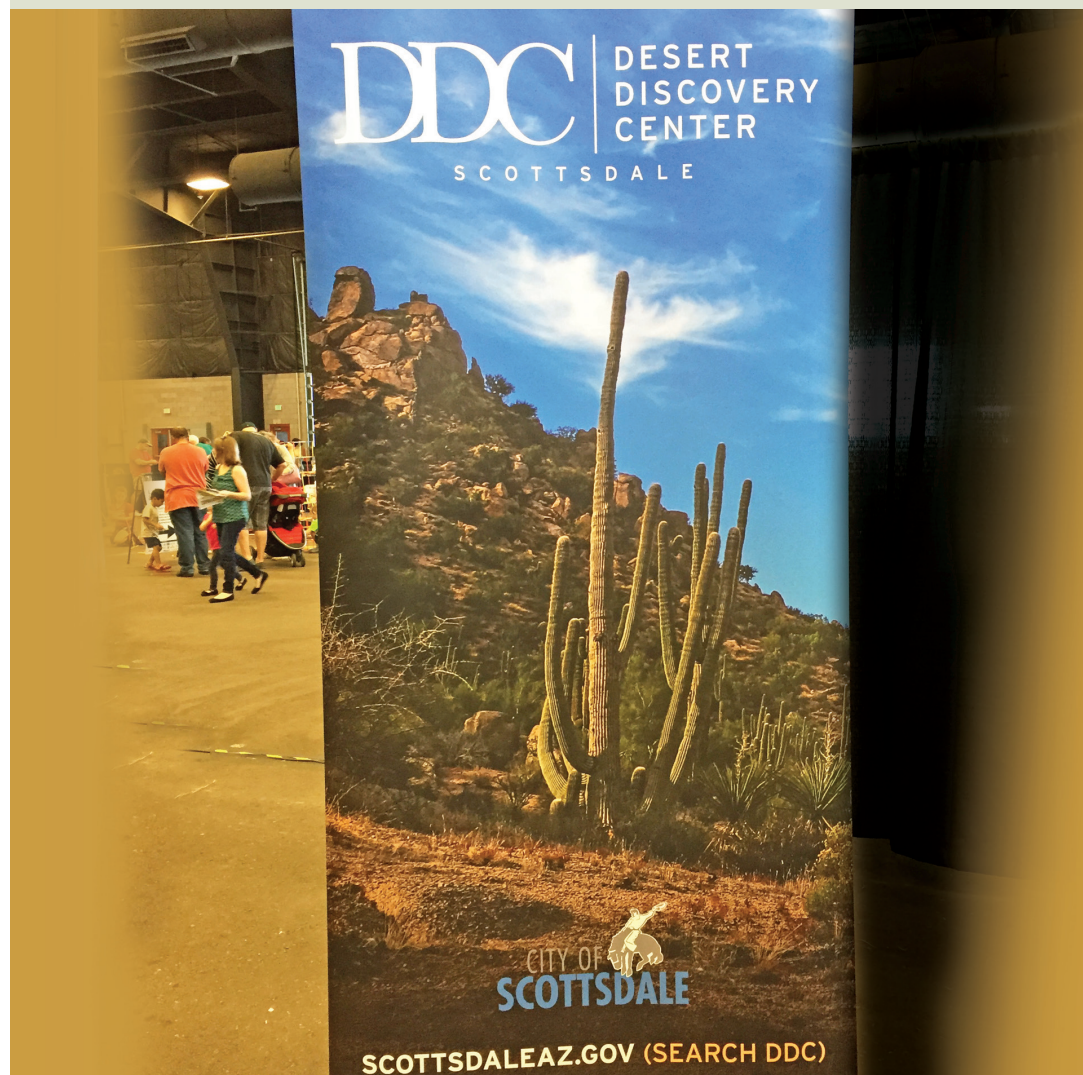
Director of Development
Randy Schilling

Executive Assistant
Cecilia Riviere

Desert Discovery Center Scottsdale 7904 East Chaparral Road #A110 PMB488 Scottsdale 85250
602.390.3452 info@scottsdalecenter.com scottsdalecenter.com

