



*** All present are expected to conduct themselves in accordance with our City's Core Values ***

OFFICIAL NOTICE AND AGENDA

of a meeting of a City Board, Commission, Department, Committee, Agency, Corporation, Quasi-Municipal Corporation, or sub-unit thereof.

Special Meeting: ECONOMIC DEVELOPMENT
Date/Time: Thursday, September 15, 2016 at 4:30 p.m.
Location: Board Room, 2nd Floor, City Hall
Members: Tom Neal (C), Romey Wagner, Pat Peckham, Joe Gehin (VC) and Lisa Rasmussen

4:15 p.m. Live It Up Wausau Photo Shoot - 1025 Everest Boulevard

AGENDA ITEMS FOR CONSIDERATION/ACTION

- 1 Public Comment on Matters Appearing on the Agenda
- 2 Discussion and Possible Action on the Proposals Received for the Master Plan for Business Campus Expansion
- 3 Discussion and Possible Action on the Proposal Received for the Property at 309 McClellan Street (Wausau Club)
- 4 **CLOSED SESSION** pursuant to 19.85(1)(e) of the Wisconsin Statutes for deliberating or negotiating the purchase of public properties, the investing of public funds, or conducting other specified public business, whenever competitive or bargaining reasons require a closed session
 - }Discussion and Possible Action on the Proposals Received for the Master Plan for Business Campus Expansion
 - }Discussion and Possible Action on the Proposal Received for the Property at 309 McClellan Street (Wausau Club)
- 5 **RECONVENE** into Open Session to Take Action on Closed Session Items, If Necessary
- 6 Update and Discussion on the WOW Family Entertainment Center Project
- 7 Update on the East Riverfront Project
 - }Discuss Possible Tour of Riverfront

Adjournment
Tom Neal (Chair)

This notice was posted at City Hall and emailed to the media on 9/09/16

It is possible and likely that members of, and possibly a quorum of the Council and/or members of other committees of the Common Council of the City of Wausau may be in attendance at the above-mentioned meeting to gather information. **No action will be taken by any such groups.**

Please note that, upon reasonable notice, efforts will be made to accommodate the needs of disabled individuals through appropriate aids & services. For information or to request this service, contact the City Clerk at (715) 261-6620.

Other Distribution: Media, Alderpersons, Mayor, City Departments



REQUEST FOR PROPOSALS

Planning and Engineering Design Services
Wausau Business Campus Expansion
City of Wausau

A. PURPOSE AND DESCRIPTION

The City of Wausau is soliciting proposals from planning and engineering consultants to prepare plans for two different aspects of a proposed expansion of the city's Business Campus. The first element is a master plan for 205+/- acres of undeveloped land that the city envisions for light industrial and commercial development which complements the existing Business Campus. The plan shall determine the best locations for new streets and other infrastructure (including water mains, sanitary sewer, storm sewer, stormwater management facilities, and multi-use trails) based on factors such as environmental constraints, existing public infrastructure, and logical subdivision of land for private development.

The second element is that the plan shall also consider the siting (within the master plan area) of a particular company specializing in chemical warehousing and distribution. The siting plan shall be prepared by a qualified consultant with expertise in all applicable building, environmental, and other regulations for constructing a new chemical storage facility.

The City will accept proposals for professional services to address one or both elements. Details of the scope of work for each element are described in more detail in Section C.

B. BACKGROUND

The City of Wausau purchased approximately 205 acres of undeveloped land adjacent to its business campus on the west side of the city. Please see attached map. The intent of purchasing the property was to secure room for expansion of the business campus. The land extends to County Road O, which has on and off ramps to WI Highway 29. Currently, the land is a mix of farmland, forest, and other undeveloped area. Small wetland areas, particularly on the east and west ends, have previously been delineated, but the vast majority of the land should be quite suitable for new development. A logging road exists on the property in a location that may be appropriate for an improved city street, and a potential corridor for future utilities. The city is seeking expertise on future street alignment(s) and other infrastructure so that the development potential of the land can be maximized while natural features are preserved. The existing Wausau Business Campus is designed specifically as a 'business park in a forest' and the master plan should extend and enhance this theme with potential public and preserved forest areas.

