

# CRCP SOCIETY 2018-2019 Board of Directors Agenda

## BOARD MEETING

Challenger Park Track Building

11:30 am – 1:30 pm, Wednesday, Nov. 20, 2019

Legend: (D)– Discussion/ (I)– Information/ (M)– Motion/ (DA)– Document Attached/  
(DAM)– Document At Meeting / DPM - Document Prior To Meeting

ITEM	LEAD	TIME	LEGEND
1. Call to Order	TOF	-	-
2. Introduction of Guests Communication to the Board (if any)	TOF	-	-
CONSENT AGENDA		TOF	5m
(Items only discussed if brought forward to noted section from the MAIN agenda.)			
a. Approval of Sept. 25, 2019 Minutes			DA-PM
b. Cash Position Summary			DA
c. Strat Plan Update/Business Plan			DA
d. 3 <sup>rd</sup> Q. Monitoring Report			DA-PM
e. DRAFT KPI'S for 2020			DA-See Agenda 5.2
3. Approval of Main Agenda	TOF	1m	M
MAIN AGENDA			
4. Business Arising Previous Minutes	TOF	30m	-
5. Board Business			
5.1 Budget 2020 - DRAFT 2020 KPI's	JZ	25m	DsA/M I
5.2 Other Business			
5.2.1 3 <sup>rd</sup> Q. Internal Financial Statements	JZ	10m	D/DA/M
5.2.2 Re-investing Burn's GIC	JZ	5m	D/M
5.2.3 Board Policy Review/Rec.	TOF	30m	DA
5.2.4 Board Succession Planning Rep. (Nominations)	SM	20m	D/I
5.2.5 Land Update	JZ	10m	I
5.2.6 Christmas Social	TOF	5m	I
6. Event Reminders/Updates	TOF/JZ		I
May 20, 2020 – AGM			
June 20, 2020 – Family Day (tentative)			
Aug. 26 <sup>th</sup> , 2020 - Golf Tourney			
Jan. 3-4, 2020 - Next Casino			
7. Next Meeting – Jan. 22, 2020	TOF	1m	I

**CRCP SOCIETY 2018-2019 Board of Directors Agenda**

**BOARD MEETING**

Challenger Park Track Building

11:30 am – 1:30 pm, Wednesday, Nov. 20, 2019

**NO-REOCCURRING MOTION (S)**

Agenda Item	Motion (s)
5.1	That 2020 Operating and Capital budget be approved as presented.
5.2.1	That the internal 3 <sup>rd</sup> Q. financial statements be approved as circulated.
5.2.2	That the current Capital Project Fund GIC be renewed into a _____.

**MATTERS IDENTIFIED, UNDER REVIEW AND/OR BEING CONSIDERED**

ITEM	WHO (INDIVIDUAL/ COMMITTEE) IS RESPONSIBLE:	ANTICIPATE COMING TO BOARD – WHEN/AS
RBC DS Presentation (confirmed)	TOF/JZ	Jan. 22 (ensure they include a fund performance component, since inception)

**MINUTES OF THE 2018-2019 BOARD OF DIRECTORS MEETING**

**Calgary Rotary Challenger Park Society  
Sept. 25, 2019**

**Present:** Kwabena O-K, Brian G., Toby O-F, Norm D., Earl H., Jim Z., and Brian K. & Sheila M., (via teleconference)

**Regrets:** Matt N-B

**Absent:**

**Guests:** Aaron Potvin - Mawer

**1.0 Call to Order – Toby O-F** called the meeting to order at 11:38 am.

**2.0 Introduction of Guests / Communication to Board (if any)**

Toby introduced Aaron Potvin, who will be doing the Mawer presentation.

**Consent Agenda – Handouts:** June 26<sup>th</sup>, 2019 Minutes, Cash Position Summary, Interim Mawer & RBC Reserve Summary and 2<sup>nd</sup> Q. Internal F/S

**MOTION:** Moved by Brian G. and **seconded** by Norm D. that the consent agenda be accepted as circulated. **MOTION CARRIED**

**3.0 Approval of Main Agenda**

**MOTION:** Moved by Earl H. and **seconded** by Kwabena O-K that the agenda be accepted as circulated. **MOTION CARRIED**

**4.0 Business Arising From Previous Minutes – TOF** (*Handouts: Mawer Presentation*)

Toby again introduced Aaron Potvin and Aaron spoke to his presentation and answered any questions that arose from his presentation.

**Note:** Toby thanked Aaron and he left the meeting after his presentation (12:10 pm).

**5.0 Board Business**

**5.1 Board Policy 3.03.2 Amendment – TOF/JZ** (*Handouts: Policy Amendment*)

**MOTION:** Moved by Brian G. and **seconded** by Kwabena O-K that the proposed amendment to policy 3.03.2 be approved as circulated and discussed. **MOTION CARRIED**

Prior to the motion being voted on, the Board reviewed this matter and agreed with the Executive Committee recommendation.

**5.2 Standing Committee Formations/Chairs – TOF**

The committees, and their memberships, were just confirmed.

**5.3 Other Business –**

**5.3.1 2<sup>nd</sup> Q. Internal F/S – JZ** (*Handouts: 2<sup>nd</sup> Q. Internal F/S – 2019*)

**MOTION:** Moved by Earl H. and **seconded** by Norm D. that the 2<sup>nd</sup> Q. Internal F/S be accepted as presented **MOTION CARRIED**

Prior to the motion being voted on, Jim reviewed the results to the end of June and answered any questions that came forward.

**MINUTES OF THE 2018-2019 BOARD OF DIRECTORS MEETING**

**Calgary Rotary Challenger Park Society**

**Sept. 25, 2019**

**5.3.2 ED Compliance Matters – JZ** (*Handouts: Current Compliance Matters*)

**MOTION:** Moved by Brian K. and **seconded** by Sheila M. that the ED Compliance matters as presented be reaffirmed as circulated. **MOTION CARRIED**

Prior to the motion being voted on, Jim gave a bit of historical background and answered any questions the Board may have had.

