

CIVIC PARTNER 2016 ANNUAL REPORT SNAPSHOT- PARKS FOUNDATION, CALGARY

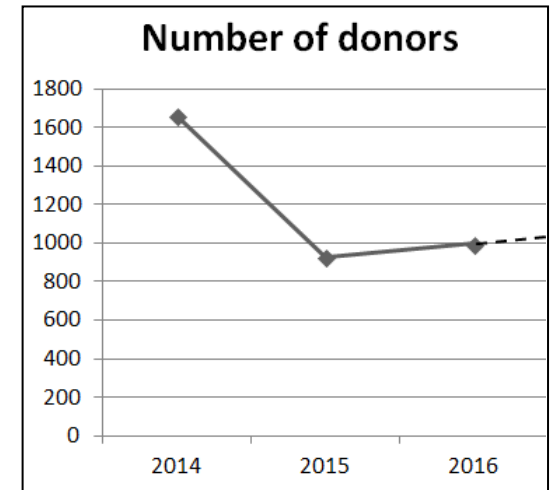
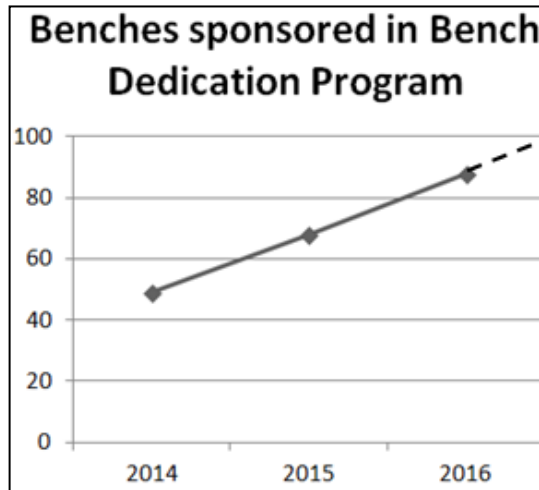
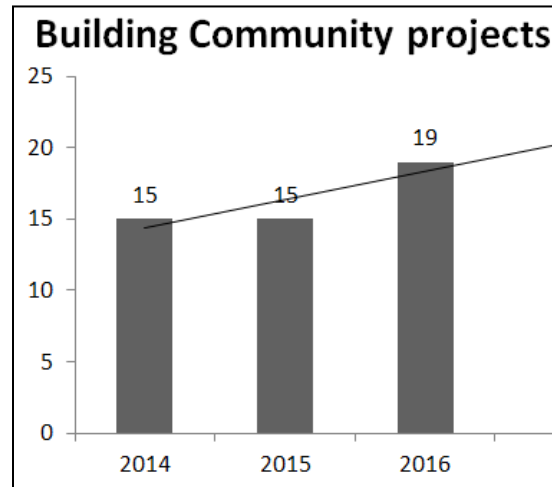
PARKS FOUNDATION, CALGARY

Mission: We make Calgary a great city for its residents and guests by enhancing healthy lifestyle enjoyment through providing easily accessible, unique, recreational, sport and green spaces in our community.

2016 City Investment

Operating Grant:\$200,000
 Operating Endowment
 City owned asset? No

How did they do in 2016?



The story behind the numbers

- 19 playground projects valued at almost \$2 million were completed under the Building Communities Program. Since 2009, 129 projects have been constructed under this grant and support program.
- 88 memorial benches were sponsored in City parks and along pathways. The benches are treasured by the sponsors and bring a sense of community to park and pathway users.
- Few oil and gas companies, historically a reliable funding source, were able to support park and community projects in 2016.

Snapshot of 2017-18 priorities

- Continue to build an operating stability fund and build fundraising and donor management capacity.
- Complete the remaining 10km of the Rotary/Mattamy Greenway.
- Fundraise for the David Richardson Memorial Disc Golf Park and Manmeet Singh Bhullar Park.
- Develop a minimum of 10 community playground projects (subject to funding) and secure sponsorship of 60 benches.
- Research and identify capital projects for 2018-2021.