DDCS Board and CEO

6...COMMUNICATIONS



6. COMMUNICATIONS

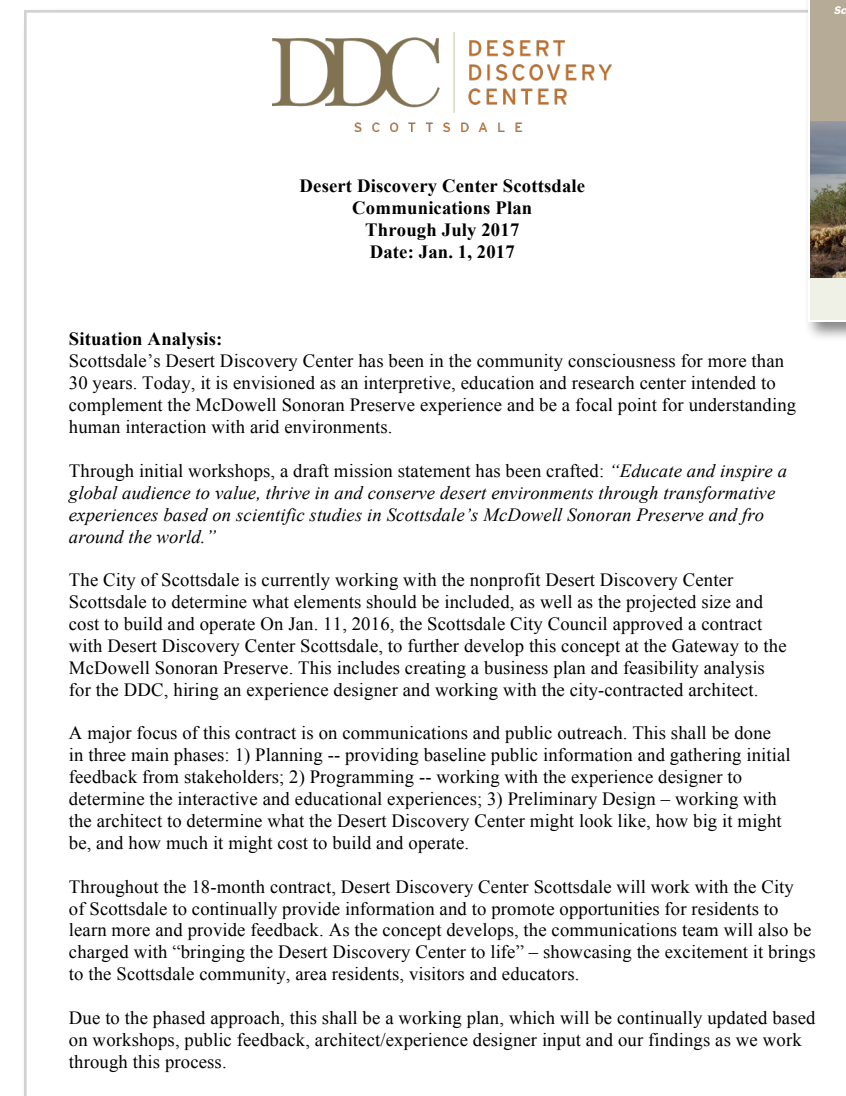
Communications Plan

Desert Discovery Center Scottsdale was responsible for developing and implementing a comprehensive communications plan to educate and inform the public and key stakeholders regarding the project's history, mission/vision and key milestones. The plan was developed as a three-stage working plan that was reviewed and evaluated with the City of Scottsdale throughout the 18-month contract.

The three identified phases were:

- 1) **PLANNING**— providing baseline public information and gathering initial feedback from stakeholders;
- 2) **PROGRAMMING**— working with the experience designer to determine the interactive and educational experiences;
- 3) **PRELIMINARY DESIGN**— working with the architect to determine what the Desert Discovery Center might look like, how big it might be, and how much it might cost to build and operate.

Following is the working plan, which was implemented beginning at the Jan. 11, 2016 contract award and continues through the August/September 2017 public review period. This was the template that was followed for our communications and public outreach work. As with any plan, it was a working plan so has been continually updated throughout the contract period.



DESERT DISCOVERY CENTER PROMOTIONAL FLYER

6. COMMUNICATIONS

Communications Plan

Goal:

The public-at-large and key stakeholders shall receive timely, accurate and relevant public information, as well as targeted opportunities to collaborate on the planning, programming and preliminary design of the Desert Discovery Center at the Gateway to the McDowell Sonoran Preserve.

Target Audiences:

- General public
- Area homeowners (DC Ranch, Windgate Ranch, McDowell Mountain Ranch)
- Education community (Arizona State University, Scottsdale and Paradise Valley Community Colleges, Scottsdale Unified School District and other Valley educators and parent/teacher organizations and scouting troops)
- Community groups (Rotary, Kiwanis, Scottsdale Leadership)
- Conservation community (McDowell Sonoran Conservation community including McDowell Sonoran Conservancy and other local conservation organizations)
- Tourism industry (Tourism Development Commission, Experience Scottsdale, Arizona Office of Tourism)
- Business community (Scottsdale Area Chamber of Commerce, Arizona Forward and other business entities)
- Potential local and global partners (The Nature Conservancy, Salt River Pima-Maricopa Indian Community, Sonoran Institute, Urban Land Institute)
- Current and potential donors

Key Messages:

- The Desert Discovery Center is envisioned as an interpretive, education and research center intended to complement the McDowell Sonoran Preserve experience and to be a focal point for understanding human interaction with arid environments.
- The Gateway location for the Desert Discovery Center was approved by the City Council in 2007 as part of the Gateway Municipal Use Master Site Plan. The Gateway trailhead is located on relatively flat land, pulled away from the mountain slopes.
- The City Council has retained Desert Discovery Center Scottsdale as its nonprofit partner to create a business plan and feasibility analysis, in addition to public outreach and exploring the fundraising potential of the project. The City Council also will be hiring an architect to create conceptual site and floor plans and preliminary building designs.

6. COMMUNICATIONS

Communications Plan

- Desert Discovery Center Scottsdale is building upon the work that has emerged from previous studies, but reconsidering all aspects of the Desert Discovery Center in terms of a new economy, new partners and a new vision.
- Of primary importance is sensitivity to the Preserve itself, as well as to neighboring communities in terms of traffic, lights and noise. Desert Discovery Center facilities and programs would be municipal use and would be compatible with Scottsdale's Preserve Ordinance.
- As a model for sustainability, the Desert Discovery Center would be built "green" – desert-sensitive and on a minimalist footprint.
- In the programming phase, Desert Discovery Center Scottsdale and the City of Scottsdale will work with the architect and experience designer to begin to determine what elements should be included, what the size might be and how much it would cost to build and operate.
- Based on public feedback gleaned from the Project Planning phase, the project is moving in the direction a "Small Footprint/Big Vision." This is based on the public's desire for a smaller facility that minimizes the impact on the McDowell Sonoran Preserve and the Gateway itself. It also acknowledges the research partnership with Arizona State University and the vision of the Desert Discovery Center to teach people around the world about living well in desert environments.