**5.3.3 Board Succession Planning – SM**

Sheila spoke to the current situation and said her committee will be reporting on the going forward plan, including any recruitment matters for 2020-2021. Sheila will call a Nominations Committee meeting in November, so they can report to the November Board meeting.

**ACTION:** Sheila M. and her committee.

**Note:** Jim will follow up with the individual from BDO, who expressed an interest in the Board.

**5.3.4 Board Policies Review Process – TOF** (*Handouts: Current Board Policies List*)

Toby spoke to the Executive Committee's (EC) review of this topic and how we could proceed. After the Board discussed the matter, the Board agreed that the EC should do the initial review and bring suggested updates for the Board to review and approve. **ACTION:** Toby O-F and EC.

**5.3.5 Golf Tourney Report – JZ**

Jim reviewed the key results of this year's event (60 players and that we raised \$42,000). He also reviewed what he is thinking about in the future, re this event.

**5.3.6 Land Update – JZ**

Jim reviewed the work of our Realtors to date. They have had a few showings and conversations with interested parties. Marketing material has been distributed quite widely. The group interested in the twin ice arena development is still interested.

**Note:** (After the meeting) Jim will suggest we invite our Realtors to attend the January meeting and give an update and presentation to the Board.

**5.3.7 City Funding – JZ**

Jim just reviewed the impact of the City's budget planning on our operations, including the \$9,000 reduction for 2019 and the possible reductions going forward.

**6.0 EVENT REMINDERS/UPDATE – TOF/JZ:**

May 20, 2020 – AGM

June 20, 2020 – Family Day

Aug. 26<sup>th</sup>, 2020 Golf Tourney

Jan. 3 & 4, 2020 - Next Casino

**NOTE:** The Christmas social was reviewed. Nov. 27 at Calgary Golf and Country Club, normal schedule.

**7.0 Adjournment Moved by Brian G. at 1:06 pm**

**NEXT REGULARLY SCHEDULED MEETING:** Nov. 20, 2019 (11:30 am at the Park)

Toby O-F Meeting Chair

Recording Secretary



# CASH POSITION SUMMARY

As Of Nov. 12, 2019 (unless otherwise stated)

\$

a. Bank Accounts

General Acct. (net of o/s cheques / AP)	54,651
Everyone Can Play Fund	97,476
Segregated	67,726
Casino (net of o/s cheques)	97
RBC Operations GIC	204,777

b. Reserves & Investments (GIC does not reflect any interest accrued)

MAWER - 2 – Life Cycle Reserve – LCR – Nov. 11	696,262
MAWER - Operating Reserve – OR – Nov. 11	434,182
RBC DS - 1 – Capital Project Fund – CPF – Nov. 11	754,665
RBC - 3 – Capital Project Fund (GIC)	500,000

- 
- 1 – CPF - established acct. November 2015 initially for receipt of donated securities and major pledges re: Ph. 4 (Deposited 1<sup>st</sup> Burn's \$500,000 installment). After abandoning the Ph. 4 project, at the beginning of 2018, any other Ph. 4 funds that were in our segregated acct., from funders who lifted their Ph. 4 restriction, was then deposited into the CPF acct.. This account was then renamed the Capital Projects Fund.
  - 2 – LCR - withdrew \$175,000 in 2017 for life cycle work to match WED grant.
  - 3 – CPF - \$500,000, 2<sup>nd</sup> Burns donation received in 2018 – deposited in a RBC GIC, is considered part of the CPF.
- 

Note:

- A. Principle invested since inception: LCF \$586,569.47 (fund established: Mar. 2012); O.R. \$301,030.13 (fund established: Oct. 2013); and C.P.F. – \$1,141,015 (fund established in Nov. 2015)
- B. Reserve Contributions Approved (2019)
  - Life Cycle – 50,000      Operating Reserve – 3,000
- C. Capital Spending (2019)
  - Minor Capital Improvements \$40,000 (may increase if we get external funding)
- D. Remaining Surplus Allocated For:
  - YE Working Capital Projected -> TBA

# STRATEGIC PLAN

(3 - YEAR BUSINESS PLAN AND BUDGET INCLUDED)

 **Calgary Rotary Challenger Park**  
a Barrier-Free Sport and Recreation Facility, WHERE EVERYONE CAN PLAY

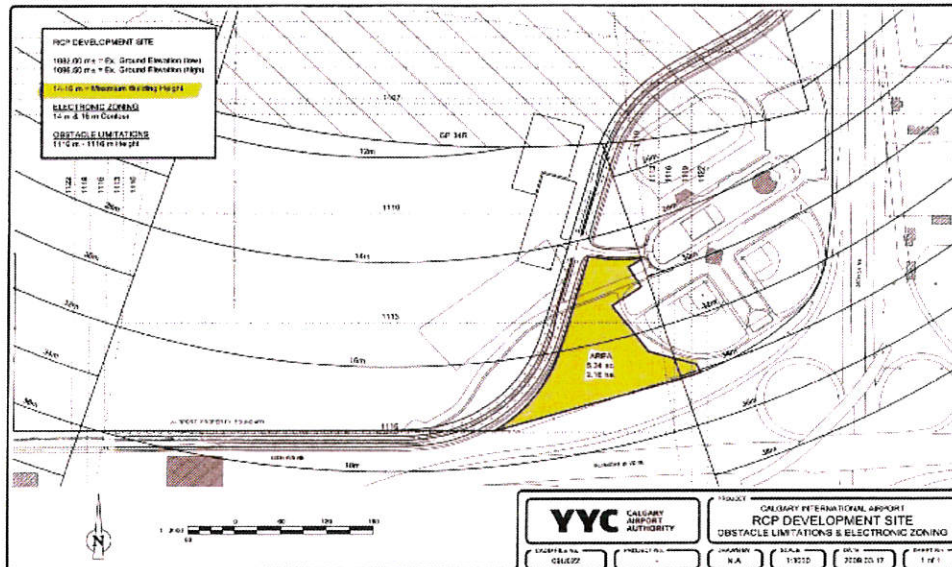


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**"WHERE EVERYONE CAN PLAY"**