- 1. Organization Name:** Parks Foundation Calgary (“PFC” and “Parks Foundation”)
- 2. Fiscal Year:** January 1 – December 31
- 3. Latest Annual Report available and web address:** 2015 Annual Report Currently available; 2016 annual report available April 26, 2017; web address <http://www.parksfdn.com/>
- 4. Current Vision, Mission and Mandate:**

Mission

We make Calgary a great city for its residents and guests by enhancing healthy lifestyle enjoyment through providing easily accessible, unique, recreational, sport and green spaces in our community.

Vision and Mandate

Parks Foundation Calgary (PFC) is a non-profit organization dedicated to improving the lives of all Calgarians. Since its establishment in 1985, as an agent for The City of Calgary, PFC has been the guardian of our community’s natural environment by making true the dreams of individuals, organizations and communities that wish to create and enhance the City’s parks and green spaces. With an emphasis on communities of lesser means, our focus is on preserving Calgary’s heritage and natural beauty, ensuring that new parks and open spaces are developed, amateur sport is encouraged and our ecologically significant river valleys are preserved.

YEAR IN REVIEW

- 5. What key results of your organization in 2016 contributed to Council Priorities in The City’s 2015-2018 Action Plan including A prosperous city, A city of inspiring neighbourhoods, or A healthy and green city? [The City of Calgary - Council Priorities](#)**

2016 was another successful year for Parks Foundation Calgary, with milestones reached in the Rotary/Mattamy Greenway major capital project and in each of our core programs:

Council Priority: A prosperous city

At Parks Foundation Calgary, we help make Calgary a great city for its residents and guests by enhancing healthy lifestyle enjoyment through providing easily accessible, unique, recreational, sport and green spaces in our community. By enhancing our city’s green and recreation spaces, we help make Calgary a more attractive place to live, visit or start a business.

Council Priority: A city of inspiring neighbourhoods

Through our Building Communities Program template, 19 playground projects were completed in 2016 at a value of almost \$2 million (14 new and 5 carried over from previous year). Since 2009, 129 projects have been constructed under this grant and support program. The Building Communities Program is a catalyst that brings together residents of a community or school organization to effectively improve playgrounds and natural areas in their respective communities. Neighbourhoods are inspired and new community capacity is built through this process.



Parks Foundation Calgary's Bench Dedication Program facilitated 88 memorial benches sponsored in City parks and along pathways. The Program is an outlet for Calgarians to pay tribute to a loved one, thereby bringing another level of peace to families. The benches are treasured by those who sponsor them and bring a sense of community to those who use them to sit and rest while enjoying city parks and pathways.

Parks Foundation Calgary's Project Gift Administration Program supported 32 new community driven projects in 2016, providing free administration services related to community projects such as playground and community garden builds. This Program inspires strong neighbourhoods where community residents come together to improve their area, thereby creating further community capacity.

Council Priority: A city that moves

The 138 km Rotary/Mattamy Greenway park and pathway network is 94% complete, with only 10 km to be built in the coming year. Parks Foundation's largest project ever, the Greenway turns dormant land, often along the transportation utility corridor, into green amenities, providing free, accessible recreation opportunities for all Calgarians and visitors to our city 365 days a year. The Greenway connects 55 communities where over 400,000 Calgarians live. This pathway system is used for recreation and is also a mode of transportation for residents who chose to bike, walk or run to get from one place to another in Calgary.

Council Priority: A healthy and green city

Through construction of the 138 km Rotary/Mattamy Greenway pathway network and amenities, Parks Foundation Calgary brings more opportunities for outdoor activity and sport to Calgarians. Recreation contributes to health and wellness, both physical fitness and mental health, as well as social wellbeing.

