

CIVIC PARTNER 2017 ANNUAL REPORT SNAPSHOT- PARKS FOUNDATION, CALGARY

PARKS FOUNDATION, CALGARY

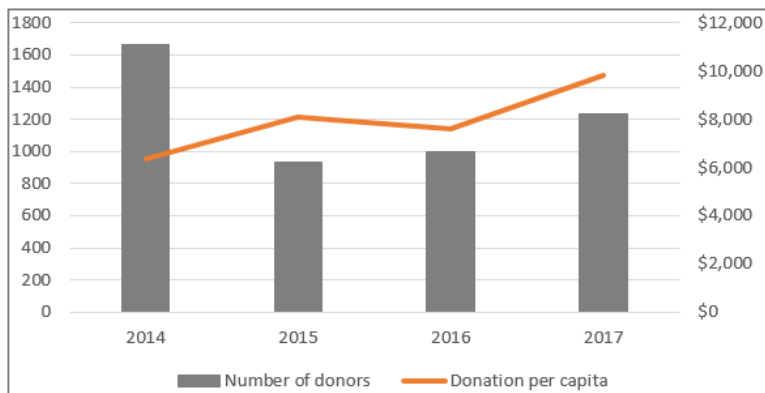
Mission: We exist so all Calgarians can enjoy a healthy lifestyle by providing easily accessible and unique, sport and green spaces.

2017 City Investment

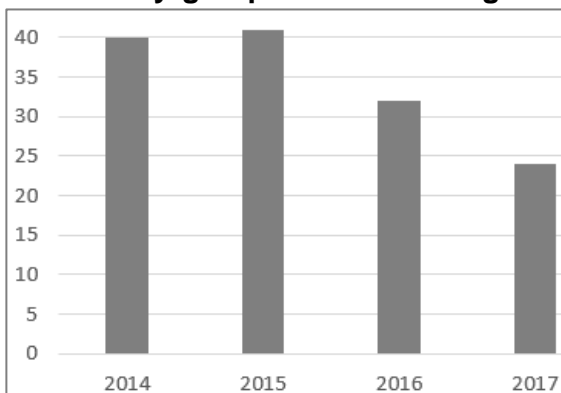
Operating Grant:\$200,000
Operating Endowment: \$2.8M

How did they do in 2017?

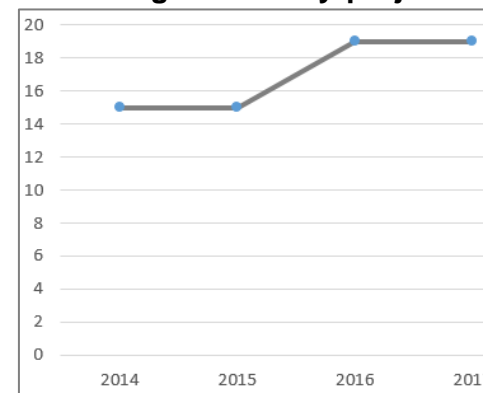
Donor trends



Community group administrative grants



Building Community projects



The story behind the numbers

- 2017 saw a 24 per cent spike in the number of project donors.
- Fundraising has been much more challenging since the economic downturn. Notably, energy companies, who have been a reliable source of funding in the past, are supporting projects to a much lesser extent.
- 19 playground projects were supported in 2017 through the Building Communities program at a value of almost \$4.7 million. Since 2009, 150 projects have been constructed under this program.
- Higher number of community-led projects that are taking longer to complete than in the past.

Snapshot of 2018-19 priorities

- Finance- maintain a balanced budget and focus on revenue diversification.
- Finish construction of the David Richardson Memorial Disc Golf Park in the NW, and Manmeet Singh Bhullar Park in Taradale.
- Continue fundraising and planning for a new family bike skills park in South Glenmore Park.
- Complete the Rotary/Mattamy Greenway by connecting the NE and NW quadrants.
- Research and identify future capital projects for 2018-2021.



PARKS FOUNDATION, CALGARY Civic Partner 2017 Annual Report

Organizational Structure: Independent External Organization

Fiscal Year End: December 31, 2017

Related Subsidiaries or Foundation: None

City 2017 Operating Grant: \$200,000 (2017 was the last year of the operating grant)

Value of Operating Endowment: \$2.8M

1. Current Vision, Mission and Mandate:

Vision

Since its establishment in 1985 as a non-profit organization, Parks Foundation Calgary (PFC) has worked to create thriving communities and public spaces.