## SUSTAINING THE PARK'S FUTURE



**Confidential document intended for INTERNAL use only.**  
UPDATED To November 2019

# STRATEGIC PLAN

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# STRATEGIC PLAN

## 1.0 Executive Summary

### 1.1 The Concept

Calgary Rotary Challenger Park ("CRCP" or the "Park") is a unique concept of multi-purpose area constructed on 23+ acres of land donated by the Calgary Airport Authority to ensure that all citizens have equal access to recreation, sport and play. The idea was conceived in 1997/98 by the caring and community focused Rotary Clubs of Calgary, the City of Calgary and the Calgary Airport Authority. From inception this Park has been built with the idea that it is inclusive so people with disabilities and seniors can participate and experience recreation and sport and all it has to offer with friends, family and community members in a barrier free environment.

The primary objectives of the Calgary Rotary Challenger Park are:

1. Provide affordable opportunities and experiences for persons with disabilities and seniors in recreation, sport and wellness in an inclusive environment.
2. Provide community agencies, sporting organizations and citizens with a healthy and safe environment.
3. Operate an organization that is financially sustainable.
4. Create opportunities for sponsorship and partnerships with donors and other business stakeholders.

The philosophy of an inclusive environment requires special costs both for capital and operational expenditures. The former cost (to completion of Phase 3D) is over \$15M dollars and the latter will require an annual budget of \$650,000+. The operational budget is augmented by both a facility lifecycle program and an operating reserve (created in 2006). User fees will not be sufficient to cover the Society's operating costs. Many of our users, including organizations, have limited financial resources and may not have the ability to pay market rates for our facilities and programs.

Realizing that resources will be limited the Park will require focused community based marketing and fund development plans. These plans will require the forging of partnerships, the hosting of special events, the creation of special funds (i.e. including an Endowment Fund) and strategies to maintain public support. Financial stability will be one of the organization's biggest challenges over the next few years.

Partnerships and alliances will continue to be a strong focus for CRCP. Our business model will focus us on providing quality facilities, at affordable rates and excellence in service. For the most part we will attempt to bring other agencies and organizations onsite to host their programs here at the Park. In some special circumstances we may involve ourselves in program development. However collaboration and partnerships will be our focus to create greater utilization of the Park's facilities.

### The Partnership

The Calgary Airport Authority provided the land for the project through its' head lease arrangement with the federal government. The Authority had signed a sublease agreement with the City of Calgary with the understanding that the Park will be operated for the above

# STRATEGIC PLAN

purposes. The City in turn signed a Management and Operations agreement with Calgary Rotary Challenger Park Society to develop and subsequently operate and manage the Park. The agreement was for fifteen (15) years with a fifteen (15) year renewal term. The initial term expired in 2017.

However, the Society approached the City and the Authority in early 2017, to begin discussions on possibly restructuring this relationship. These discussions, culminated in the signing of new agreements in mid-2018. The land sublease agreement was assigned from the City to be directly between the Society and Authority, with an extension to 2072 and the Society entered into a new Funding Agreement with the City.

This restructuring, will give the Society greater security moving forward as well as greater accountability for its future development, while still maintaining a relationship (for funding support), with the City of Calgary.

## **1.2 Building Sustainability**

Shortly after opening the Park the organization looked at various means to both increase utilization and create a more stable cash flow for operations. One significant strategy involved bringing other organizations to the Park as tenants. Currently we have the potential to have three (3) long-term tenants onsite: in the upper and lower level of the Burns Center and in a small space available in the Alberta Centennial Centre (Ball Complex).

Having long standing tenants is key in maintaining stability and building sustainability. These options provide a steady return to the operations of the Park. Hence why the recent new land parcel opportunity continues to afford the Park a chance to move its' operational component to being self-sustainable.

CRCP set a new standard in recreation, sport, social and wellness facility development in the City. The multi-use, collaborative, and barrier free concept will continue to evolve. Our vision is to be leaders in offering opportunities and accessibility to people of ALL abilities.

## **1.3 The Process (Appendix C)**

This strategic plan is intended to encompass both the governance and operational levels of the organization. The organization's mission, vision, values and strategic priorities relate to the Board (governance) level. The Society's Board of Directors assumes the lead role in developing and reviewing these components as well as monitoring, evaluating and being a resource in achieving success at the operational level.

The operational level is the responsibility of an Executive Director who develops and manages the annual business plan and budget for the Park. This plan is intended to guide the organization in achieving its' strategic priorities and, through the business plan, sets out planned actions and means, that are supported by a budget, and subsequently managed by staff.

Annually the Board and the Executive Director establish Key Performance Indicators (KPI's). These KPI's are a basis for measuring not only management's success but the organization's

# STRATEGIC PLAN

success in achieving its strategic priorities. A KPI report is submitted quarterly to the Board for their review. A template of this report can be obtained from the Park's Executive Director.

## 2.0 Our History and Background *(see Board Manual Section 2.02)*

Calgary Rotary Challenger Park (CRCP) is a predominantly barrier free recreation, sport and wellness facility that was built to be a model of inclusiveness for the community. The idea was conceived in 1997 and began development in 1999 with the support of the Rotary Clubs of Calgary and Airdrie. It was felt that people with disabilities required a level playing field that incorporates breaking down barriers in all areas. The Park is a facility designed to ensure that ALL individuals, including those with disabilities, will have access to ALL of the amenities and services that are afforded to others in the community. The Park is intended to be a place, **"Where Everyone Can Play"**.