Strategies/Tactics

(NOTE: This communications plan is a working document. Additional communications/outreach tactics may be added during this 18-month Community Conversations process.)

Strategy #1: Develop an ongoing, comprehensive community outreach program to share the most accurate and up-to-date information with all interested stakeholders and the community at-large, throughout the length of the contract.

TACTICS

- Brand a Community Conversations program that will give the public and key stakeholders multiple opportunities to get information and share input regarding the Desert Discovery Center. Begin with a postcard to area residents providing opportunities to connect and learn more about the project (website, email updates, speakers' bureau) and a press release to launch the program.
- Add a "Connect With Us" section to the Desert Discovery Center Scottsdale website that links to the city's website so it's obvious how you can get more information and provide constructive input.
- Develop a speaker's bureau to accommodate passive requests and also to actively target community groups, tourism/business forums and other homeowner's associations (i.e. Greater Pinnacle Peak Homeowners Association, local school districts, Scottsdale Historical Society, Arizona Forward and the 20-30 Club).
- Strategically target events where a Desert Discovery Center Scottsdale booth and presence may help to educate and inform attendees.
- Track public outreach activities throughout the 18-month project.

Strategy #2: Elevate awareness, foster transparency and promote milestones through targeted communications throughout the length of the project.

- Build an "update list" of those interested in receiving periodic updates. Craft regular project updates.
- At every community touchpoint, ask for opportunities (newsletters, website, social media, eBlasts) to continually share information and for people to sign-up to receive updates.
- Promote information throughout the project via the City of Scottsdale's communications channels.

SMALL FOOTPRINT/ BIG VISION

As a model for sustainability, the Desert Discovery Center would be built "green"—desert-sensitive and on a minimalist footprint

DESERT DISCOVERY CENTER COMMUNITY INFORMATION FACT SHEET

DESERT DISCOVERY CENTER

ANSWERS TO FREQUENTLY
ASKED QUESTIONS



The Basics

What is the Desert Discovery Center?

Scottsdale's Desert Discovery Center (DDC) is envisioned as an interpretive, education and research center intended to complement the McDowell Sonoran Preserve experience and be a focal point for understanding human interaction with arid environments. At this point, the City of Scottsdale is in the project planning phase for the DDC concept to determine what elements should be included, how large it might be and how much it would cost to build and operate.

Where will the Desert Discovery Center be located?

The City Council has authorized further development of the DDC concept at the Gateway Trailhead located within Scottsdale's McDowell Sonoran Preserve. The Gateway location for the DDC was approved by the City Council in 2007 as part of the Gateway Municipal Use Master Site Plan (MUMSP). The Gateway Trailhead is located on relatively flat land, pulled away from the mountain slopes. The process for reviewing the site plan and design for the DDC at the Gateway will be a proposed site amendment to the MUMSP, which will be considered by the City Council through the public hearing process.

How is the proposed project being paid for?

The construction of the DDC is not currently approved or funded. In January 2016, the Scottsdale City Council approved creating a business plan and feasibility analysis for the DDC concept and selecting an architect to create conceptual site and floor plans, as well as preliminary building designs. These contracts were funded by \$1.7 million in bed tax dollars – money paid by visitors who rent rooms at Scottsdale's resorts and hotels. Bed tax dollars can only be spent on projects that support tourism in Scottsdale.

What is the City currently doing?

The current planning effort has three major elements as a result of the January 2016 City Council Meeting:

1. Create a business plan and feasibility analysis for the Desert Discovery Center. This work will be done by Desert Discovery Center Scottsdale (DDCS), a nonprofit entity hired by the City. In addition, the DDCS is conducting public outreach and exploring the fundraising potential of the project with the goal of offsetting the need for public dollars.

6. COMMUNICATIONS

Communications Plan

- Keep all stakeholders informed of project milestones and develop message points for each (public-at-large, neighborhoods, McDowell Sonoran Conservancy, ASU, tourism industry, business community, realtor groups, education community).
- Build a local media list, making initial introductions and providing ongoing updates. List to include print, electronic, television and radio media, as well as relevant blogs.
- Develop a cadence of press releases to celebrate various milestones such as Community Conversations, experience designer's selection, architect selection, public open houses.

Strategy #3: Phase 1 communications to focus on providing baseline information – basic history, where we're at in the process, how/when citizens can provide input.

- Start the Community Conversations by meeting with stakeholders who are directly impacted, whether by function or location. This shall include homeowners' associations and realty groups (DC Ranch, Windgate Ranch and McDowell Mountain Ranch), the McDowell Sonoran Conservancy (board and stewards) and the Scottsdale Area Association of Realtors. Circulate a sign-up sheet asking for attendees to sign up for project updates. Send follow-up email thanking them for attending.
- Hold two initial public meetings to define current status, scope of work, process and opportunities for public input.
- Develop initial "Answers to Frequently Asked Questions" document to provide baseline information.
- Share fact-sheet and related communications with Development Director to begin the fund-raising platform.