The City is also seeking expertise on siting a new building for a chemical manufacturing and distribution company somewhere within the 205 acres. A location should be determined that is suitable for this type of company, while maximizing space for future businesses. Knowledge of building codes and environmental regulations pertaining to building a new chemical facility would be valuable for a proposer or proposal team.

C. SCOPE OF WORK

Work under this proposal will include, but is not limited to, the following:

Master Plan

1. Complete a topographic survey of the area
2. Review previously delineated wetlands for accuracy
3. Propose and perform soil borings and analysis at key locations
4. Propose a street alignment from existing city streets to County Road O
5. Propose water and sanitary sewer extensions including looping of the water main
6. Propose new and/or expanded bicycle and pedestrian facilities, including a trail network
7. Propose public and preserved forest areas
8. Propose additional internal street and utility extensions
9. Propose division of land that maximizes development potential
10. Estimate (preliminarily) total cost for street construction that includes bridges, culverts, sewer, water, lighting, trails, and landscaping
11. Locate and estimate size of regional stormwater management facilities

Siting of Chemical Company

1. Propose the potential siting and estimate the construction cost of a 75,000 to 80,000 sq.ft. chemical mixing and storage warehouse operation with approximately 10.25 acres somewhere on the property which minimizes cost of land development, required containment areas and costs of city infrastructure. The siting process may include but not be limited to:
 - a. geotechnical and wetland testing and analysis of potential sites to support the facility
 - b. potential containment design options
 - c. appropriate State notices of intent and filings
2. The potential facility would require four (4) internal docks bays and seven (7) external, 40-50 parking spaces and an estimated 105,000 sq.ft. of pavement for truck access, set-down, and containment.
3. The successful proposer will be expected to meet and work with the facility owner to finalize the project scope of this element.

D. MEETINGS

The consultant shall outline all required meetings in the proposal. The consultant will be responsible for all exhibits, handouts and other information needed for all meetings and recording meeting minutes for distribution.

E. SCHEDULE

Proposals are due to the City of Wausau, Community Development Department (407 Grant Street, Wausau, WI 54403) on **September 9, 2016 at 4:30 p.m.** Please provide four (4) hard-copies of the proposal along with an electronic version.

The City anticipates selecting a consulting firm or firms by the end of September. A final schedule of deliverables can be negotiated, but the City would like the siting of the chemical company estimates completed by early December 2016 and the final Master Plan completed in the first quarter of 2017.

F. SELECTION

A selection committee of City staff will review the proposals and make a recommendation to the Economic Development Committee, tentatively scheduled to meet on September 15, 2016. With approval from this Committee, the Board of Public Works will negotiate the final fee with the selected firm. At this time, no interviews

are anticipated, however City staff may ask for additional information or a meeting to clarify any issues contained in the proposal.

Proposals will be scored by the selection committee using the following criteria:

Business organization	10 Points
Project approach and schedule:	40 Points
Personnel and relevant experience:	30 Points
Cost:	20 Points
Total:	100 Points

Business Organization – This section shall include the firm’s name, areas of expertise, and a brief history of the firm, size, office locations, and business addresses. The name, address, and telephone number of a contact person and/or prospective project manager regarding the proposal shall be included. If sub-consultants are being utilized, similar information should be included for all subcontracted firms.

Project Approach and Schedule – The consultant shall describe the approach to the proposed project, the method of conducting the work, and how and when the final deliverables will be developed.

Personnel and relevant experience – The consultant shall describe relevant qualifications of the firm and experience with similar projects. Consultants are encouraged to provide samples of work done in other communities in an appendix or through a web link.

Cost – The consultant shall provide an hourly rate schedule and an estimated number of hours to complete the proposed project. Estimated hours to be spent on specific tasks should be broken out to the greatest extent practicable. If hours are to be billed at different rates, a breakdown of hours per wage rate shall be provided.

F. TERMS AND CONDITIONS

The City reserves the right to accept or reject any or all proposals or portions thereof without stated cause. Upon selection of a finalist, the City by its proper officials shall attempt to negotiate and reach a final agreement with the finalist. If the City, for any reason, is unable to reach a final agreement with this finalist; the City then reserves the right to reject such finalist and negotiate a final agreement with another finalist who has the next most viable proposal. The City may also elect to reject all proposals and re-issue a new RFP.

Clarification of proposals: The City reserves the right to obtain clarification of any point in a consultant’s proposal or obtain additional information. Any request for clarification or other correspondence related to the RFP shall be in writing or email, and a response shall be provided within three (3) business days.