Rotary Challenger Park Development Society (RCPDS) was incorporated as a Society pursuant to The Societies Act (Alberta) in 1999. The Societies founding partners are recognized to be: Rotary Clubs of Calgary and Airdrie, Calgary Airport Authority and Parks Foundation Calgary. The Society was formed to assess the need, design, raise funds and build the facilities, in collaboration with the City. The Society became a registered charity in 2005 and changed its' name to Calgary Rotary Challenger Park Society, as part of moving to the operational stage of the Park.

The Calgary Airport Authority leases the land from Transport Canada and in turn, in support of the Society, subleases the land for a nominal consideration of \$1 per year to the City of Calgary. The lands, now 23+ acres, are located on the Northwest corner of McKnight Blvd. and 36<sup>th</sup> Street NE, Calgary.

The City of Calgary in turn entered into a Management and Operating Agreement with the Society wherein RCPDS/CRCPS provided the leadership to raise the funds required for the construction of the Park and then was responsible for construction, maintenance, management and operation of the Park. The City, as part of the agreement, monitored its' construction and monitors its' subsequent maintenance, and operations of the Park. The City also contributes financially to the Park's operation. The City reviews this funding on a periodic basis.

Parks Foundation Calgary provided its expertise in park development; critical financial management of the funds received along with contributing \$250,000 to the Park's capital campaign. The Rotary Clubs of Calgary and Airdrie provided much of the leadership needed to design the Park and raised \$1.5+M towards building the facilities. Many supporting organizations such as Challenger Little League, Special Olympics Calgary and other agencies assisting people with disabilities were involved in all aspects of the project initially, to insure that the environmental and physical needs were met for some of those who ultimately utilize the Park.

Other major sources of funding were \$8.5M provided by the Province of Alberta and Federal Government and \$5.2+M from Foundations, not-for-profit organizations, corporations and I individuals. The Project will be completed in the spring of 2009.



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Construction occurred in three (3) main phases beginning in 2001, with a smaller mini-phase (3D) completed in 2009. Below is a brief outline of the major components of each phase.

- Phase 1 – Included construction of two (2) ball diamonds, including a concession, spectator bleachers and the Alberta Centennial Centre to serve the ball diamonds.
- Phase 2 – Included construction of the Jim and Pearl Burns Centre (including a 200 stall parking area), a large open plaza, basketball court, two (2) tennis courts, picnic area and a unique playground.
- Phase 3 – Included construction of a 400M track, soccer/football field, spectator bleachers and the Canada Alberta Century Field House.
- Phase 3D – Included construction of the “field” events area for Track and Field (i.e. the throwing and jumping events).

In early 2010, the Society began investigating an expansion of the Park, onto lands just west of the west ball diamond. The first step in this process involved the Society securing “preliminary interest in this 5.34 acre parcel. Over the next six (6) years, the Society work diligently to explore the building of a project called the Centre For All Abilities. This project was intended to build a hub for a number of not for profit groups. Unfortunately, with the downturn in the economy in 2014 – 2017, and the change in the management team at the Authority, this project was curtailed.

However, as part of the project windup, the Society was offered a long-term lease for this 5.34acre land parcel in late 2016. Securing this land for the long term has provided the Society with an opportunity to become more financially self-sustainable.

After considering our options with this land, the Board in 2018, opted to pursue listing the land with a Listing Agent, for the purpose of finding a developer to develop the parcel, under a long-term land lease with the Society. In June 2019 the Society signed a listing agreement with an agent and as of late 2019, the search continues.

## 3.0 Strategic Components of the Plan

### 3.1 Mission Statement (revised Jan. 28, 2009)

Providing accessible sport and recreational (includes wellness and social) facilities, *WHERE EVERYONE CAN PLAY.*

### 3.2 Vision Statement (revised Jan. 28, 2009)

To be recognized as the best barrier-free sport and recreational facility, that is sustainable, fully utilized and supported by the community.

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## 3.3 Values Statement

We at Rotary Challenger Park are dedicated to the following values:

- Inclusiveness.
- Accessibility.
- Leadership.
- Innovative.
- Diversity.
- Honesty and Integrity

## 3.4 Strategic Priorities

We have three (3) high level strategic priorities that are accompanied by six (6) sub-priorities. All priorities are inter-related.

### Facility Utilization

- A year around facility.
- More accessibility to the Park.
- An inclusive Centre for Sport, Recreation, Health and Wellness opportunities.

### Financial Sustainability

- Fundraising (and operational performance).

### Community Involvement

- Strategic Partnerships.
- Market CRCP and its' programs.

## 4.0 The External Environment

### 4.1 Understanding Our General Market - Historically

According to the 2006 Premiers Council on the Status of Persons with Disability Report, called "A Profile of Albertans with Disabilities" one in eight people living in Alberta has some type of disability. When one looks at only individuals 15 years and older nearly 15% have some form of disability. Using the latter factor, and current population data (April 2007 Provincial statistics), one can estimate that approximately 518,000 Albertans and 156,300 citizens in Calgary, with disabilities, could benefit from a public facility and playing fields that is barrier free. Persons with disabilities could be one of our primary user groups at Rotary Challenger Park due to the need for accessible seating, playing or recreation facilities. According to the 2008 Civic Census, in the immediate area around the Park, there are 11 communities and 113,127 residents in this Northeast quadrant of the city, who have access to all of the amenities and recreational services at the Park.

The Society currently promotes itself to over 100 supporting agencies, organizations and community associations to ensure that people with disabilities know of the facility and its' amenities. These organizations range from local support and advocacy groups

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to regionally sponsored organizations. Other stakeholders include schools, sports and recreation organizations, the City of Calgary and seniors' agencies and organizations.

As a matter of record, in February 2003, as part of the Park's initial development plan a community stakeholder survey was completed which included interviews with some of these supporting organizations. A list of the organizations invited to be involved can be found on the Society's website. The results of that survey are summarized in a document that can be obtained from the Society's offices at the Park.

