

- 1. Organization Name: Parks Foundation, Calgary**
- 2. Fiscal Year: January 1 – December 31**
- 3. Latest Annual Report available and web address: 2014 Annual Report
www.parksfdn.com/PFC%202015%20Annual%20Report%20PRINTED.pdf**

GOVERNANCE

4. Current Vision, Mission & Mandate (include any proposed changes)

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

(Revised Mission Statement in progress arising from March 30th, 2015 Board Strategy Planning session)

5. Identify Board and senior management positions, incumbents and vacancies:

Myrna Dube, CEO, Parks Foundation Calgary

Board of Governors:

John Houghton, Chairman

Dave Ardell, Chair, Amateur Sport Committee

Sherry Austin, Member at Large

Don Baird, Member at Large

Anne Charlton, Calgary Parks Appointee

Jim Davidson, Chair, Calgary Greenway Fundraising Campaign

Mary Federau, Member at Large

Gregory Forrest, Saddledome Foundation Appointee

Kim Koss, Calgary Chamber of Commerce Appointee

Gerry McHugh, Member at Large

Greg Mills, Member at Large

Bob Nasser, Member at Large

Rick Nicholson, Treasurer and Chair, Finance Committee

Ian R. Playfair, Past Treasurer

Mark Terrill, Past Chairman

Kristin Yarish. Member at Large

6. Discuss succession planning for Board and senior management.

The Board of Governors retained an outside consultant who held a specific session on succession and role of board members on March 30, 2015. The Board continues to provide the consultant, Ms. Colleen Pound, with information, both specifically as to each director and generally as to their role in the Foundation. That exercise is expected to be concluded within the next two or three months.

2014 YEAR IN REVIEW

7. Summarize 2014 accomplishments (based on established goals or objectives).

Parks Foundation Calgary succeeded in accomplishing our established goals as outlined below:

Rotary/Mattamy Greenway – 138 km park and pathway network

- 80% complete at end of 2014
- Phase 2 (southeast Calgary) construction nearly complete
- Phase 3:
 - Sarcee Trail pathway nearly complete
 - Home developers – Mattamy, Walton, Qualico, Walton Outline Plans approved, in-kind Greenway construction continuing

Building Playgrounds and Communities Grant Program

- 14 playgrounds and one adult fitness park completed valued at nearly \$3 million
- Milestone year – reached target of 100 playgrounds valued at \$15 million since program began in 2009

Community-Drive Project support

- Free Project Gift Administration to 25 projects in 2015
- 5 conceptual Drawing Grants awarded

Bench Dedication Program

- 40 benches sponsored

Amateur Sport Grant Program

- 19 grants totaling \$761,500 awarded
- 2014 applications increased from 15 in 2013 to 23 in 2014
- More than \$10 million in grants awarded since 1987 through PFC administration

8. Provide performance measures (targets and actual) used in 2014. Include any challenges in meeting targets.

Rotary/Mattamy Greenway:

- Partners/donors contributions exceeded anticipated participation
 - Corporate partners: Brookfield Residential, Hopewell Residential, Mattamy Homes, Walton International, Qualico Developments, WAM Developments, Calgary and Area Rotary, Bonavista Energy, Crescent Point Energy, Canadian Natural, TransCanada, Progress Energy, Tourmaline, Keyera, Enbridge, Murray Edwards, Allan Markin, Don and Hazel Skinner, Jim Davidson
- Project funded and design developed to 90% completion by end of 2015 (exceeds target)

Building Playgrounds and Communities Grant Program

- Target of 10 playground developments exceeded (15 actual)

PFC Community-Driven Projects

- Target of 20 projects exceeded (25 actual)

Amateur Sport Grant Program

- Exceeded 2013 – 15 applications by 8 applications; (2014 actual 23 applications)

9. Describe how your organization's 2014 activities contributed to the economy and culture of Calgary, Calgary's environment and the well-being of Calgarians.

The support received from The City assists us in accomplishing our Mission – one that is directly aligned with The City's objectives to provide new avenues of opportunity to improve our quality of life: Parks Foundation Calgary is proud of the specific contributions we made to our community in 2014:

- 80% of the Rotary/Mattamy Greenway was completed, and funding and construction contracts are in place to finish 90% by year-end 2015. The Greenway provides new opportunities, free of charge for Calgarians of all age, level of income and ability to get active outdoors. The physical and mental health benefits are well known. Healthy people seek jobs, volunteer their services, and contribute to the sustainability of their city.
- In 2014, our fifth year of operating the Building Playgrounds and Communities Grant program, we reached the milestone of 100 new playgrounds and fitness parks valued at \$15 million completed, most of which are in areas of low income. In 2014 alone, 15 of these valued at \$3 million were completed. Through this program we work with community residents throughout the development of their project. We help them with applications to other funding programs, help them leverage funds and most importantly bring people together around a common goal. This creates community capacity.
- Our Project Gift Administration Program provided free accounting and tax receipting services to 25 organizations in 2014. This acts as a catalyst to help residents come together to improve their community.
- Our Bench Dedication Program met its target of 40 benches in 2014. This Program is generally subscribed to by people who have lost a loved one. Our empathetic care and compassion to meet the requests of bereaving relatives assists their well-being at a needy time in their life.