Strategy #4: Phase 2 communications to focus on sharing experience design ideas and architect concepts for feedback so their plans reflect public input. Also maintain a focus on the Desert Discovery Center as a future model for sustainable design.

- Share information gleaned from Phase 1 communications with Experience Designer (hired by Desert Discovery Center Scottsdale) and with architect (hired by City of Scottsdale).
- Set meetings with Experience Design team and various stakeholder groups – neighbors, ASU, McDowell Sonoran Conservancy, City of Scottsdale leadership (Mayor /City Council, staff members, commissioners), tourism community, business community, education community, and Salt River Pima-Maricopa Indian Community.
- Work with Experience Designer, Architect and City of Scottsdale to host a public workshop where concepts will be displayed and appropriate opportunities will be given for public input. Explore innovative options to give people plenty of time to talk with the professionals, review concepts and give input to them.
- Begin building out fundraising collateral to reflect initial concepts and experience design.
- Explore opportunities to play off the new Experience Scottsdale brand, which prominently features the desert experience.
- Explore possibility of implementing a blog feature on the Desert Discovery Center Scottsdale website.

Strategy #5: Phase 3 communications to focus on preliminary design and Municipal Use Master Site Plan process.

- Add to the content shared from the programming phase to include the full experience interpretation plan, as well as the initial design. Focus on additional concepts/quotes from experience designer as well as architectural renderings.
- Host public meeting/open house to unveil the proposed plan. Experience designer and architect to attend.

6. COMMUNICATIONS

Marketing and Brand Development

- Set press briefings with experience designer and architect present to discuss plan details.
- Circle back with all stakeholder groups to discuss plan specifics and gain further feedback.
- Update "Answers to Frequently Asked Questions" document with new information gathered during the design phase.
- Update general and fundraising material to reflect plan.
- Ensure City website has most current information.

Strategy #6: Prepare final communications documenting the Desert Discovery Center planning, schematic design and experience planning.

- Prepare final "Answers to Frequently Asked Questions" document.
- Coordinate and oversee production of preliminary and final report.
- Publicize the summarized results of the final report.

Marketing and Brand Development

The initial Scope of Work with the City of Scottsdale set aside a task and budget for preliminary marketing and branding development. This was to be developed based upon the visitor experience, programming, exhibitry and conceptual facility design. In negotiating the contract with Thinc Design, the budget was shifted toward that contract with the understanding that Thinc Design would provide input into this process and that the team would still be working with a marketing framework in mind, as well as thoughts on the brand identity for the Desert Discovery Center.

As the experiences were developed and as the site plan was solidified with the move away from the Gateway Trailhead toward the existing maintenance facility, ideas began to coalesce regarding that brand identity. Clearly, this project was shaping up to be something very different than ideas that had been brought forward previously. The vision was bigger – a global center focused on research and education. . . and the footprint was smaller and smarter. The new project was being conceptualized on the edge – right where the urban environment met the McDowell Sonoran Preserve. The project also was focused on the edge between conservation and sustainability – conceived on the notion that you protect what you love and you love what you know.

Thus, the team began to focus on a new project identity – and a new name. After discussing many options, we kept coming back to this focus on the edge. A new name was born from that:

THE DESERT EDGE

Encounters. Discovery. Global. Education.

Although the name change made sense to the team from a conceptual marketing and branding standpoint, there were also pragmatic reasons for suggesting this change.

- In our research, we found that another Desert Discovery Center exists, and has since 1973, in Barstow, Calif. Though modest, it is a municipal center with LEED designation that educates about 10,000 children each year. Certainly, we did not want two centers with the same name and similar missions within a half-day's drive from one another.
- When you Google DDC, the Desert Diamond Casino pops up. This new, high-end gambling casino in the West Valley now owns and touts the DDC moniker.

Moving forward, Desert Discovery Center Scottsdale recommends that the project be referred to as The Desert EDGE.

Marketing and Brand
Development

A SENSE OF PLACE

At its heart, the mission of the Desert Discovery Center Scottsdale is to inspire the current and especially coming generations to take up the challenge and claim the future in the spirit of possibility: our future and the future of this planet. We start with the idea that we protect what we love, and love what we know. In the Center, experiences that excite us, rouse emotions, provoke reactions, awaken our senses and make us feel differently can inspire a shift in perspective with enduring impact. Stirring our imaginations and emotional responses can lead to deeply felt connections with ideas and the surrounding landscape. This is the transformative potential of a visit to the Center.

The experience is grounded in a "sense of place" that starts with a surprising lens on the location of the Center itself. Views into the Preserve are further delineated by the variety of biomes: rocky mountainous outcrops, lush riparian washes and shrub-filled valleys. The breadth of desert life—not limited to wildlife but rather encompassing the local urban and natural environments—is the beginning of the story and the opening for exploring potential futures of coexistence and wellbeing.

Locating the experience within the boundary of the McDowell Sonoran Preserve also demonstrates the Center's mandate: to reflect and develop the commitment that started the Preserve in the first place, and grow it into a 21st-century version for responsible investment in future generations: from preservation to sustainability.

Being in this place can establish a connection to the landscape as part of a journey that stirs us to see it differently—as a part of who we are and ourselves as a part of what it is. This is the potential of experiencing the Center as a gateway to the Preserve, and this is why the Preserve is the right place for the Center.