## 4.2 Understanding The Disabled Community

This section, for information purposes, is updated every five (5) years and is prepared by Cal Schuler. Hence in late 2017 Cal did this for the Park. A copy of his analysis can be obtained from the Executive Director.

## 4.3 Competition or Not?

During the planning phase for the Park six (6) facilities were analyzed - Talisman Center, Crowfoot Y, West Side Regional Recreational Center, Southland Leisure Center, the University of Calgary and the training center at Canada Olympic Park – to ensure CRCP will provide competitive pricing and an economical rates and fee structure.

Some of the primary results of this analysis of other competitive facilities included:

- Rates need to be competitive with other facilities, including the City of Calgary's, where necessary.
- Drop-in arrangements/rates for individuals will be lower than those charged at other facilities because CRCP will not be offering ancillary recreational facilities.
- A demand for a boardroom/multi-purpose room especially contiguous to our track does bring revenue to the Park.
- People are attracted to CRCP because of its uniqueness – we could host indoor and outdoor programs that are barrier free and at the grass roots level.
- Other facilities competitive with CRCP have high volume and are often over crowded during prime time.
- Given the high participation rates in other facilities in the area, the lack of capacity within the system and the continued growth of the NE area – especially to meet the needs of people with disabilities within the entire Calgary community – the facilities should be in demand.
- That a financial subsidy or a discount offered to any person or organization that seeks and qualifies for assistance, through both the City of Calgary's Fee Assistance Program plus the organization's own subsidy program called the Everyone Can Play Fund, aids in bringing these groups to the Park.

A large multi-purpose indoor facility, with some outdoor fields, exists just east of the Park, called the Genesis Centre. The Park monitors this facilities impact on its' use. At this time, we continue to feel that it has minimal impact on the Park's utilization. In fact we try to collaborate with the groups using this facility, if possible, to bring some programming to the Park.

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## 4.4 Identifying Potential Alliances

Strong alliances have already been established. The strongest being with the fourteen Rotary Clubs of Calgary and Airdrie, the Calgary Airport Authority, and Parks Foundation Calgary. These continue to be fundamental to assisting in the Park's financial viability and success.

The continuation of our new Ambassador program, along with our Honourary Patron (The Lieutenant Governor of Alberta) can assist us in furthering opportunities in these area

From a general user perspective, the Park needs to continue to forge stronger ties to not only the supporting organizations noted in 4.1 above but also with such groups as the City's NE Community and Support Services, City Parks, Sport and Recreation departments, local community associations, schools and School Board athletic departments.

These ties and strategic alliances/partnerships can help bring programming opportunities to the Park. The Society, at this point, does not intend to develop its' own programs because this would require a great deal of operating capital (namely staffing) and conflict with other community organizations who already have that expertise and capacity but do not have the facilities.

From a user program perspective, our Everyone Can Play Fund, which provides rental (and possibly transportation) subsidies to community disability organizations, will continue. This program is an effective mechanism to foster and develop strategic alliances and partnerships with other disability organizations so as to increase the use of the Park by these groups or organizations. In the first thirteen (13) years of the program, we estimate, nearly 115,000 Park visits benefited from this fund and program.

## 4.5 Other Key Stakeholders

In addition to those existing and potential alliances referenced in section 4.4 above, other key stakeholders include volunteers, members at large, suppliers, businesses, industry associates, the Park's tenants. However we continue to find more and more community groups in the Northeast, using the park's facilities for their community events.

## 4.6 Understanding Broader Negative Impacts

Some possible broader impacts that the organization has less control over, but needs to remain cognizant of, include:

- Significant changes in the economics of the business – e.g. escalating utility prices and costs relating to life cycle maintenance, the latter being the most significant as our facilities age.
- The continuing weak economic climate in Alberta – effects our ability / inability to fundraise in the community and the willingness of the various levels of government to support our future financial needs, including the lingering effects of the economy in Alberta, over the last 2-3 years.

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- With the economy impacting so many sectors, and the needs of the community escalating, a concern that the needs/interests in enabling disabled individuals to have a better life and being better integrated into communities, may be diminished.

## 5.0 Internal Analysis

### 5.1 S.W.O.T. (Strengths, Weaknesses, Opportunities and Threats)

#### Strengths:

- Current strategic alliances.
- Our values.
- Barrier free aspect of our facilities.
- Reasonably large parking area.
- Improved access.
- Family orientated facility.
- Desire to be affordable.
- Charitable status.
- Proven experience in management in achieving success at the Park.
- Our entrepreneurial business approach.
- As of 2018 the new agreements, with the City and Airport giving the Park control over all its land and improvements.
- Reserves, including a Capital Project Fund.

#### Weaknesses:

- Seasonal facilities/activities that are weather dependent.
- General public awareness.
- Limited access to public transportation to the Park.
- Dependence on public funding for operations and capital.
- Limited active support from our supporting organizations.
- Connection to the corporate community, re: fund development perspective.
- Our relationship and connections to the public sector (recent changes in the Provincial and possibly the Federal governments).
- Limited ability to expand utilization because of the seasonality of our facilities.
- Limitations of only having one (1) soccer field & 2 ball diamonds.

#### Opportunities:

- Large target market.
- A number of potential programming partners and strategic alliances available to us.
- Increasing importance of physical activity in society in general.
- Sponsorship in advertizing and special events.
- Potential to host larger special/sporting events.
- Multi-use and unique facility.
- Shortage of quality playing fields within Calgary for baseball.
- Shortage of high-end track and field facilities within NE Calgary.
- The development of the 5.34-acre parcel of land.

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## Threats:

- Competition from newer multi-use facilities in the NE and new artificial turf soccer fields in Calgary (i.e. Soccer Centre in the SE.)
- Possible societal values shifting from inclusion to segregation.
- Limited income/spending potential of our customers, especially in the NE.
- Limited funding for operations and capital, from government/corporate sector.
- City's perception that public transportation to the Park is not warranted.
- Rates having to be competitive with City subsidized facilities.
- Facilities aging and needing more resources for upkeep.
- City operating funding support, based on 4 year City budgeting cycle.

