

## 2015-2018 Business Plan & Budget Summary

**1. Organization Name:** The Parks Foundation, Calgary

**2. Current Vision and Mission:**

Vision: Parks Foundation Calgary, through partnerships, is a leading catalyst in creating parks, preserving river valleys, and supporting amateur sports.

Mission: Parks Foundation Calgary creates opportunities to improve the quality of life throughout the Calgary region. It has a unique ability to bring together diverse agencies to enhance Calgary's parks, river valleys and amateur sports. Parks Foundation Calgary relies on a dedicated body of volunteers and staff to realize its vision.

Functioning as an agent of The City of Calgary, Parks Foundation Calgary is able to issue tax receipts to accomplish its vision and mission. All residual assets of PFC belong to the City.

### 2015-2018 BUSINESS CASE

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**3. Synopsis of your organizational priorities and actions for 2015-2018:**

**Building Playgrounds and Communities Grant Program:** Continue to work with the City of Calgary, corporate and community partners to build exciting play spaces that foster connections within communities in Calgary; align projects with City's budget and development goals.

**Rotary/Mattamy Greenway:** Increase accessible recreation by continuing to fund raise and complete the 138 kilometers of pathways connecting 55 communities, including up to 25 specialty parts and amenities.

**Horticultural Program:** Collaborate with marginalized groups within Calgary to care for the needs of those individuals by providing accessible opportunities to garden and connect to community.

**Bench Dedication Program:** Continue to work with sponsors, communities and the City of Calgary to install and maintain dedication benches in Calgary's parks and pathways in honor of loved ones.

**PartnerParks Administration Cost Allocation Program:** Continue to provide free administration and accounting services to community-initiated and led projects.

**Amateur Sport Grant Program:** Encourage healthy, active lifestyle by supporting amateur sport organizations with equipment, expansion of existing facilities, and development of new facilities..

**Old Refinery Science Park:** In partnership with the City of Calgary Environmental and Safety Management and other stakeholders, , design, fund raise, and construct the innovative science park. |

#### 4. Outline how your organizational priorities & actions align with Council Priorities for 2015-2018.

**Priority: A prosperous city**    **Strategic Actions:** Community Well-Being 5, 8, 9, & 11:

**Priority: A city of inspiring neighborhoods**    **Strategic Actions:** Public Safety 1, & 2; Great Neighborhoods 4,5,7,8, and 9 .

**Priority: A city that moves**    **Strategic Action:** 4

**Priority: A healthy and green city**    **Strategic Actions:** Natural Environment/Healthy Living All but 1 & 3

**Priority: A well-run city**    **Strategic Action:** 6

As outlined in item #3, Parks Foundation Calgary's core programs and capital project contribute to community well-being, promote public safety and great neighborhoods, add alternative mode of transportation within the city, promote a healthy and green city and conserve the city's capital exposure in restoring and building parks, playgrounds, and pathways. The intrinsic value of partnership with the City, other levels of government, corporations, foundations, other not-for-profit organizations, and more importantly with the communities' grass root is immeasurable. Parks Foundation Calgary facilitates this partnership thereby creating awareness, involvement, active participation, citizens' ownership of community initiatives, and social harmony.

#### 5. Provide specific examples on how your organization will work towards restraining expenses and seeking efficiencies over the 2015-2018 timeframe outlining the net impact to service delivery or organizational sustainability.

In relation to funds managed, Parks Foundation Calgary's operating budget is very conservative but with exceptional output and productivity. It is less than 5% of total funds managed by PFC.

Increases budgeted over the 4 year period are limited to 3% per year.

Efficiencies will be implemented by streamlining processes and applying affordable available technology.

#### 6. Which of your key services are funded by the operating grant provided by The City?

The operating grant provided by The City supports fund development activities and the implementation of projects and programs.

The grant allows PFC to not only take on initiatives that are revenue generating for its operations but also to offer program which has social values, such as the Horticultural Program.

## 7. Identify performance indicators and targets you will use to evaluate your organization's performance in the 2015-2018 timeframe.

Banking on the financial support from the City for PFC's operations, it is anticipated that PFC will continue to administer and raise funds for its projects and programs; and evaluate its performance in 2015-2018 as follows:

**Building Playgrounds and Communities Program:** The number of playground builds, sponsors, and volunteers; community feedback; and the creation of community capacity leading to further community- driven initiatives.

**Horticultural Program:** The success of the Twin Views Communal Garden, number of participants in the program, sponsors, and the harvest.

**Bench Dedication Program:** The number of benches sponsored.

**Rotary/Mattamy Greenway:** Adequate funds raised and the completion of the pathways, specialty parks and amenities.

**Old Refinery Science Park:** Success in securing interests and funds for the project

**PartnerParks Cost Allocation Program** The value of administration services provided the communities and the cash contributions raised and spent on community-initiated and led projects.