The City is not bound to accept the proposal with the lowest cost, but may accept the proposal that demonstrates the best ability and most qualified to meet the needs of the City. The City reserves the right to waive any formalities, defects, or irregularities, in any proposal, response, and/or submittal where the acceptance, rejection, or waiving of such is in the best interests of the City. The City reserves the right to disqualify any proposal, before or after opening, upon evidence of collusion, intent to defraud, or any other illegal practice on the part of the consultant.

G. CONTACT PERSON

Questions about the RFP or the project should be directed to Brad Lenz, City Planner, phone 715-261-6753 or brad.lenz@ci.wausau.wi.us.

August 31, 2016

City Council – The City of Wausau
407 Grant Street
Wausau WI 54403

RE: The Wausau Club RFP

Dear City Council Members,

Thank you for your review of this proposal and the contents herein introducing the Museum of Contemporary Art (MOCA). I look forward to working with the city to bring this vision to fruition for everyone in our community to enjoy and benefit from for decades to come.

If you need further information or have questions regarding MOCA, please contact me directly.

David Anthony Hummer

MOCA Project Coordinator
Owner/manager, The Bauhaus, LLC
316 Washington Street
Wausau, WI 54403
(715) 571.6551
email- david.thebauhaus@gmail.com

Museum of Contemporary Art Overview

The former Wausau Club building is located in the heart of Wausau's Main Street Historic district, which is experiencing a surge of investment and redevelopment. In addition, the downtown Wausau's River District continues to expand, becoming a place for visitors and residents to experience and return to. In that spirit, it is our expectation the creation of the Museum of Contemporary Art (MOCA) will be an added destination in the River District to enhance and complement the growing arts community and Wausau area as a whole. Uniting the integrity of the historic Wausau Club building with the contemporary arts and community engagement opportunities, repurposing the Wausau Club will bring together residents who are dedicated to the arts' ability to enrich lives, broaden perspectives and support the community.

The Wausau Club is a cherished community icon that is an important part of the city's history, reflecting the evolution of our culture. The original Club suited the area's affluent citizens, and as time and the culture shifted, so has the use of this admired structure. Today, we are at another culture shift that promotes the rehabilitation of such a historical place that will in turn allow for a new surge in the arts community and its development.

Our vision is to convert the facility into a symbiotic space combining a contemporary art museum, events hall, bar and lounge, educational studio, community outreach center, art workshop studio and framing/art supply store. The main level will consist of the MOCA, including four gallery spaces featuring national and international contemporary art. The MOCA gift shop and administrative offices will also occupy the ground floor. The upper level will be an events hall with a stage, bar and lounge available seven nights a week for events with the ability to play host to numerous programs outside of the visual arts. We envision charity events, weddings, private parties, poetry readings, concerts, guest lectures and other live performances taking place. Consultation rooms, along with dressing rooms, will be available in this space, also. A full commercial kitchen will be installed in the lower level to service the event hall space. The lower level will be converted into The Bauhaus Art Studio, and a full service picture framing/art supply store. Another gallery space will be located in the north wing of the lower level, dedicated to showcasing emerging artists' exhibitions.

The facility anticipates utilizing a mix of city-owned surface parking and street parking while awaiting the conversion of the former Resurrection Parish School to another parking structure.

Please consider the attached proposal to convert the Wausau Club into space for the MOCA and additional amenities that will help promote the arts, provide event space and encourage ongoing education. We are asking the City of Wausau to provide pro bono ownership of the Wausau Club to the MOCA in return for the MOCA offering a new destination that will provide an additional economic boost by drawing local and out of town visitors to our city.

MOCA Idea

The conception of this idea began with artist, David Anthony Hummer, owner of The Bauhaus, LLC. Hummer has been a professional artist for over 30 years, specializing in oil painting and portraiture, owning several businesses dedicated to the arts and education (see

Appendix A for detailed biographical information and a list of works in private and corporate collections).

Moving to Wausau in 2008, Hummer started The Bauhaus, LLC as a picture framing/art sales business assisting individual art collectors and corporate clients such as Inner Piece Interiors and Ghidorzi Company. In 2010, he began offering private painting lessons, which quickly grew to Hummer offering weekly workshop lessons at his studio located in downtown Wausau at 316 Washington Street. With no formal advertising — word of mouth and social media posts only — The Bauhaus, LLC has grown to serving over 60 students, with the majority returning each month to attend a workshop, learning the art of oil painting.