Mission

We exist so all Calgarians can enjoy a healthy lifestyle by providing easily accessible and unique, sport and green spaces.

Mandate

To provide a mechanism for Calgarians to participate in the development of parks and sport by providing a framework for soliciting funds, and encouraging collaboration between government, community and individuals.

2. What key results did your organization achieve in 2017 that contributed to one or more of the Council Priorities in Action Plan 2015-2018? (*A Prosperous City, A City of Inspiring Neighbourhoods, or A Healthy and Green City?*)

2017 was another successful year for Parks Foundation Calgary, with milestones reached in major capital park projects 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 through providing easily accessible, unique, recreational, sport and green spaces. By enhancing our city's green and recreation spaces, we help make Calgary an even more attractive place to live, visit or start a business.

Council Priority: A city of inspiring neighbourhoods

Through our Building Communities Program, 19 playground projects were supported in 2017 at a value of almost \$4.7 million. Since 2009, 150 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.

With Parks Foundation Calgary's Dedication Program, 58 memorial benches and 2 picnic tables were sponsored in Calgary parks and along pathways. The program is an outlet for Calgarians to celebrate a loved one or family milestone. The benches and tables are treasured by those who sponsor them and bring a sense of community to those who use them to sit and rest while enjoying our city parks and pathways.

Parks Foundation Calgary's Project Gift Administration Program supported 24 new community driven projects in 2017, providing free administration services for 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 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. The Greenway connects 55 communities where over 400,000 Calgarians live. Free to everyone and available 365 days a year, 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.

PFC's Amateur Sport Grant Program, a partnership with the Calgary Flames and the Saddledome Foundation, approved grants of over \$970K to amateur sport organizations in Calgary in 2017. This program contributes funds for capital elements in non-profit sport organizations, providing better equipment and supplies for residents to participate in healthy sporting activity.

In 2017, the Conceptual Drawing Grant Program awarded \$5,000 each in seed money to 4 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, assisting from start to finish. 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.

3. What challenges affected your operations in 2017? How did you transform your operations to respond and adapt?

PFC has relied on the \$200,000 operating grant from the City of Calgary Enmax Legacy Fund for the last five years in order to cover 20-25 per cent of its operating costs. This funding ended in 2017. If this funding is not replaced with another funding source, Parks Foundation Calgary will be forced to reassess programs and projects.

Fundraising has been much more challenging since the economic downturn. Notably, energy companies, who have been a reliable source of funding in the past, are supporting projects to a much lesser extent.

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

In 2017, PFC completed a strategic plan with specific objectives related to identifying new park projects and revenue sources in order to fund its operations. PFC is also increasing donor capacity by implementing a new fundraising software system. Our newly created Major Projects Committee has identified one project for 2018/2019, a Family Bike Skills Park in South Glenmore Park.

4. Using the chart below, please report your 2017 performance measures that demonstrate; where possible; 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 a chart.*

Performance Measure	2015 results	2016 results	2017 results	What story does this measure tell about your work? Why is it meaningful?
Number of donors to programs and capital projects under Parks Foundation Calgary's leadership	930 donors on 53 ongoing projects = \$8,065 per donor	998 donors on 61 ongoing projects = \$7,595 per donor	1,235 donors on 71 ongoing projects = \$9,810 per donor	24% spike in number of donors to projects. Higher number of community-led projects that are taking longer to complete than in the past. Large number of projects and donors an indication of public confidence in Parks Foundation Calgary's programs and building projects.
Number of Building Communities Program projects (playgrounds, gardens, etc.)	15 Grants Given	19 Grants Given	19 Grants Given	Grants to community-led projects. Stable program. Catalyst for community-driven organizations to improve their areas.
Number of Project Gift Administration participating community groups	41 New Projects	32 New Projects	24 New Projects	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	18 Grants Given	19 Grants Given	18 Grants Given	Stable program. Assists amateur sport groups to improve their facilities and service to Calgary's amateur athletes.
Number of benches and tables sponsored through the Dedication Program	68 Donors	88 Donors	60 Donors	Program decrease. Fewer sponsorships in 2017 an indicator of weak economy. Enjoyable seating in parks and pathways that increase sense of community.