PFC's Amateur Sport Grant Program, a partnership with the Calgary Flames and the Saddledome Foundation, approved grants of over \$500,000 to amateur sport organizations in Calgary in 2016 and had annual disbursements of over \$1 million. This program contributes funds for capital elements in volunteer-led sport organizations, providing better equipment and supplies for residents to participate in healthy sporting activity.

In 2016, the Conceptual Drawing Grant Program awarded \$5,000 each in seed money to 12 community organizations, allowing them to complete a professional project drawing. This Program supports projects that will enhance Calgary's park spaces, providing opportunities for volunteer groups to enhance their surroundings.

The various programs of Parks Foundation Calgary provide wraparound support to community building projects. Often, this support makes the difference between projects moving forward or not. The many successful projects that PFC supports, including playgrounds, parks and gardens, make Calgary more beautiful and enjoyable, with no additional municipal funding required.



6. Using your organization’s existing performance measurement data, please provide selected 2016 performance measures that describe how much you did, how well you did it, and how Calgarians are better off. Please identify through **BOLD font**, 1-2 measures that are most significant and could be presented in an RBA style chart. **For more information please see the attached Results Based Accountability (RBA) handout.*

Performance Measure	2014 results	2015 results	2016 results	What story does this measure tell about your work? Why is it meaningful?
Number of Building Communities Program projects (playgrounds, gardens, etc.)	15	15	19	Increasingly popular program. Catalyst for community-driven organizations to improve their areas. Increasing in popularity with aging communities/new schools.
Number of Project Gift Administration participating community groups	40	41	32	Stable program. Free administration services provides wraparound assistance and structure to volunteer community groups to assist them in improving their community.
Number of Amateur Sport Program grant recipients	19	18	19	Stable program. Assists amateur sport groups to improve their facilities and service to Calgary’s amateur athletes.
Number of benches sponsored through the Bench Dedication Program	49	68	88	Increasingly popular way for families to honour loved ones. Enjoyable seating in parks and pathways that increase sense of community.
Number of donors to programs and capital projects under Parks Foundation Calgary’s leadership	1662 donors on 61 ongoing projects = \$6,378 per capita	930 donors on 53 ongoing projects = \$8,065 per capita	998 donors on 61 ongoing project = \$7,595 per capita	Stable program indicates ongoing long term value and public confidence in Parks Foundation’s programs and building projects.

FINANCES

7. What resources were leveraged to support operational activities in 2016?

The \$200,000 operating grant received in 2016 from the City of Calgary represents 20%-25% of the \$890,000 administrative operations budget of Parks Foundation Calgary. The administration and operations staff in turn supported millions of direct investment in Calgary community projects. Some of the successes we helped support include:

- With \$81,000 in donor funds and \$50,000 in City funds, combined with \$460,000 in City in-kind support, the Building Communities program helped communities complete \$2.1 million in park projects.
- The Amateur Sport Grant Program administered by Parks Foundation distributed \$1.0



million in funding in 2016, which allowed communities to complete \$2.4 million in initiatives.

- With the help of the City of Calgary, Parks Foundation installed 88 memorial benches and continues to fund the maintenance of more than 1,000 of these strategically located, high quality park benches.
- With support of corporate and private partners, \$1.7 million in construction was completed on by Parks Foundation on the Rotary/Mattamy Greenway pathways and amenities. In addition to progress on the pathway:
 - At the end of 2016, PFC opened the new Tourmaline Fitness Park, located in the community of Point MacKay. The park, which borders the Greenway, has already become popular with local residents and users of the pathway and is expected to be one of the most used fitness parks in Calgary.
 - Enhancements were completed at the Progress Energy Memorial Garden, when volunteers planted 1,000 poppies in the garden, and the company funded the installation of six beautiful graphic panels that added significant symbolism and special meaning to the unique memorial site.