Hummer and his wife, Becky also own Allister Deacon's Coffee House in downtown Wausau.

Also assisting with initial MOCA planning:

Bob Weirauch – Weirauch is the owner/operator of The City Grill Restaurant and The Jefferson Street Inn and a tireless advocate and supporter of the Wausau community.

Approach

The MOCA will utilize the talents of Wausau area artists and developers to revitalize the structure.

We will approach the project estimating construction and rehabilitation taking approximately 18 months, with a goal of opening the facility in March 2018 if the project begins around October 2016. Working backwards, the following milestones are anticipated:

Fiscal Status: Upon final acceptance of this proposal, LLC documents will be filed with the State of Wisconsin for the MOCA, LLC, requesting status as a 501(c)3 tax-exempt nonprofit organization. The Greenheck Foundation has offered to provide a letter of interest to fund the first year operations and exhibitions costs while the Wausau Club is being rehabilitated. The Community Foundation of Northcentral Wisconsin will be approached to start an account for monies donated to the MOCA for operations and or endowment funding.

Management and Administration: The MOCA will be governed by a board of directors who will oversee the organization's activities, with a focus on its mission, goals and overarching strategy.

The following community members have already agreed to serve on the inaugural MOCA board:

- Dr. Carl Viviano
- Mark Klinner
- Kerry Fehrman
- David Hummer

During the course of construction, the MOCA board of directors will interview and hire three key staff members, an executive director, community outreach/education director and marketing/social media director to begin laying the initial groundwork, so the MOCA will have the ability to open seamlessly upon construction completion. The staff will work under the direction of the board of directors to implement its mission and goals.

Following the organization's opening, operations in the newly rehabilitated space will include hiring additional staff, including an exhibits curator, emerging artists gallery manager and maintenance/janitorial.

David A. Hummer Project manager during the construction phase of operations, overseeing rehabilitation and contracting needs. He will oversee the implementation of updates for the maximizing the architectural plans created by Kenneth J. Christian, AIA.

Temporary Office Space: A temporary office space will be secured as a physical address for a term of one year for the staff to begin work, which will be located in the downtown Wausau vicinity, paying rent commensurate with average charges per square feet.

The Bauhaus, LLC: David Hummer will move The Bauhaus, LLC and his Picture Framing Business to the MOCA and continue teaching and overseeing art students. The new Bauhaus, LLC space will become an unaccredited art academy serving central Wisconsin with expanded square footage occupying the MOCA lower level. It will offer more workshops in different mediums taught by qualified instructors, including but not limited to ceramics, metalsmithing, glassblowing, drawing, life drawing/anatomy, as well as classes specifically designed for art therapy and for children with special needs.

Financial Benefits / Community Engagement

Arts advocates have long heralded the arts as a cure-all to numerous social and economic issues, and the impact of the MOCA on the Wausau community will have a similarly significant set of benefits.

Evidence indicates the arts improve neighborhoods and invigorate local economies. The American Alliance of Museums reports the nonprofit arts and culture industry annually generates over \$135 billion in economic activity, supports more than 4.1 million full-time jobs and returns over \$22 billion in local, state and federal tax revenues. Attendance at art events and art museum visits generates considerable income for local businesses, including restaurants, hotels, parking garages and retail stores. Local arts patrons spend an average of \$23.60 per event, while out of town visitors spend \$39.96. Dollars introduced into the community from out of town visitors have what is called an 'indirect multiplier effect' on the Wausau economy, meaning money that would otherwise not be present re-circulates in the economy because a portion is repeatedly spent on local goods and services. The multiplier effect encourages visitors to explore other local businesses, arts organizations and other attractions.

A copy of the Americans for the Arts study, "The 182 Arts & Economic Prosperity IV Study Regions," reviewing the economic impact of spending by nonprofit arts organizations and audiences, including information on Marathon County, is attached for reference as Appendix B.