5. What resources were leveraged to support operational activities in 2017?

The \$200,000 operating grant received in 2017 from the City of Calgary through the Enmax Legacy Fund was used to cover 24% of the administrative operations budget of Parks Foundation Calgary during 2017. PFC has received funding from the Enmax Legacy Fund for the last five years in order to offset 20-25 per cent of our administrative costs (office expense, staff expense, etc.).

Having predictable, sustainable funding from The City of Calgary has allowed Parks Foundation Calgary to offer programs such as the Project Gift Administration which gives free accounting services to non-profit groups who are completing a park or sport project.

Parks Foundation Calgary's operations are cyclical and tied to the economy. During years where we are planning and fundraising for new park projects, operational funding from The City is essential to fund administrative costs related to this planning work. Another challenge Parks Foundation Calgary faces is that donations and grants are typically available for capital construction (parks, etc.), but not for operational costs. Funding for these non-capital costs relies on operational funding from The City.

Parks Foundation Calgary supports communities and non-profits by providing fundraising and project management services. When communities take the lead in maintaining and upgrading their parks and facilities, The City of Calgary benefits from costs savings realized through Parks Foundation Calgary providing fund raising and project management services, and from eventually having more parks and recreation space for Calgarians.

PFC's operating framework has grown in success in recent years, a clear demonstration that donors and communities value and have confidence in PFC's programs.

Some of the 2017 successes PFC helped foster included:

- Parks Foundation Calgary supported a total of 71 community-led projects in 2017 consisting of 24 new projects and 47 continuing from previous years. Projects were provided with a variety of support activities from PFC including accounting services, cash grants, project management and / or volunteer coordination.
- Cash grants were given to 19 park projects under the Building Communities program. The \$240,000 granted will contribute to public park and playground projects valued at \$4.7 million.
- Cash grants were given to 18 amateur sport groups through the Saddledome Fund. The \$970K granted in 2017 under PFC's Amateur Sport Program will contribute to the purchase and development of \$14.5 million dollars in sport projects and athletic equipment.

Parks Foundation Calgary works to raise awareness, appreciation and use of parks in Calgary. PFC raised awareness about the Rotary/Mattamy Greenway pathway through a summer promotion that challenged Calgarians to "Go 150km on the Rotary/Mattamy Greenway". Over 3,000 Calgarians signed up to complete the challenge.

A public celebration of the Rotary/Mattamy Greenway was held on September 2nd. This 4-location celebration event was sponsored by several organizations and individuals, including \$104,000 through the Federal Government's Canada150 Program and \$20,000 through The City's Strategic Initiative Fund. 9,000 people attended at one of the four locations, which were all connected via large video screens.

6. Please estimate how The City's operating funding was allocated in 2017. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.

3%	Advertising and promotion
3%	Programs or services
10%	Office supplies and expenses
7%	Professional and consulting fees
67%	Staff compensation, development and training
1%	Fund development
0%	Purchased supplies and assets
3%	Facility maintenance
5%	Evaluation or Research
0%	Other, please name:

7. Did volunteers support your operations in 2017? If yes,

How many volunteers?	1,950 people
Estimated total hours provided by volunteers:	10,240 hours

8. What are your key priorities and deliverables for 2018-2019?

Finance

Maintain a balanced budget. Focus on revenue diversification, including fundraising for operating costs. Build donor management capacity.

David Richardson Memorial Disc Golf Park

Finish construction of the park with a grand opening scheduled for June 9th, 2018. The 18-hole disc golf course is located on a 27-acre site in Calgary's northwest and will be one of the best disc golf facilities in North America. Disc golf is a low-cost sport open to participants of all ages and abilities.

Manmeet Singh Bhullar Park

Complete this new park located in the northeast community of Taradale over the course of summer of 2018. It will feature 5 distinct groves of trees, large seating areas and a commemorative plaza. The park will be a much needed amenity in an area of the City that is underserved in parks.

Family Bike Skills Park in South Glenmore Park

Continue fundraising and planning for new Family Bike Skills Park in South Glenmore Park. A bike skills park helps bikers of all ages hone their biking skills in a fun and safe environment; it will contain small hills, small jumps, obstacles and natural tracks that create a unique and more challenging biking experience. The project will consist of multiple sections; beginner tracks for absolute beginners/small children and pump tracks that will be at an intermediate level for youth/adult riders. There will also be a seating area, mountain bike skill trails and flow trails. Construction is anticipated for 2018/2019.