8. Do you anticipate any changes to plans and/or budget projections for 2017-2018?

Parks Foundation Calgary continues to plan balanced budgets using a prudent and cautious approach. As with previous years, PFC has budgeted 2017 for a modest surplus of income over expenses. Each quarter, actual financial performance is reviewed and budget projections are updated.

From a project standpoint, Parks Foundation plans on an “as funded” basis, meaning projects only proceed when funding is secure. For 2017, the level of funded project work is expected to provide enough revenues to support operations. At the time this report is being written, confirmed capital projects are not in place for 2018 and beyond, which could result in an overall operating deficit in future years.

9. Please describe the impact, if any, of the economic downturn on your organization’s operations or revenues including any adjustments you have made to your operations.

Fundraising has been much more challenging since the economic downturn. Specifically, oil and gas companies, who have been a reliable source of funding in the past, are no longer supporting park and community projects. There are virtually no dollars coming from the energy sector at this point, and many Community Investment Departments at major corporations have been downsized or disbanded.

This massive shift in available funds from the energy sector caused PFC to turn to public programs to raise funds. Typically public funds are more challenging to secure and have a lower dollar level than the previously available corporate funds.

Parks Foundation has relied on the \$200,000 operating grant from the City of Calgary Enmax Legacy Fund. If this funding ends after 2017, Parks Foundation will be forced to reassess programs and projects.

LOOKING FORWARD



10. What are your priorities and deliverables for 2017-2018?

Finance

Maintain a balanced budget. Continue to build the operating stability fund. Build fundraising and donor management capacity.

Rotary/Mattamy Greenway

Work plan includes completion of the 10 km remaining pathways, in three separate areas of the City. This includes a 6.7 kilometre stretch connecting NE and NW Calgary, a CN rail crossing in the SE, and a pathway and wetland boardwalk in the SE community of Copperfield.

David Richardson Memorial Disc Golf Park

Parks Foundation is currently fundraising for this the final \$300,000 needed to complete this \$730,000 project. The proposed 18-hole disc golf course is located on a 27-acre site in Calgary's northwest and will be one of the best facilities in North America. Disc golf is a low-cost sport open to participants of all ages and abilities.

Manmeet Singh Bhullar Park

Parks Foundation is currently fundraising for the \$1 million park located on the Rotary/Mattamy Greenway in northeast Calgary. It will feature 5 distinct groves of trees, large seating areas and a commemorative plaza. The park will be a much needed amenity for families in Taradale, an area of the City that is underserved in parks.

Building Communities Program

Work with the City to develop innovative playgrounds and community spaces that meet the needs of local residents. Complete a minimum of 10 projects (subject to funding).

Amateur Sport Grant Program

Finalize policy discussion in concert with the Flames. Engage and pursue additional applications, as well as contact previous grant recipients who are eligible to re-apply (eligible every three years).

Dedication Bench Program

Secure sponsorship of at least 60 benches. Continue working with the City to gain access to their bench mapping system. Investigate options for expanding the program to include other locations such as picnic tables, mile markers and railings.

Communications

Celebrate Canada's 150th birthday and progress on the Rotary/Mattamy Greenway with promotions that increase awareness and usage of the Greenway. A major multi-location event is scheduled for September 2nd, 2017.

Capital Project Identification

Research and identify future capital projects for 2018-2021. Work with the City, partners and the



public to determine projects that will be valued and supported.