10. Indicate what resources were leveraged to support operational activities, providing examples.

During 2014 fiscal year, the Foundation received \$200,000 in direct operational funding and \$75,000 in proceeds from our Operations Endowment Fund from The City. This represented approximately 30% of the Administrative Operating budget of the Foundation. During 2014 administration of endowments, program and project funds grew to \$25.4 million which are used in the delivery of many community based programs. These programs include but are not exclusive to:

1. The Rotary/Mattamy Greenway Construction – The completed project will be valued at over \$60 million. Funds expended, not including construction delivered in kind by our residential home developer partners, for the year ended 2014 were \$4.5 million with contracted work scheduled to date for 2015 as \$4.9 million all funded by donations from Foundation partners.
2. Building Playgrounds and Communities Program – The program completed 15 projects in the 2014 fiscal year with a value of just under \$3.0 million. There are 14 parks planned at this time for the 2015 year at a value of \$2.3 million. The program has raised and completed construction on 100 projects valued at over \$15.0 million.
3. Dedication Bench Program – In 2014, 40 benches were installed.
4. Amateur Sport Granting Programs – the Foundation administered and distributed over \$760,000 in grants to amateur sporting organizations in the city. The total funded grants of the program is over \$10 million life-to- date.

The annual funding from The City continues to support these and other programs that are expected to provide the city's residents with value of between \$15 to \$20 million in 2015, including in-kind product.

LOOKING FORWARD**11. Based on your business plans for 2015-2018, what are your priorities and deliverables for 2015-2016?**

With the continued support from The City, we expect to provide the city's residents with value of between \$15.0 to \$20.0 million in 2015, which will be used to deliver community-based programs including but are not exclusive to:

1. The Rotary/Mattamy Greenway Construction – The projected spend for contracted work scheduled in 2015 of \$4.9 million, which is all funded by donations from Foundation partners. Also, the Foundation will secure the completion of approximately \$10.0 million of in-kind construction donations from our residential home developer partners.
2. Building Playgrounds and Communities Program –14 parks planned at this time for 2015 at a value of \$2.3 million.
3. Dedication Bench Program – In 2015, a projected 45 benches will be funded and installed by Foundation donors.
4. Amateur Sport Granting Programs – the Foundation will administer and distribute over \$1.0 million in grants to amateur sporting organizations in the city.

Finally the Foundation will define a new major project or projects for the future. This will allow the Foundation to continue our legacy of delivering great additional value to quality of life to the citizens of Calgary.

12. Identify any changes to plans and/or budget projections for 2015-2018.

There are no anticipated changes to plans and/or budget projections for 2015-2018, other than inflationary costs.

13. What would be the operational impact should there be a reduction in your grant(s) from The City?

The City's operational grant allows us to maintain our complement of six staff. Every person on our team is accountable for their area of responsibility, to the following PFC programs and projects:

- Building Playgrounds and Communities Grant Program: The manager of this area liaises with the community and relevant City staff, they raise the funds for the Grants, work with community associations and City staff, leverage additional corporate and private donor funds, work with City playground designers, tender projects, organize volunteers and oversee implementation of playground projects.
- Amateur Sport Grant Program: The manager of this Program is also responsible for all our communications including annual reports, newsletters, marketing brochures for all Parks Foundation Calgary initiatives.
- Bench Program: The coordinator of this Program is also Executive Assistant to the CEO and the Board and assists with special events
- Project Gift Administration Program: This free service of accounting and tax receipts is provided to community-driven projects. The role is managed by our Controller and Accounting Manager
- Most importantly our major capital project – the Rotary/Mattamy Greenway requires full-time project development and fundraising by our CEO and also the full-time work of our Major Projects Manager, who acts as the Owners Representative and provides construction oversight. Without City operational funding or a reduction in funds, we would have to reduce staff accordingly thereby reducing the value Parks Foundation Calgary is noted for providing to the Calgary community.

14. Identify any specific opportunities/projects that would directly stimulate the Calgary economy if supported by a strategic investment by The City.

Parks Foundation Calgary's vision to lead an initiative to turn "brown" environments into productive "green" settings could stimulate the Calgary economy by transforming the large inventory of contaminated sites in our city into new projects creating jobs to implement the project and new opportunities for Calgarians. The overall vision encompassed within the proposed redevelopment plan is of a totally self-sufficient facility dedicated to the conservation of all site resources and the demonstration of state-of-the-art green technologies. The project would also stimulate our economy by drawing visitors from all over the world to view this iconic green energy complex dedicated to environmental research and education.

Current Status: Thanks to the support of City Council Innovation Grant funding matched by a private donor, a Master Plan was developed for the innovative Bio-Energy Park concept designed for Old Refinery Park. Revisions are needed and currently underway to revise the Master Plan to better align with City Environment and Safety Management's recently approved Risk Management Plan for Old Refinery Park. Parks Foundation Calgary is well suited to lead this initiative, but could only do so if supported by a strategic investment by The City.