Data also shows that 31.8 percent of regular visitors will be nonlocal. More than two-thirds (116 million) of American adult tourists include cultural, historic and arts locations in their travels. These cultural travelers – who will be easy to attract from nearby cities within the MOCA footprint (i.e. Minocqua or Eagle River) – are perfect tourists: they spend more money and stay for longer durations. The MOCA (in cooperation with existing institutions such as the Center for Visual Arts, Leigh Yawkey Woodson Art Museum and the Grand Theater) will become a destination and can turn art into an export industry.

Wisconsin as a state currently has thirteen museums that generate thousands of visitors and dollars a year. For example, the Bergstrom-Mahler Museum in Neenah annually brings in 29,000 visitors and the Milwaukee Art Museum accounts for 400,000 visitors a year. Locally, the Leigh Yawkey Woodson Art Museum brings in \$4.5 million a year. Our neighbor state, Minnesota is the largest arts funded state in America that annually enjoys \$1 billion in economic impact thanks to arts related attractions. Morgan Quitno Press named Minnesota the most livable state in the nation for the sixth year in a row due to citizens' access to the arts. Our other neighbors, Michigan, are known for their annual competition for the arts, Art Prize, an open contest in which any artist, established or emerging, can show work and any visitor can vote on it. The grand prize is \$250,000, with the competition bringing in artists and visitors from around the United States every year.

Additionally, the arts attract residents, private businesses and financial investment. The density of arts organizations plays a role in the image of a communities appeal; more accessible art equals a more appealing community. Studies indicate this is especially the case in attracting highly skilled residents with well-paying jobs who will have an increased financial impact on the community.

In short, for Wausau, the arts mean business and an investment in our community.

Furthermore, participation in the arts increases social capital and a sense of community identity. Arts access and public arts programs boost civic engagement by providing a venue that attracts visitors who would otherwise not be socially engaged with one another and creating opportunities for residents to engage in constructive social activity. Research also shows the reverse to be true: the arts are enormously beneficial to the individual. Regular arts exposure improves physical, cognitive and psychological well-being and arts-integrated curricula improves academic performance among students. It also spurs innovation and entrepreneurialism, and can reduce crime in at-risk populations. Promoting volunteerism, increasing opportunities for social interaction and building relationships while improving our overall community image and status are among the many benefits of considering the MOCA as a new addition to our area.

Art for art's sake has its own set of intrinsic, quantifiable benefits.

The emergence of the MOCA in Wausau has the guaranteed potential to help in the development of the city. The potential of a contemporary art museum can improve a

community's competitive edge, create a foundation for defining a sense of place, attract new and visiting populations, integrate the visions of community and business leaders and contribute to the development of a skilled workforce.

Construction Budget

Description of Work	Estimated Costs
New elevator	\$ 67,000
Shaft and pit	\$ 67,000
HVAC	\$200,000
Plumbing	\$ 80,000
Plumbing fixtures	\$ 15,000
Electrical	\$130,000
Porch and column	\$ 15,000
Iron rail and gate	\$ 30,000
Kitchen	\$ 75,000
Cooler/freezer	\$ 10,000
Ventilation	\$ 26,000
Flooring	\$108,000
Furnishings	\$ 50,000
Window treatments	\$ 25,000
Security and audio	\$ 30,000
Wall insulation	\$ 8,000
Basement floor	\$ 20,000
Fire sprinklers	\$ 80,000
Interior paint	\$ 30,000
Exterior paint	\$ 8,000
Demo and disposal	\$ 40,000
Construction	\$ 50,000
Materials	\$ 25,000
Façade	\$ 10,000
Signage	\$ 10,000
Legal and Professional Fees	\$ 10,000
Architecture and engineering	\$130,000
Subtotal	\$1,242,000
10 percent overage	\$125,000
<i>Total estimated cost</i>	<i>\$1,367,000</i>

Construction Financing

Scenario I

Bob Weirauch signs a ten year lease agreement with the MOCA. Terms are commensurate with commercial rental prices in the downtown area of: \$1.00 per square foot @ 10,000 square feet = \$10,000 per month plus applicable common area maintenance (CAM) charges.

The Bauhaus, LLC signs a ten year lease agreement with the MOCA. Terms are commensurate with what the The Bauhaus, LLC is currently paying for a commercial storefront location downtown. In addition to The Bauhaus, LLC workshop space, it will expand to include a framing/art supply store also located in the lower level. .50 per square foot. @ 4,000 square feet = \$2,000 per month plus applicable CAM Charges.