## 5.2 Current Facilities

- **Multi-purpose & Board Room:** This room, located in the Canada Alberta Century Field House, accommodates 60-90 people for meetings and community activities. Limited audio-visual equipment. Catering services are available. Accommodates small groups for classes ranging from arts and crafts to light stretching, yoga and other activities. Currently fitness equipment is located in the lower area of this building.

- **Ball Complex and Diamonds:** Two ball diamonds are available to the Calgary softball, slow pitch and baseball leagues. Stadium seating is available on each diamond. A small community-based church is our tenant in the "Alberta Centennial" building. (Cricket, continues on an experimental basis on our East Ball Diamond. It is yet to be decided whether we will continue with this mixed type of use in the longer term future.)

- **A 400M 8-lane synthetic surfaced track and accompanying field events area for the throwing and jumping events gives the Park a complete Track and Field venue. As well there is a combination football/soccer pitch and building (including stadium seating) supporting these facilities.**

- **A Unique Playground and Picnic Area:** Fully accessible playground is complimentary on a drop-in basis for all to enjoy. This state of the art design allows for all children to play interactively, regardless of abilities.

- **Outdoor Tennis and Basketball Courts:** There are two (2) of the former and one (1) of the latter. Playing surfaces are available and continue to see some drop-in use but very little booked use.

- **Food Concession and Catering:** An outside concessionaire is contracted to handle both aspects for the Park. The concession is staged out of our ball complex.

- **Jim and Pearl Burns Centre:** This is the largest of the three (3) buildings on site and has nearly 16,000 square feet of leasable space on two levels. Currently Renfrew Educational Services, a community-based church and Park's Administration occupy this building.



# STRATEGIC PLAN

- The long-term lease on the new 5.34-acre land parcel immediately adjacent to our southwest boundary of the Park.

## 5.3 Staffing Structure

It is the continued intent of management to minimize the number of staff (and subsequently overhead) required to operate the facilities. Park generated programming will be minimal, unless funded solely through grants and run by volunteers. Facility services such as maintenance, security, janitorial and irrigation are provided through outside contractors. We have what is equivalent to 2.0 FTE positions. The key functional positions are:

- Management – 1.0 FT (executive management level)
- Administration – 0.9 FT (junior - intermediate level)
- Bookkeeper – 0.1 PT (contracted bookkeeper – junior level)

## 5.4 Volunteers

A reliance on support volunteers from the community at large and from user groups for special events and fund raising activities will continue to be required. Board level volunteers take a leadership role in the organization's governance and capital fund development and a supportive/resource role in raising funds for operations.

## 6.0 Business Plan

### 6.1 Strategic Priorities and Key Performance Indicators (KPI's)

The strategic priorities outlined in article 3.4 of this plan continue to be key to the organization's success. Each priority has sub-priorities that give direction to management. Priorities have KPI's that will be tracked, measured and reported to the Board.

A planning chart in the Appendix E illustrates the linkage between the Board's strategic directions and priorities, management's activities, and KPI's. For the purpose of this plan the three (3) broad strategic priorities are explained below:

#### 6.1.1 Facility Utilization

Defined simply as, "how well the Park and its' various areas are used". Seeing increased usage and more varied groups along with striving towards a sharing of facilities between able bodied versus disabled bodied usage are indicators of success. Measurement tools will be both anecdotal and a statistical management report submitted quarterly with the monitoring reports.

# STRATEGIC PLAN

## 6.1.2 Financial Sustainability

Defined simply as, “the financial well-being and health of the Park”. Meeting annually the budget, sustaining reserve targets and achieving a certain ratio of self-generated funds to public funds are used as success indicators. Measurement tools will be our quarterly financial statements/reports and our year-end audit.

## 6.1.3 Community Involvement

Defined simply as, “our involvement/awareness in the community and the community’s involvement/awareness of the Park”. The number and quality of partnerships/alliances, number of community presentations and variance of groups using the Park are indicators of our success. Measurement tools will be our group statistical reports (noting type, benefits, etc.), user surveys and how well special events are supported.

## 6.2 Resource Plan

Resource planning, from a financial perspective, is important for the Park. This plan attempts to set out the needs of the organization, going forward, the projected targets required in meeting these needs and strategies on how to meet the targets.

***Current Resource Target Allocation*** - Based on 2019 operating budget:  
***(Revenue)***

	2006	2020-22 (Average During Period)
City Operating Grant –	57%	31%
Facility Sharing/Bookings –	33%	58%
Fund Development/Special Event –	10%	11%

### 6.2.1 Ongoing Needs And Targets

This section of our plan centers around our strategic priorities but focuses on “Financial Sustainability”. Specifically, the following identifies our **key ongoing** needs and subsequently form the cornerstones of our resource plan.

a. **Maintaining An Operating Reserve** – This is a “rainy day fund” for the organization to ensure it is prepared for circumstances that may result in a need for short-term working capital from an operational perspective. Our goal will be to maintain enough resources to cover a 5-6 month operating period. Dec. 2019 our reserve is projected to be \$437,000+.

**Target** By The End of 2022: \$467,000 - \$520,000

# STRATEGIC PLAN

**b. Maintaining A Life Cycle Fund** – This fund will be used to replace and/or refurbish major capital components of the overall facility. The Park, in 2006 dollars, is a \$15 million asset. Over time, all the major components of the Park will be either replaced or refurbished. During 2016 the City conducted a Building Condition Assessment study and developed a 25-year life cycle report. This report indicated that we will need \$10M (2016 dollars) over the next 25 years to sustain and maintain a high level of facility standards. It has become very evident that we will not only need to raise additional capital for this fund but we will need significant support from public grants. Dec. 2019 our reserve is targeted to be \$747,000+.

