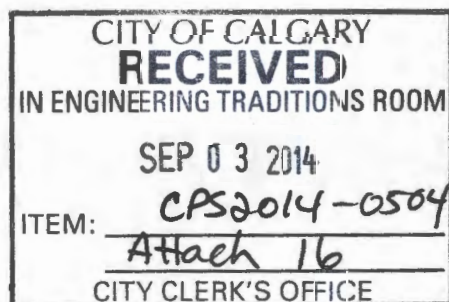


Parks Foundation Calgary

Action Plan 2015-2018



Parks Foundation Calgary

2013 Annual Achievements

INTRODUCTION:

2013 was a very successful year for us. We appreciate the City's support for our operations which allows us to maintain our talented complement of seven staff.

PFC's programs and major capital project – the Rotary/Mattamy Greenway – continue to bring significant value to the City. Since 2009 to the end of 2013 – PFC has successfully leveraged City resources of \$7.1 million to our infrastructure and programs up to a total of over \$39 million in total value over this period. In %, the City's contribution makes up 18% of the total value. This success in the past and our promise for the future lies in PFC's unique ability to bring together diverse partners around a shared vision and leverage resources in infrastructure and programs in direct alignment with the City's stated priorities.

Building Playgrounds and Communities(BPC) Grant Program

- 16 playgrounds built in 2013 – valued at \$3.8 million
- Since 2009 – 2013 - 85 playgrounds valued at \$12 million; City's cash and in-kind is 14% - rest leveraged from other sources.
- By the end of 2014 – 100 playgrounds at nearly \$15 million

Horticultural Program (HP)

- This no fee program offers disadvantaged persons the ability to connect with nature. For the 2013 program, over \$100,000 was raised or carried forward from previous years allowing PFC to fund the program at four sites in 2013 – Haultain Park, Calgary Botanical Garden, Twin Views Garden in Denver and an Envision site.

Parks Foundation Calgary

2013 Annual Achievements

Amateur Sport Grant Program (AMSP)

- Valued partnership with Calgary Flames and Saddledome Foundation
- 43% increase in new application groups resulting in \$238K awarded in 2013
- Since 1987 – more then \$10M to sport Groups in Calgary area

Bench Dedication Program

- 43 sponsored in 2013 – PFC's 23rd yr of facilitating – well over 1000

The Rotary/Mattamy Greenway

- Over \$40M raised – including major title sponsorship announced in 2013 - \$5M Rotary and \$5M Mattamy - City support enabling

ORP – “Energy Innovation Park” – working name

- Master Plan completed in 2013
- Sincerely appreciated funded of \$170K from Council Innovation Fund – matched by private donor

PartnerParks Admin Cost Allocation – free services to 42 community-initiated groups

Action Plan 2015-2018 – Business Plan

Synopsis of priorities and actions

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. Estimate 15 per year, however grant funds for AD expire in 2015 – that is the catalyst that drives BPC as well as one full time staff dedicated to help communities.

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. Project completion target 2017. 81% done by end of 2014. \$10M left to raise to build the last 26 km of pathway.

Horticultural Program: Collaborate with marginalized groups within Calgary by providing accessible opportunities to garden and connect to community. Will continue to operate no fee program and raise funds to do so.

Bench Dedication Program: Continue to work with sponsors, communities and the City of Calgary to install and maintain dedication benches in honor of loved ones. Estimate continuing with at least 40/year sponsored.

Action Plan 2015-2018 – Business Plan

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. Increase exposure of Program and number of applications.

Old Refinery Park – “Energy Innovation Park” (working name): In partnership with the City of Calgary Environmental and Safety Management and other stakeholders, design, fund raise, and construct the innovative science park. Currently applying \$50.6M in funds

- CCEMC (\$25M) – completing EOI
- P3 Canada (\$21.4M) – Public Private Partnerships Federal – application submitted, queries responded to
- CFI Canada F (\$4.2M) – EOI accepted, submitted full project proposal in June

Performance Measures

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 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.

2015-2018 Operating & Capital Budgets

Operations	2015	2016	2017	2018	2015-2018	
Other operating grant from The City of Calgary \$	200	\$ 200	\$ 200	\$ -	\$ 600	16%
Investment Income City Operating Endowment \$	75	\$ 75	\$ 75	\$ 75	\$ 300	8%
Saddledome management costs allocation \$	36	\$ 36	\$ 36	\$ 36	\$ 144	4%
PartnerParks administration cost allocation \$	109	\$ 109	\$ 109	\$ 109	\$ 436	12%
Donations \$	35	\$ 35	\$ 10	\$ 10	\$ 90	2%
Reserve investment income \$	5	\$ 5	\$ 5	\$ 5	\$ 20	1%
Projects and programs \$	421	\$ 447	\$ 499	\$ 727	\$ 2,093	57%
Revenue \$	881	\$ 907	\$ 934	\$ 962	\$ 3,683	100%
Operating expenses	\$876	\$902	\$929	\$957	\$3,664	
Net of revenue and expenses	\$5	\$5	\$5	(\$172)	(\$157)	
Opening operating reserves	\$505	\$510	\$515	\$520	\$505	
Ending operating reserves	\$510	\$515	\$520	\$348	\$348	
Capital	Nil					

Risks and challenges

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.

Most importantly as PFC completes the Greenway in 2017, we must be actively engaged in another major capital project, like the brownfield research/public Old Refinery Park project. It is from our capital initiative that the majority of our earned revenue from operations comes from.

In fiscal 2018, when the city's operating grant of \$200K ceases, it is anticipated that PFC will incur a deficit and will utilize its accumulated surplus.



Alignment with Council Priorities

Parks Foundation Calgary's core programs and capital project are aligned with Council priorities. They

- 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.