The Desert Discovery Center is positioned to inspire generations of local residents and tourists to see the desert with a fresh perspective: not as a separate, uninhabited landscape, but as the ground beneath our feet. As an environment that people live in, everyday, with many fellow species, and share in the supply of water and air. A place that inspires us to meet the challenges of the environment with both research and creativity.

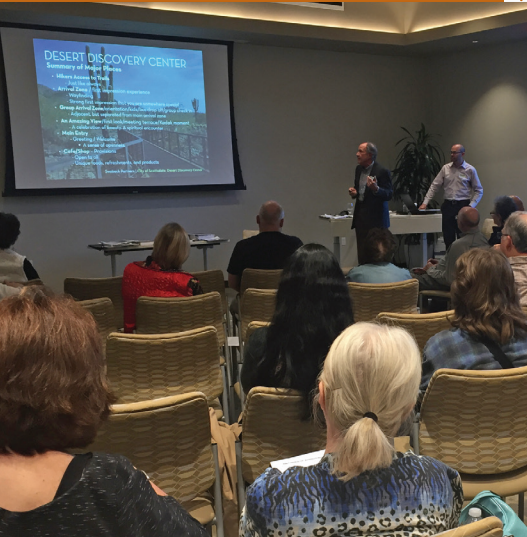


Located at the edge of the McDowell Sonoran Preserve, the Center offers views in all directions to the spectrum of "living in the desert:" the natural environment, the suburban streets and visible in the southwest distance, the city.



DESERT DISCOVERY CENTER
FUNDRAISING COLLATERAL

Public Outreach



6. COMMUNICATIONS

Public Outreach

Desert Discovery Center Scottsdale conducted comprehensive outreach to the general public, with neighborhood and community organizations and with key stakeholder groups as outlined in the Communications Plan. Throughout our 18-month contract, we met with thousands of people to inform them about the project:

- Community Presentations – 56 with more than 2,000 people reached
- Individual/Small Group Meetings with Community Members and potential donors – 380 with more than 760 people reached
- Public Meetings – 3 (one with 8 sessions) with more than 800 people attending
- Community Events -- 4 large-scale public events at which we engaged attendees (Children’s Play & Learn Festival, Arizona Forward Valley Educators Forum, Parada Del Sol and Scottsdale Arts Festival), which drew well over 20,000 people total. We connected directly with many of these community members and Scottsdale visitors to share the project vision and to answer questions.

In all, we talked with more than 5,000 community leaders, educators, donors, neighbors, conservation groups, interested stakeholders and citizens from Scottsdale and throughout the Valley.

While two public outreach events were planned in the Desert Discovery Center Scottsdale’s Scope of Work, we conducted three rounds of public meetings, one in each phase: planning, programming and preliminary design.



PLANNING PHASE: The first public meetings were held April 20 & 21, 2016. Meetings were held in the southern (Spirit of the West: Scottsdale’s Museum of the West) and northern (Highlands Community Church) reaches of the community. The purposes were to:

- 1) Inform the public on the project scope and process; and
- 2) Collaborate with the public, getting input on issues and ideas to share with the architect and experience designer. Sign-in sheets and public comments are included in the City of Scottsdale Municipal Use Master Site Plan Submittal.

6. COMMUNICATIONS

Public Outreach

PROGRAMMING: On Nov. 30, 2016, a public workshop was held at the 8600 Venue near the 101 Freeway and Princess Drive. Workshops included an introductory video; experience design presentation/discussion with Tom Hennes, Amanda White and Philip Drew, Thinc Design; and an architectural background presentation with John Sather, Swaback Partners. The workshop concluded with a feedback room where participants were invited to give comments on experience design and architectural concepts and to ask questions of Desert Discovery Center Scottsdale board members and City of Scottsdale staff members. Six workshops were initially planned and two more were added due to public interest.

PRELIMINARY DESIGN: A public meeting is scheduled for Tuesday, Aug. 1 at the Scottsdale Center for the Arts. This will include an introductory video; joint presentation with John Sather, Swaback Partners (architect) and Tom Hennes, Thinc Design (experience designer); break-out sessions regarding research/education and business plan; and open house style format showcasing architectural and experience design renderings/schematics. This will be followed by a series of public commission, board and Council meetings:

EVENT	DATE	LOCATION
Joint McDowell Sonoran Preserve Commission and Tourism Development Commission Study Session	Aug. 10 4-7 PM	City Hall Kiva 3939 N. Drinkwater Blvd.
Planning Commission Study Session	Aug. 23 4:30 PM	City Hall Kiva 3939 N. Drinkwater Blvd.
Development Review Board Meeting	Sept. 7 1 PM	City Hall Kiva 3939 N. Drinkwater Blvd.
McDowell Sonoran Preserve Commission Meeting	Sept. 7 5 PM	City Hall Kiva 3939 N. Drinkwater Blvd.
Planning Commission Meeting	Sept. 13 5 PM	City Hall Kiva 3939 N. Drinkwater Blvd.
Tourism Development Commission Meeting	Sept. 19 8 AM	City Hall Kiva 3939 N. Drinkwater Blvd.
City Council Study Session	Sept. 26 5 PM	City Hall Kiva 3939 N. Drinkwater Blvd.