**Target** By The End of 2022: \$1,057,000 - \$1,155,000

(We will need to seek a multi-stakeholder approach in meeting this challenge: the City, provincial/federal grants and the private sector. If successful the current levels of reserve allocation by the park could meet our obligations.)

**c. Program Development And/Or Enhancement** – If needed and identified by the community, we may, in the future, initiate or conduct programs that will be beneficial to our user markets. However, the intent if we develop programs, will NOT be to compete with other organization’s programming, rather to fill programming gaps that may exist in the community. This may also include, furthering the Everyone Can Play Fund (ECPF) program, started in 2007. By the end of December 2019 this fund is projected to still have \$97,362 (in cash), giving us the ability to distribute, on average, \$10,000+ to \$13,000 per year.

**Target** Remaining - 2022: \$90,312+

## Timeline (Next Three Years)

<u>Year</u>		<u>Life Cycle</u>	<u>Ops. Reserve</u>	<u>Program Dev.</u>
	<u>As of Oct. 31, 2019</u>	\$ 697,053	\$ 434,006	\$ 100,659
	Funds Used:			(\$15,000.00)
	<u>Funds From:</u>			
2019	Operating Surplus	\$ 50,000	\$ 3,000	
	-Grant Contributions		\$ -	
	-Funders			\$ 11,703
2020	Operating Surplus	\$ 130,000	\$ 10,000	\$ -
	-Grant Contributions 2/		\$ -	
	-Funders			\$ 10,550
2021	**Operating Surplus	\$ 130,000	\$ 10,000	\$ -
	-Grant Contributions 2/			
	-Funders			\$ 10,650
2022	**Operating Surplus	\$ 50,000	\$ 10,000	\$ -
	-Grant Contributions 2/			
	-Funders			\$ 10,750
<b>SUB-TOTAL:</b>		1/ \$ 1,057,053	\$ 467,006	\$ 129,312
		TRF 3/ \$ -	\$ -	(\$39,000)
<b>TOTAL:</b>		\$ 1,057,053	\$ 467,006	\$ 90,312

1/ Does not reflect accumulated interest earned, during the above period.

2/ We will look to secure public \$, in the future, to match 50% any life cycle spending.

3/ TRF - anticipate transferring to Operations over the above term.

Does not reflect \$ being budgeted for minor capital improvements.

4/ Doesn't include Capital Project Fund. If unused estimate to be \$757,000 by 2022.

# STRATEGIC PLAN

## 6.2.2 Resource Priority - The Next Three (3) Years

Due to the changing requirements for our life cycle funding the organization will need to allocate most of its surplus dollars to this reserve going forward.

Since Phase 4 did not materializing we will now need to seek significant funding from outside sources (private and public) to meet our life cycle needs in the longer term. Seeking opportunities like the WED Canada 150 program (secured in 2017), that provided significant capital to do life cycle and enhancement work, will be a crucial strategy for us to sustain our Life Cycle Fund to meet the long term facility needs identified in our life cycle plan. Our new land parcel, and the opportunity it affords us in raising capital, is an important part of this strategy.

In the short-term we will want to maintain our assets, ensuring we get maximum life out of our current infrastructure, the best we can, while using our operating maintenance budget to achieve this result as much as possible. To this end, the priorities of where our surplus dollars are allocated during this time will be as follows:

- P1 Life Cycle Fund** – This will be our 1<sup>st</sup> priority.
- P2 Minor Capital Improvements** – This will be our 2nd priority.
- P3 Operating Reserve** – This will be our 3rd priority.
- P4 Program Development and/or Enhancement** – This will be our 4th priority.

## 6.2.3 Strategies

Over the next three (3) years it will be crucial for us to maximize the return we get from our operating maintenance budget and the 5.34 acre land parcel as much as possible. Our ability to achieve these will be dependent on us “staying the course” and following the strategies below:

- a. Ensure that we get the highest possible financial return we can from the new land parcel (open to all proposals private and public).
- b. Continue to commit to our operating direction of providing quality facilities, being excellent hosts and partnering with outside agencies for providing programming needs.
- c. Continue to build a track record of stable and predictable revenue that has a reasonable reliability factor.
- d. Meet the target of generating 65+% of our total revenue (on average over a 3-year budget cycle) to come from our own self-generated operating efforts.
- e. Secure the best market return possible from our current assets that are not weather dependent (our buildings, namely the Burns Centre).
- f. Secure support from other sources in meeting our life cycle needs.
- g. Explore viable opportunities to expand our special events. These events need to serve a dual purpose, promotions and fund development, with the latter taking precedent.
- h. Continue to source strategic partners that will aid us in achieving the Park’s mission and vision; at minimal operating risk to the Park.

# STRATEGIC PLAN

## 6.3 Communications and Marketing

With limited resources we are challenged to undertake any significant marketing activities. However we will continue to produce a semi-annual newsletter, utilize our website to the best of our ability, attend/host other groups functions where it is in the best interest of the Park, explore additional funding streams and maintain our charity golf tournament.

Our objectives continue to be:

Objective 1 – Increase awareness, and subsequently increase the utilization, of the sport, recreational and social opportunities at the Park.

Objective 2 – Receive greater financial support from the greater community.

## 6.4 Life Cycle Program/Schedule

The Society, as part of its' obligations under its' Management and Operations Agreement with the City, maintains a life cycle program and fund.

In 2016 the City of Calgary performed an in depth and thorough Building (and Site) Condition Assessment (along with a 25 year life cycle plan). This assessment is the most thorough and extensive study and plan ever conducted for the park. The previous plan did not go into the depth to which this study as taken our life cycle program.

In 2017, with the funding assistance from namely the Western Economic Diversification – Canada 15, we were able to fast track some the matters identified in the above Assessment, as well as doing some further enhancements to the Park. As a result, the short term needs over the next five (5) years, have been reduced.