**Amateur Sports Program:** The number and value of grants awarded.

## 8. Identify how you will leverage resources in 2015-2018 and provide specific examples.

Total 2015 - 2018		
Operating grant	\$ 600	16%
Investment Income from Operating Endowment from City	\$ 300	8%
Saddledome management costs allocation	\$ 144	4%
PartnerParks administration cost allocation	\$ 436	12%
Donations	\$ 90	2%
Reserve investment income	\$ 20	1%
Projects and programs	\$ 2,093	57%
	<b>\$ 3,683</b>	<b>100%</b>

**BUDGET AND FINANCIAL INFORMATION**

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**9. Provide your budget projections covering the 2015-2018 timeframe** (complete table below).

<b>Operations (000's)</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
City of Calgary draft operating grants	200	200	200	
Other operating grants				
Earned revenue from operations	646	672	724	775
Donations & fundraising revenue	35	35	10	10
Operating expenses	876	902	929	957
<b>Net of revenue and expenses</b>	5	5	5	-172
Opening operating reserves	505	510	515	520
<b>Ending operating reserves</b>	510	515	520	348
<b>Capital (000's)</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Opening capital reserves	0	0	0	0
Requested City of Calgary lifecycle grants	0	0	0	0
Other City of Calgary capital grants	0	0	0	0
Other capital revenues	0	0	0	0
Capital expenditures	0	0	0	0
<b>Ending capital reserves</b>	0	0	0	0

**10. Financial risks or challenges related to budget projections. Provide specific examples and year in which challenges are anticipated.**

Variable source of revenue consists of administration and management costs recoveries, which depend on funds raised for and construction costs incurred on the projects. Variable revenues account for 69% of earned revenue from operations.

	2015	2016	2017	2018	Total	
Earned revenue from operations	646	672	724	775	2,816	
Fixed	220	220	220	220	880	31%
Variable	426	452	504	555	1,936	69%
	646	672	724	775	2,816	100%

In fiscal 2018, when the city's operating grant of \$200K ceases, there is an anticipated deficit and the utilizing of the accumulated surplus.

## 2013 ANNUAL REPORTING

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### 11. Outline your key services and activities undertaken in 2013 and how they advanced priorities identified in Council's 2012- 2014 Fiscal Plan for Calgary.

The Parks Foundation Calgary's key services and activities in 2013 contributed to the social, economic, environmental, and smart growth of the City.

**Building Playgrounds and Communities Program:** Created leveraging opportunities for funding, volunteer involvement and community financial and in-kind contribution

**Horticultural Program:** Allowed citizens of all abilities to participate in the program gaining the avenue for social, economic, and environmental opportunities

**Amateur Sport Grant Program:** Supported active living through the provision of improved facilities for amateur sport programs.

**Bench Dedication Program:** Provided opportunities for citizens to sponsor a piece of community infrastructure that is personal to them.

**River Passage Park:** A public art exposition with a focus on preservation of Calgary's Inglewood heritage, promotes improved quality of life through improved access to public and art and park development.

**Rotary/Mattamy Greenway:** PFC-leveraged investment in infrastructure resulting in the development of more facilities and amenities that encourage physical activity, creating recreational opportunities for all citizens.

**Bio-Energy Park Initiative:** (now Old Refinery Science Park): Led the feasibility studies for restoring a brown field as a site for environmental and educational purposes.

**PartnerParks Administration Costs Allocation Program:** Encouraged communities to upgrade their parks and playgrounds without having to incur any administration and accounting costs. |

## 12. Identify how you measured the success of your services and activities in 2013. Please provide examples of these results.

The following are the tangible measures of success of PFC's projects and programs in 2013.. In addition to these are the immeasurable goodwill, cooperation, sense of well-being, and the sense of accomplishment of the citizens of Calgary.

**Building Playgrounds and Communities Program:** Sixteen playgrounds valued at \$3.8M were built, leveraging City's 9% cash and in-kind contribution with 91% contributions from other sources. About 880 volunteers participated in the program.

**Horticultural Program:** Raised \$106K to operate the program at 5 sites.

**Amateur Sports Grant Program:** Awarded \$283K to eight amateur sports associations.

**Bench Dedication Program:** Forty-three benches were sponsored and installed.

**River Passage Park:** Secured \$500K grant from The Canadian Heritage Foundation

**Rotary/Mattamy Greenway:** Phase 1 and Phase 2 fully funded; Phase 3's 3.5 km started. Title sponsors secured. Over \$40M of the \$65M goal to finance the project have been secured as commitments..

**Bio-Energy Park Initiative (now Old Refinery Science Park):** Received the City Council Innovation grant and was matched by a private donor to cover the cost of the development of the master plan.

**PartnerParks Cost Allocation Program:** Rendered free services to 42 community-initiated projects with a value of \$66K and which at 2% translates to \$3.3M cash (excluding in kind) contributions raised for and spent on the community projects. |

## 13. Identify how you leveraged resources in 2013. Please provide examples.

2013		
Operating grant	\$ 200	20%
Investment Income from Operating Endowment from City	\$ 75	8%
Saddledome management costs allocation	\$ 36	4%
PartnerParks administration cost allocation	\$ 116	12%
Donations	\$ 66	7%
Reserve investment income	\$ 5	1%
Projects and programs	\$ 480	49%
	<b>\$ 978</b>	<b>100%</b>