In addition, per the communications plan, Desert Discovery Center has worked with the City of Scottsdale to update its website and send its project alerts, as well as to include comprehensive information (including a blog) on its website: www.scottsdaledesertcenter.com.

We have worked with the City of Scottsdale – and will continue to work with them – to update the project’s Frequently Asked Questions. Also, after Thinc Design presented its initial concepts in November 2016, we prepared a collateral update sent to donors and key stakeholders, as well as an updated one-pager given at presentations and community events.



Experience Design Selection

7...EXPERIENCE DESIGN



7. EXPERIENCE DESIGN

Experience Design Selection

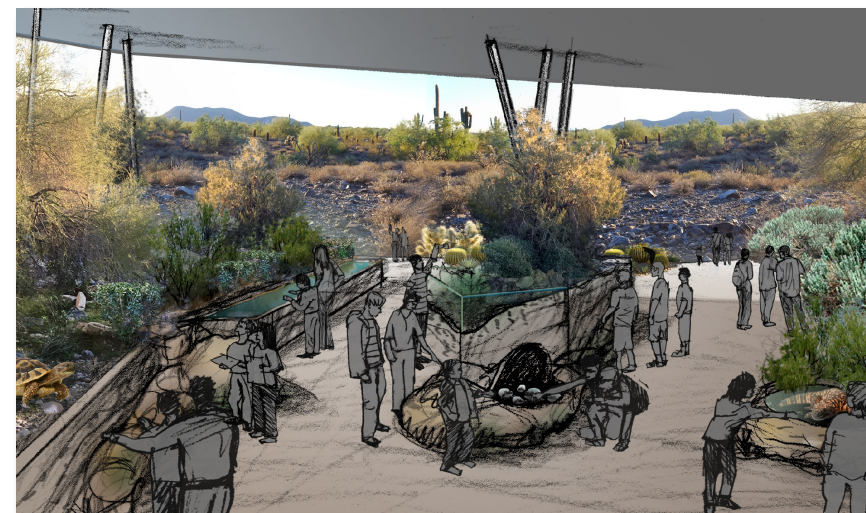
"We are very excited about the potential of the Desert Discovery Center to inspire people to consider how they can become stewards of our environment through a deep connection with and understanding of the McDowell Sonoran Preserve and the desert's ecological systems. This is a local story that also is critically important on a global scale. Our signature process ensures that all perspectives are brought into a collaborative working environment and our design responds to the concepts that emerge from that collaboration."

— THINC DESIGN

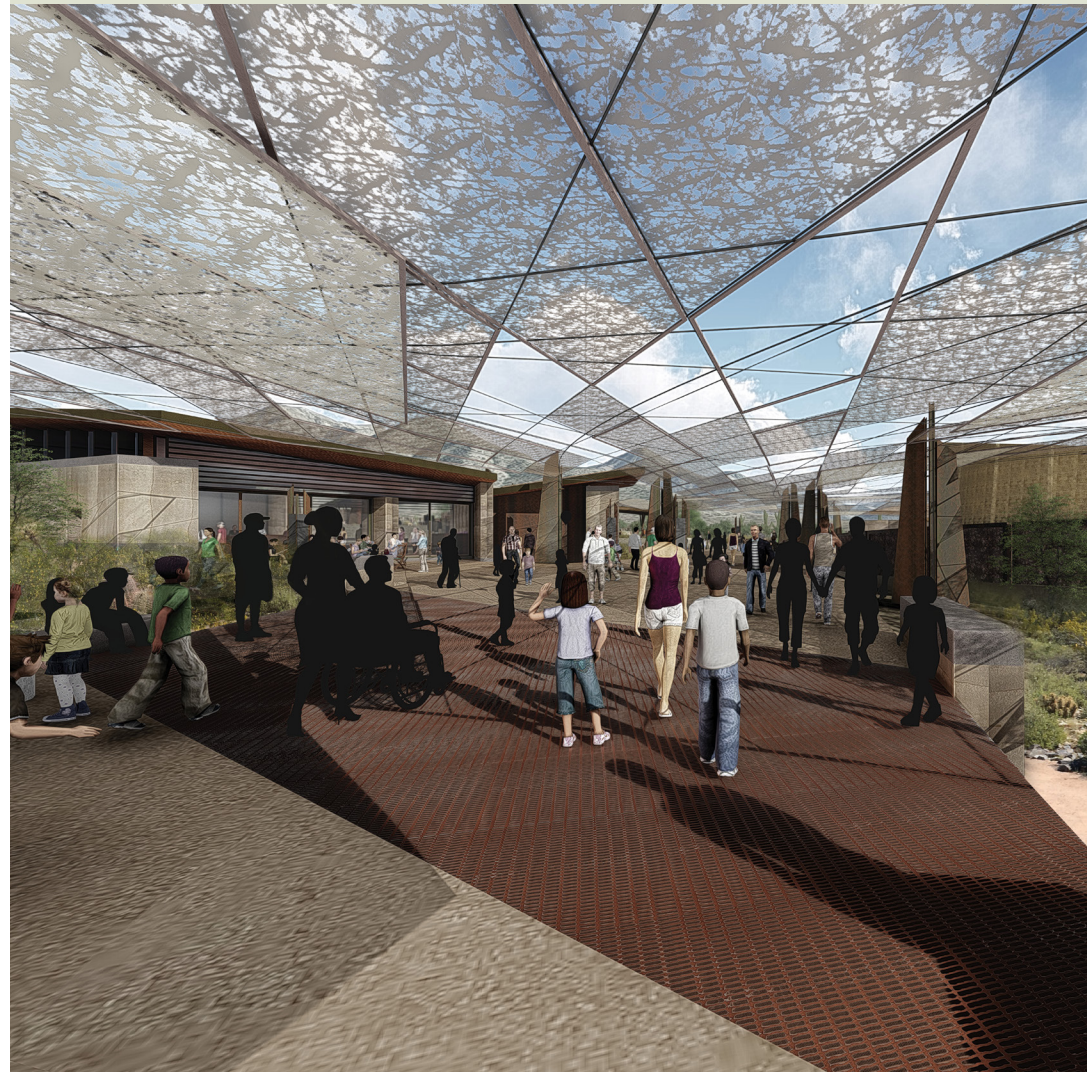
Desert Discovery Center Scottsdale, Inc., selected Thinc Design as its experience designer for the Desert Discovery Center project. After interviewing five of the 17 firms that applied, Desert Discovery Center Scottsdale chose Thinc Design because of its sustainability ethic and expertise in community collaboration. Thinc Design has developed world-class projects of national and international significance — most notably the National September 11 Memorial Museum and the Sustainability 2020 Pavilion in Dubai, the exhibit's only permanent installation. The firm's projects focus upon history, natural history, culture and the environment. Each is unique and sensitive to its cultural and natural context and begins with a process of stakeholder engagement. With each project, Thinc's goal is to produce conceptual solutions that demonstrate respect for all groups for whom the site is meaningful.