Rotary/Mattamy Greenway

Complete the pathway connection in the north that will join the NE and NW quadrants together. Enhance sections of the pathway in the SE, including signage installation. Continue to promote the Rotary/Mattamy Greenway pathway to grow community awareness and usage.

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

Increase marketing and promotion of this program in order to raise the profile of the Saddledome and Flames, and to increase the number of applications submitted. Ensure amateur sport projects supported have maximum impact on sport, from an athlete development and brand exposure standpoint.

Dedication Program

Secure sponsorship of at least 60 benches and tables. Increase marketing of program and continue with pilot picnic table program in six city parks: Stanley Park, Riley Park, North Glenmore Park, Bowness Park, Confederation Park, Edworthy Park.

Communications

Continue to increase the level of communications and marketing on social media, web and newsletters. Host two park grand opening events and two fundraising events.

Capital Project Identification

Research and identify future capital projects for 2018-2021. Work with The City, partners, donors and the public to determine projects that will be valued and supported.

CAPITAL AND ASSET MANAGEMENT

Asset: Develops capital assets that are transferred to The City (parks, pathways, open spaces)

9. Provide a summary of your organization's 2017 capital development, including specific lifecycle/maintenance projects.

Through our Building Communities Program, 19 outdoor projects were supported in 2017 at a project value of almost \$4.7 million. These projects included new playgrounds, replacement playgrounds, a fully accessible play space, and innovations such as outdoor classrooms.

Parks Foundation Calgary's Dedication Program facilitated 58 memorial benches and 2 picnic tables (new program) sponsored in City parks and along pathways. Parks Foundation Calgary is also responsible for funding and managing ongoing maintenance (staining and wood replacement) on the over 1,000 memorial benches that are currently sponsored in Calgary.

Through Parks Foundation Calgary's Major Projects program, the final stages of work continued on the Rotary/Mattamy Greenway, with six connection points linked and pathway construction done in the north section (adjacent to Carrington and Livingston communities). This section will be finished in spring 2018 allowing for full connectivity of the pathway.

In July 2017, construction began on the David Richardson Memorial Disc Golf Park. By the 2017 year end, the Park was over 90 per cent complete, with 17 of the 18 disc golf holes built. The grand opening of the park is scheduled for June 2018.

10. What funding was leveraged to support capital activities in 2017?

Organizations who partner with Parks Foundation Calgary benefit from the power of financial leveraging. With initial project funding for a park project from The City of Calgary, other grants and donations become available, helping ensure more projects are completed.

In 2017, projects managed or supported by Parks Foundation Calgary received \$2.4 million in capital support from The City of Calgary. This \$2.4 million breaks down as \$1.5 million for construction of the Rotary/Mattamy Greenway and Manmeet Singh Bhullar Park, and \$0.9 million for 7 community-led park projects (Variety Park, Thorncliffe Playground, Haysboro Community Park, 4th Avenue Flyover Park, North Glenmore Park, Strathcona Park and West Hillhurst Park).

With the final funding secured in 2017 for the Rotary/Mattamy Greenway, this 10-year and \$50 million dollar project will be completed in 2018. The only pathway of its kind in the world, the 138km Greenway project was possible because of donations from energy companies, real estate developers, individuals, and name sponsors - Rotary and Mattamy Homes. Funding support from The City of Calgary was instrumental in moving the Greenway project forward at each stage, with leveraging over a decade, to ensure this project was successful.

In addition to managing construction of our own major projects (David Richardson Memorial Disc Golf Park and the Rotary/Mattamy Greenway), Parks Foundation Calgary supported a total of 71 community-led projects in 2017. Each of these 71 organizations benefited from our support services as they planned, fundraised and constructed their projects.

The financial leveraging effect of Parks Foundation Calgary's operating model was significant in 2017. For every \$1 received from The City of Calgary, \$4-\$5 was donated or granted from other sources.

In 2017, Parks Foundation Calgary managed and partner projects received \$12.3 million in funding from external sources:

\$2.5 million in funding from the Province of Alberta
 \$0.8 million from community and parent associations
 \$0.5 million from corporations
 \$6.1 million from individuals and other
\$2.4 million in funding from the City of Calgary

This provides \$12.3 million in external funding for park and sport projects

NOT APPLICABLE-- STRATEGY DELIVERY (for applicable partners)

11. What key results were achieved in 2017 for the Council-approved strategy you steward?