



**One Calgary 2019-2022 Business Plan & Budget Summary**  
**Parks Foundation, Calgary**  
**(Board Approved)**

**One Calgary Line of Service:** Parks and Open Spaces

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

**1. What are your organization's priorities and actions for 2019-2022?**

Since its establishment in 1985 as a non-profit organization, Parks Foundation Calgary has worked to create thriving communities and public spaces. We exist so all Calgarians can enjoy a healthy lifestyle by providing easily accessible and unique, sport and green spaces.

Parks Foundation Calgary's Board-approved Strategic Plan details specific objectives and timelines. Our ongoing partnerships with City of Calgary Parks, communities, non-profits and other civic partners are essential; we continue to foster and grow these relationships.

Note: The priority areas and results below are dependent on City of Calgary operational funding support for Parks Foundation Calgary. Without The City's operational funding support, we will be forced to cut key programs and projects.

Priority Area: Develop a New Major Park in Calgary

- 2018-2022 - Identify, fundraise and develop a new major park for Calgary. Parks Foundation Calgary is actively considering several \$10-20 million projects noted on The City of Calgary's unfunded park list, including a new artificial turf sport park in northeast Calgary and a new major regional park in Seton.
- 2019 – Complete a 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. The park will contain small hills, obstacles and natural tracks that create a unique and more challenging biking experience.
- 2019-2020 – Fundraise and complete a new Flyover Park located beneath the 4<sup>th</sup> Avenue Flyover Bridge. In support of the Council-supported pedestrian strategy, STEPFORWARD, this innovative park will provide a comfortable and safe place to walk, and add vibrancy to this underutilized space.

Priority Area: Enhance and Expand Core Programs

- Parks Foundation Calgary offers five programs that support communities by building their local fundraising capacity, giving project-specific guidance, and by providing accounting and grant support. These five programs are: the Building Communities Program, the Amateur Sport Grant Program, the Conceptual Drawing Grant Program, the Project Gift Administration Program and the Dedication Bench and Picnic Table Program. It is our goal to continue offering these core programs which directly contribute to increasing the number of green spaces, and enhancing opportunities for Calgarians to live healthy lifestyles.

#### Priority Area: Increase Fundraising Capacity

In fall 2018, we will complete a fundraising and communications plan that will support a new project capital campaign for a new major park. The plan will be rolled out in spring, and include supports for building community fundraising capacity.

#### Priority Area: Enhance Partnerships with Other Civic Partners and Organizations.

- In 2019 and beyond, we will continue to develop new and mutually beneficial partnerships. Parks Foundation Calgary will also leverage recent endowment management services with the Calgary Booster Club, Sport Calgary and others, with the overall goal of providing more needed financial resources to community and sport organizations.

## **2. Outline how your priorities align with the Citizen Priorities for 2019-2022 and Council Directives (see attached summary)**

#### N4 Supporting Community Development

Parks Foundation Calgary directly supports approximately 60+ local organizations each year with their community-led park and sport projects. In line with imagineParks and the Calgary Parks Playground Strategy, our programs give free accounting services, project support and funding grants. Parks Foundation Calgary programs ensure that community-led parks are completed in both new and mature neighborhoods, saving The City of Calgary capital dollars.

#### M2 Active Transit Choices

Supporting the Pathways and Bikeway Plan, Parks Foundation Calgary fundraises for and builds pathways that help Calgarians be active and mobile - walking, running and biking on pathways. The 138km Rotary/Mattamy Greenway project connects 55 communities where 400,000 Calgarians live. Parks Foundation Calgary plans to continue expanding this pathway and creating other park and pathway projects that will encourage active transportation.

#### H4 Partnerships that Support Healthy Lifestyles

Parks Foundation Calgary grants \$500,000+ per year to local groups through our grant programs – the Building Communities Program, the Amateur Sport Grant Program and the Conceptual Drawing Grant Program. This support is essential to groups who use the funds for much needed sport equipment and facilities, as well as playground capital construction.

Parks Foundation Calgary creates parks through partnerships. At the close of 2017, Parks Foundation Calgary had 71 active partnerships with organizations who are developing and operating park and sport projects. Our partnerships give support for the full project lifecycle, and help build community capacity. We assist with planning, fundraising, accounting and also provide volunteer support for community-led park and sport projects.

#### H6 Increasing Parks and Green Spaces

Parks Foundation Calgary exists so all Calgarians can enjoy a healthy lifestyle by providing easily accessible and unique, sport and green spaces. Since inception, Parks Foundation Calgary has developed over \$200 million in park projects, sponsored 1,200 dedication benches and tables, awarded \$13 million to amateur sport capital, granted over \$2 million for parks, and supported 250 community led park and playground projects. We

plan to continue all five programs currently being offered and develop additional major park projects that will benefit Calgarians for many years to come.

### **3. Which of your programs and services are funded by The City's operating grant?**

From 2013-2017, Parks Foundation Calgary received \$200,000 per year in operational expense funding from the Enmax Legacy Fund. In 2018, we received no operational funding support from The City of Calgary.

Parks Foundation Calgary is requesting \$350,000 - \$400,000 each year 2019 – 2022, to be used for the following two purposes:

1. \$200,000 - \$250,000 per year in operational support, which is approximately 20-25% of our administrative costs; plus
2. \$150,000 per year for development of a new Major Park project, to start work developing one of the new park projects that The City of Calgary has identified as needed by Calgarians but has no funding.

### **4. Identify 3-5 performance measures that you will use to evaluate your organization's performance from 2019-2022. Provide measures in the RBA format of How much you will do, How well you will do it, and Is anyone better off. (See attached sample)**

Note: The targeted results below are dependent on City of Calgary operational funding support for Parks Foundation Calgary. Without The City's operational funding support, we will be forced to cut key programs and projects.