Thinc Design worked with Desert Discovery Center Scottsdale, Inc. and the architect, Swaback Partners, PLLC, to design the Desert Discovery Center's exhibits and educational programs. The Thinc Design team spent nearly a year, learning everything possible about the project, the community and most importantly, the Sonoran Desert. Special thanks to all involved, especially Arizona State University, which has shared its deep content knowledge base.

[CLICK HERE TO READ THINC DESIGN'S EXHIBITION CONCEPT DESIGN REPORT](#)



8...ARCHITECTURE



8. ARCHITECTURE

Architect Selection

Other than possibly the choice for experience designer, the selection of the Desert Discovery Center architect was paramount. The important characteristics of the selected architect were:

- Knowledge and love of the Sonoran Desert
- Extensive experience with municipal projects
- A strong team leader
- Excellent design skills
- Creative and resourceful

Under the terms of the Desert Discovery Center Scottsdale contract, a board member and consultant were involved with the City staff developing the Desert Discovery Center architectural request for statement of qualifications. The City of Scottsdale solicited statements of qualifications on Feb. 9, 2016 from qualified architectural firms to provide design phase services for the Desert Discovery Center and associated improvements at the Gateway Trailhead in the McDowell Sonoran Preserve. Solicitations were sent out through the city's standard process and through the American Institute of Architects. Eleven submittals were received on March 22, 2016.

The request for proposals briefly described the history of the Preserve and stated the following:

The goal of the Desert Discovery Center is to be the focal point for local and global experiences and to present dialogues about human interaction with the Sonoran Desert and other arid environments.

It was the desire of the City of Scottsdale that the Desert Discovery Center would become a world-class exhibit/educational center providing a high-quality experience to guests. This could include such features as exhibition pavilions, an exhibit and programming space, a multimedia theater, a restaurant, a gift shop and group meeting facilities.

Features of the Desert Discovery Center were to support the following goals:

1. Showcase the Sonoran Desert and why it matters to a global audience
2. Respond to visitors seeking to "Experience the Sonoran Desert"
3. Present the stories and history of the Sonoran Desert and the City of Scottsdale
4. Unmask the myths and realities of the Sonoran Desert
5. Present exciting encounters with the authentic Sonoran Desert
6. Present exhibitions of the Sonoran Desert using artifacts, multimedia, interactive exhibits, photography, memorabilia and publications
7. Provide educational programs for school children that relate directly to the K-12 education standards of the Arizona Department of Education and additional programs for all age groups presenting an array of experience-based opportunities
8. Use a rich palette of exhibition practices drawn from theater, entertainment, modern technologies, storytelling and media
9. Be a welcoming, hospitable place for visitors
10. Be a cultural center in Scottsdale and the local community

The abbreviated architectural scope of work for the project included architectural programming and schematic design services. It also was stated that if the initial phases of the project were accepted, the contract could be extended.

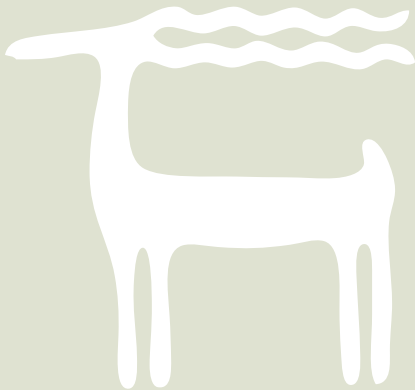
Architect Selection

UNMASK THE MYTHS
AND REALITIES OF
THE SONORAN DESERT



USE A RICH PALETTE
OF EXHIBITION PRACTICES
DRAWN FROM THEATRE,
STORYTELLING AND
MEDIA

Architect Selection



8. ARCHITECTURE

Architect Selection

Two Desert Discovery Center Scottsdale representatives and three city staff members were asked to review and score all architectural submittals. The evaluation of the submittals was based on the following:

General Information	Max. 100 Points
Firm's Capabilities and Relevant Experience	Max. 350 Points
Approach to Performing Services	Max. 300 Points
Local Knowledge	Max. 150 Points
Overall Evaluation	Max. 100 Points

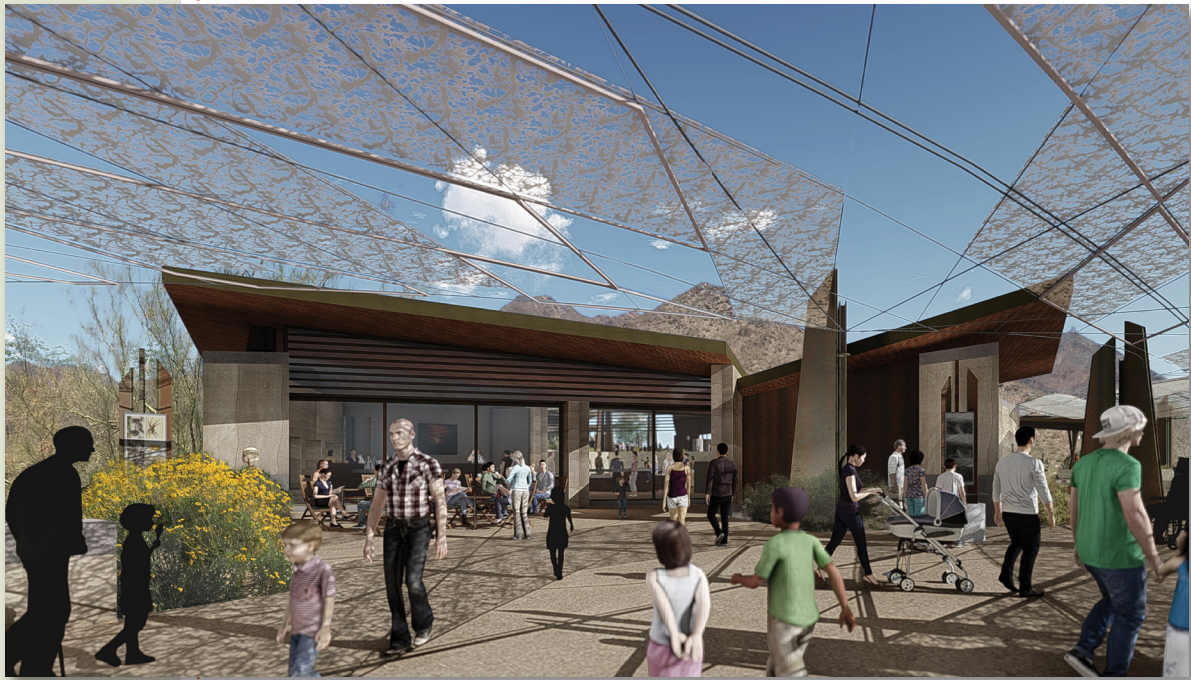
Many of the submittals represented a local architectural team partnering with a national architectural firm. Five firms were shortlisted and invited to interviews.

Interview questions were collected from the selection panel. These included questions about architectural programming, environmental practice (LEED and Net Zero), working with nonprofits such as Desert Discovery Center Scottsdale and proven community outreach skills.

Interviews were conducted over two days and while the scoring was relatively tight, Swaback Partners received the highest majority votes.

Swaback Partners received the highest score and, on June 7, 2016, Swaback Partners was awarded contract 2016-053-COS in the amount of \$521,090 to provide architectural programming and schematic design services for the Desert Discover Center.

▶ [CLICK HERE TO READ SWABACK PARTNER'S ARCHITECT PLAN REPORT](#)



9...BUSINESS PLAN



DDCS Business
Plan



*The Desert Discovery
Center could become a
global leader in
sustainable living
education, so it is vitally
important*

9. BUSINESS PLAN

Desert Discovery Center Scottsdale, Inc., worked with ConsultEcon, Inc. to develop the proposed Desert Discovery Center business plan. ConsultEcon provides economic, feasibility, management and planning services to nonprofit organizations, public agencies and private businesses. They have been in business since 1991. ConsultEcon, Inc. has been involved with the development of the Desert Discovery Center for more than 10 years, working on three different iterations. Its perspective has been critical to model the planning for the financial health of the Desert Discovery Center.

ConsultEcon’s input, verifying comps and collecting information on similar institutions, led to the Desert Discovery Center Draft Business Plan. Its analysis of the proposed experience concepts, potential benefits, academic partnership and local and national market trends has generated an operations model for the Desert Discovery Center.

This report presents a business plan for the Desert Discovery Center to be to be located in the McDowell Sonoran Preserve, adjacent to the Gateway. The Desert Discovery Center business plan reflects the 2017 operating concept, proposed operating partnerships, site and architectural plans and concepts, Exhibition Concept Design, project scale and target capital cost, as well as the relationship of Desert Discovery Center to its site and the overall McDowell Sonoran Preserve.

The business plan includes an analysis, suggestions on appropriate ticket pricing, project stabilization recommendations and estimates on operating costs, staffing and salaries.

▶ [CLICK HERE TO READ CONSULT ECON’S BUSINESS PLAN REPORT](#)