Total net rental income from upper level and lower level combined of \$12,000

The City of Wausau lends the MOCA \$1,370,000 at 0 percent interest for a term of 10 years holding the property (appraised value), as collateral.

The MOCA makes monthly payments on the construction loan amortized at \$11,417 per month.

Scenario II

Bob Weirauch donates construction/rehab costs to the MOCA in the amount of \$1,370,000 and is responsible for the payments and curing of debt in lieu of paying rent to the MOCA for a term of ten years to lease the events space (upper level, main level reception area and lower level kitchen, plus applicable CAM charges.

The Bauhaus, LLC signs a ten year lease agreement with the MOCA. Terms are commensurate with what The Bauhaus, LLC is currently paying for a commercial storefront location downtown. In addition to The Bauhaus, LLC workshop space, it will expand to include a framing/art supply store also located in the lower level. .50 per square foot @ 4,000 sq. ft. = \$2,000 per month plus applicable CAM charges.

The MOCA experiences a \$2,000 per month positive cash flow.

NOTE: In both scenarios, the Greenheck Foundation funds the first year full operating expenses so when construction is complete, the entire building is "open" and functioning in its full capacities respectively.

Operating Expenses

Financing for capital and construction costs will be funded through endowment, naming rights and community participation. The museum operations budget would look to a \$20,000,000 endowment earning 5 percent on bond, paid annually at \$1,000,000.

Temporary office space set up operating budget

Does not include necessary exhibition prepay requirements

Payroll	\$205,000
Phone system	\$ 200
Internet / phone system	\$ 1,200
Three computers	\$ 4,500

Utilities	\$ 1,500
Rent	\$ 7,200
Insurance	\$ 600
Website hosting	\$ 200
Furnishings	\$ 5,000
Miscellaneous	\$ 10,000
<i>Total estimated cost</i>	<i>\$245,000</i>

Operating budget

Effective gross	\$1,000,000
Payroll	(380,000)
Maintenance and repairs	(10,000)
Utilities	(18,000)
Insurance	(6,500)
Advertising	(25,000)
Exhibition Budget	555,000
Property tax and assessments	0

Job creation salaries (In order of relevance)

Executive director	\$ 70,000 + benefits
Curator, exhibitions / main level gallery	\$ 45,000 + benefits
Community engagement / education programming	\$ 40,000 + benefits
Marketing / social media director	\$ 35,000 + benefits
Reception / gift shop manager	\$ 30,000
Administrative assistant	\$ 30,000
Curator, exhibitions / emerging artists	\$ 30,000
Maintenance / janitorial	\$ 20,000
<i>Annual payroll</i>	<i>\$380,000</i>

Salary ranges as per American Alliance of Museums, (AAM/Accredited Sources)

Floor Plans

See Appendix C for floor plan information to rehabilitate the Wausau Club into the proposed MOCA redevelopment.

Fundraising Opportunities

Corporate:

Possible corporate and private funding sources for to contribute to the Endowment. Additionally, corporations and private donors interested in building its own contemporary art collections, the MOCA will encourage earmarking a donation for suggested MOCA artworks.

Foundations:

Engage available 29 private, 11 corporate and 13 public foundations in Marathon County alone, in addition, from Southern Waushara County, to the cities of Superior, Green Bay and Hudson. Average request for funding of 18,868 per unit, (operating budget of \$1,000,000 of 53 foundations.

Public Events:

MOCA will present the opportunity for community members to sponsor an Ivy Leaf, that lists an individual or family name, or company and logo engraved on an ivy leaf measuring approximately 5" x 5" made in heavy gauge copper. Each leaf will be permanently attached to a metal vine structure, (as a unit consisting of X amount of leaves, measuring approx., 4' x 2'), which will be permanently affixed to the building exterior structure, symbolic of community growth and a mock "Live Wall," but instead of consisting of real ivy, the leaves will be copper, adding a natural patina green over the course of time. The cost to purchase a leaf will be \$225 each, with the cost to produce, approximately \$25 apiece.

Other ideas include an annual fundraising event to fund acquisitions for the MOCA's permanent collection and an annual formal ball.

Membership:

Proposed the MOCA annual fees

- \$10 per individual
- \$50 per family

-Modeled after the Museum of Wisconsin Art, West Bend, Wisc.

Endowment:

Possible corporate and private funding sources for to contribute to the Endowment.