#### **HOW MUCH WILL WE DO? (annual targets)**

- 20+ new park and sport projects supported by our Project Gift Administration Program
- 15+ grants given with our Building Communities Program and Conceptual Drawing Grant Program
- \$500K+ grants given with the Amateur Sport Grant Program
- 900+ donors to community-led and Parks Foundation Calgary park projects
- 40+ benches and picnic tables sponsored through our Dedication Program

#### **HOW WELL WILL WE DO IT? (annual targets)**

- 500%+ return on capital invested in community-led and PFC park projects
- 85%+ client satisfaction rate with programs offered

#### **IS ANYONE BETTER OFF?**

- Number of projects completed with the support of Parks Foundation Calgary programs
- Increased participation in amateur sport activities in Calgary (externally measured)
- Increased traffic in parks/pathways as measured by City of Calgary eco-counters

### **5. Identify how you will leverage resources from 2019-2022. Please provide specific examples.**

Parks Foundation Calgary leverages City resources by raising funds for parks – through donations, grants and sponsorships. Last year, for every \$1 of capital invested by The City of Calgary in Parks Foundation Calgary projects, we raised an additional \$4-\$5, a grand total of \$12.3 million for our City's park and sport spaces in 2017.

In 2019-2022, Parks Foundation Calgary will continue to fundraise for projects and assist communities with fundraising in order to save the City of Calgary capital expense and to leverage City of Calgary funds.

During our 33 year history, we have developed over \$200 million in park projects, saving The City of Calgary financial resources:

- The \$50 million Rotary/Mattamy Greenway, was 92% funded by Parks Foundation Calgary's donors and grants; The City contributed \$4 million to this project, or 8% of the total.
- The recently built David Richardson Memorial Disc Golf Park, an extremely popular new amenity, was 100% fundraised for and built by Parks Foundation Calgary.
- Manmeet Singh Bhullar Park, opening this October, was 64% funded by Parks Foundation Calgary's donors, saving The City of Calgary \$900,000 in park capital expense.

The City of Calgary has identified several new regional and sport parks that have no City of Calgary funding for construction. Parks Foundation Calgary would like to manage the fundraising and construction of one of these parks, and is currently considering Seton Regional Park and a Mini Sport Park (artificial turf) for the northeast.

**6. Provide your board approved budget projections covering 2019-2022:**

<b>Operations (000's)</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
City of Calgary proposed operating grants	350	360	375	400
Other operating grants <sup>1</sup>				
Earned revenue from operations	524	491	491	491
Donations & fundraising revenue	26	26	26	26
Operating expenses <sup>2</sup>	884	892	902	911
<b>Net of revenue and expenses</b>	<b>16</b>	<b>(15)</b>	<b>(10)</b>	<b>6</b>
Opening operating reserves <sup>3</sup>	850	866	851	841
<b>Ending operating reserves</b>	<b>866</b>	<b>851</b>	<b>841</b>	<b>847</b>
<b>Capital (000's)</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Opening capital reserves	13	13	13	13
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>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>

**Notes:**

1. Grants, donations and fundraising for capital park projects are not part of the operational budget. Parks Foundation Calgary uses a fund accounting model, which means that projects and endowments are distinct from the operational account.
2. Increases in operating expense year over year are due inflation (Conference Board of Canada).
3. Capital reserve is for Parks Foundation Calgary's office building at 225-13 Avenue SW and is used for facility upkeep requirements such as flooring and fixtures.

**4. What are the key financial risks or challenges related to your organization's budget projections for 2019-2022? Provide specific examples and the year in which challenges are anticipated.**

The following risks are ongoing at Parks Foundation Calgary as our operating model is reliant on donors, sponsors and capital project fees. We are managing these risks through cost control, program enhancements, and increased fundraising.\*

**A. Impact of continuing economic recession on Calgary**

Like many non-profit organizations, the recession has negatively impacted Parks Foundation Calgary. There has been a decrease in donations, sponsorship and community investment dollars available for park and sport projects.

**B. Inability complete new major project(s) and a number of smaller/medium sized projects**

Parks Foundation Calgary relies on the fee revenue generated from park projects in order to offset a portion of our administrative costs. With the completion of major projects such as the Rotary/Mattamy Greenway and the David Richardson Memorial Disc Golf Park, we forecast a significant loss in fee revenue and at this time have no projects of a large scale to offset the loss. We are seeking new projects to fundraise for and complete, including several projects on the City of Calgary's unfunded park project list.

C. Not identifying additional revenue sources

Parks Foundation Calgary is seeking alternative revenue sources to make up for lost and reduced revenues related to the loss of the City of Calgary grant and lower project fee revenues. Through spending restraint, event fundraising, and program expansions, we have been able to mitigate a portion of the revenue losses.

D. Loss of financial support grants from the City of Calgary

Parks Foundation Calgary received \$200,000 per year in operating funding for each of the past five years ending in 2017 from the Enmax Legacy Fund. In 2018, Parks Foundation Calgary received no operational funding from The City of Calgary.

Funding support from The City of Calgary for operations would offset a portion of Parks Foundation Calgary's operating costs and foster development of a new major park project.

**Without funding to help offset operating costs, Parks Foundation Calgary forecasts ongoing deficits that would also require staffing reductions.** As we have only six full time employees currently, any staffing reductions would have a severe impact on communications and program delivery. Without City of Calgary funding, there will be insufficient resources to develop a new major park project, so this work would not be undertaken.

\*Note: The top four risks for Parks Foundation Calgary will have, and in some instances are beginning to have, a significantly negative financial impact on Parks Foundation Calgary and are identified in the Parks Foundation Calgary Risk Register.