UPDATE ON RISK MANAGEMENT AND GOVERNANCE

11. What are your organization's top 3-5 strategic risks? Describe briefly how you are managing these risks.

- 1. Major Building Project** - Parks Foundation's business model is predicated on carrying out major projects continuously, with 7.5% administration and management fees on construction realized in a given year. At the time this report is being written, funding applications are outstanding to complete the remaining 10 km of the Rotary/Mattamy Greenway, a 138 km pathway system that encircles the City of Calgary. If the funding applications are successful, the Rotary/Mattamy Greenway is planned for completion by winter of 2017. Parks Foundation is currently investigating options for future projects in 2018 and beyond.
- 2. Municipal Funding** – Parks Foundation is in a healthy financial position, and relies on \$200,000 in annual operating funding from the City of Calgary to maintain our current level of community programs and administration.
- 3. Economy** - Parks Foundation relies on donations and sponsorships from businesses and individuals. With the downturn in the economy, many of our community based projects are struggling to find funding and it is challenging for Parks Foundation to secure external funding for large projects. The result of these economic factors may be reduction in size, deferral or cancellation of projects, which will in turn effect the funds available for programs and administration.
- 4. People Management** – Parks Foundation has an active Board of Governors and a seven person staff. Succession planning for the Board of Governors and key personnel is currently being developed.
- 5. Long Term Assets** – Parks Foundation does not own the land and assets related to its construction projects so its long term risk following project completion is low. The land and assets are owned either by the Province of Alberta, City of Calgary or school districts. Once project construction is finished, PFC is contractually responsible for maintenance for 1-2 years. Maintenance risk is managed by setting aside a percentage of budget in a maintenance reserve. Donors have an assurance that their donated funds are going to sustainable assets.

12. Summarize any activities in 2016 that increased your Board's knowledge and awareness about industry trends, impact of changing economic conditions, risks faced by the organization, or other information needed to make informed decisions.

The current economic climate is well-known to Board members of the Parks Foundation Calgary. Our Board is populated with individuals across a wide spectrum of occupations. Included are oil and gas executives, a land/residential home development executive, a City of Calgary Parks Director, an Alberta Environment Director, a Calgary Chamber of Commerce Vice President, lawyers and business professionals.



Each one of the Board members are aware of the risks facing our organization, and understands business models that rely on fundraising. At Parks Foundation, caution is exercised on expenditures and frugality is encouraged in order to achieve the goals set out in the operational budget.

The Board typically meets eight times over the course of the year, or more often if necessary. At each meeting, governors are updated on Parks Foundation operations, projects and trends, in order to keep them abreast of key issues and to give them sufficient information to make informed decisions.

13. Will any Board or senior management positions be vacant in 2017? If yes, please describe succession plans that are in place.

We do not anticipate that any Board of Governors or senior staff positions will be vacant in 2017.

14. (a) Mark an “X” by all statements that apply to your organization:

Our organization uses:

- Defined term limits for Board members
- A skills and experience matrix to identify gaps on the Board and recruit new board members.
- A structured process for identifying, monitoring and managing risk. **(see note 1.)**
- A Board policy for risk management. **(see note 1.)**
- A risk map, matrix, register or similar tracking tool to assess the risks we face. **(see note 1.)**
- A risk management plan or other tool that is updated at least annually. **(see note 1.)**
- Tools to communicate key risks to the Board at least annually.
- A Board committee delegated with the responsibility for oversight of our organization’s risk management practices. **(see note 1.)**
- A formal crisis management, business continuity, or similar plan to be ready for an emergency situation. **(see note 2.)**

Notes:

1. To be addressed at PFC Strategic Planning session on March 22, 2017 and with follow up actions.
2. PFC is a small organization with an information management system that is backed up daily, weekly, monthly and annually. In an emergency situation, records and management functions would be restored to operating status within a short and manageable period of time.

(b) Add any additional comments about your organization’s risk management practices:



Although we do not, at present, have formal documented policies or plans with respect to overall risk management, our risk management process is considered robust for the following reasons:

- I. Business and project risks are reviewed and assessed during annual planning, monthly board meetings, management meetings, and regular updates to the Board.
- II. The Finance Committee meets at least quarterly to discuss operational and financial risk and to assess how these risks are being appropriately mitigated by management.
- III. The annual budget process includes discussion of variance analysis and development of several scenarios to understand the potential impact of risks to the budget.
- IV. Parks Foundation is undertaking a review of processes and policies related to risk and business continuity, and these will be identified as actions to complete as part of the current year plan.