Our needs and the schedule in our budget have been adjusted accordingly, from the Assessment, and sets out the possible timing, and subsequently costs, of any work going forward (from site related matters like pathways, sidewalks, bleachers, to furnishings, interior and exterior aspects of buildings to our building systems and our outdoor amenities (sport fields, playground and courts).

Our strategy will continue to need to be even more multi-pronged to meet the \$10M (2016) financial target set out In the City's plan. In simple terms the following could be our blueprint to achieving what is needed:

Calgary Rotary Challenger Park:	\$2.5M
Governments (all 3 levels):	\$5M
Private Sector:	\$2.5M

Calgary Rotary Challenger Park's part of the above is reasonable, especially if we are able to at least achieve a fair return on our 5.34 acre land opportunity. The park was built through partnerships, has operated under a partnership model and the communities' ability to sustain the park's assets will require the same type of partnership strategy.



# STRATEGIC PLAN

Volunteers raised \$15.6M to construct the park and bring this legacy facility to the City and ALL Calgarians and it will be ALL Calgarians role to sustain the park for future generations.

An example of the kind of partnership that will be required happened in 2017. In 2017, WED provided upwards of \$500,000, this was matched with \$175,000 from our Life Cycle Reserve, \$192,000 from 2 provincial grants, \$48,000 from contractor contributions and remainder from the park's operations.

A copy of the updated plan and schedule is included in our budget.

## **6.5 Annual Business Plan and Budget**

Management will continue to implement a rolling three (3) year business plan that will be supported with a three (3) year rolling budget. Both of these plans are submitted to the Board annually, with the latter requiring the Board's approval.

## **7.0 Implementing and Reviewing Business Plan**

This plan is management's guide to achieving the strategic priorities identified by the Board of Directors. It is updated and presented annually to CRCP's Board for review in the fall, in conjunction with the subsequent years operating and capital budget.

The organization is still dependent on the operational support it receives from the City and moneys it raises through its' casino (2 out every 3 years) and its' charity golf tournament. As a result our plan does need to be "fluid" and be able to adjust to changing circumstances (namely funding and usage).

### **7.1 Monitoring Progress**

At regular intervals (as defined by the Board) management will report to the Board on its progress. The format of this reporting will be both quarterly and annually. The reports is objective, results orientated and succinct.

### **7.2 Reviewing the Business Plan**

The business plan is presented, as information, to the Board annually in conjunction with the annual budget. If there are significant changes in the external environment or the internal environment this timing may need to be adjusted.



# STRATEGIC PLAN

## Appendices

- A. Annual Plan – 3 Years (2020 - 2022 Business Plan)

Note: Budget and Life Cycle Program (in separate document). Any significant Life Cycle Program work, being done over the next 3 years, will be funded through operations and grants.

- B. Monitoring (Template available upon request)
- C. Planning Process (a schematic outline is available upon request)

AGENDA ITEM: 2.c.ii

2020 – 2022 Business Plan Chart

Strategic Priorities	Sub-Priorities	Actions/Activities	Success Indicators/Results	Year ("x" denotes completed by)		
				'20	'21	'22
Facility Utilization	<ul style="list-style-type: none"> <li>❑ A full-year around facility.</li> <li>❑ More accessibility to the Centre (Park).</li> <li>❑ An inclusive Centre for sport, recreation, social, health and wellness opportunities.</li> </ul>	Continue to encourage City transit to build a scheduled bus route to the park, into their longer-term plans.	The City supports directly or indirectly better access to the Park (i.e. special event shuttles from LRT provided, new road has scheduled bus service, etc.)	X	X	X
		Continue to promote a means of providing groups better transportation access to the Park, including through external providers.	Up to 3 groups per year have access to this opportunity, via the Everyone Can Play Fund (ECPF).	X	X	X
		Undertake initiatives to build our utilization, especially during the slower periods (incl. week days in our peak season).	Retain existing and add more organizations to our Park user list. Park sustains 100,000+ visits per year.		X	
	<ul style="list-style-type: none"> <li>❑ Fundraising.</li> </ul>	Explore more partnerships to be involved in in the Park.	More organizations bring summer camp type programs to the Park.	X	X	X
		Continue with the Everyone Can Play Fund Program.	Host five (5) full track and field meets annually, by 2021.		X	
		Continue to maximize our return on our lease space.	Approach a minimum of 2 new groups annually.	X	X	X
		Continue to organize an annual charity golf tournament.	Receive a minimum of ten - (10) group bookings annually, thru this program.	X	X	X
			Secure a fair market lease on the Ball Complex space and both levels of the Burn's Centre space.	X	X	X
			Sustain an annual target of 55-60% return on gross revenue. (may discontinue event after 2021)	X	X	
			Explore partnering, if possible, with another organization to increase the scope of the tournament.	X	X	X
	Pursue multi-year sponsorships from key sponsors where possible.	X	X	X		

Financial Sustainability – Ops. & Capital	<input type="checkbox"/> Strategic Partnerships <input type="checkbox"/> Market CRCP and its programs.	Plan and host casinos in 2020 and 2021	Volunteers' recruited, necessary paper work completed & plans submitted for our next casino.		X	X	
		Continue with a Park sponsor/advertising program and look to expand opportunities, where possible.	Establish the Pattison Sign program as a viable funding stream for the Park.		X	X	X
			Maintain 5 or more advertisers either thru the newsletter or banner program.		X	X	X
		Maintain prudent fiscal targets and maintenance initiatives for the organization.	Sustain an average 15% return on gross revenue during any three (3) year budget cycle.		X	X	X
			Contribute where possible to our reserves - target to have a minimum of \$467,000 - Ops. Reserve and \$1,057,000 - Life Cycle fund by Dec. 2022.		X	X	X
			Annually review life cycle maintenance at the Park (plan for a follow up assessment in 2023).		X	X	X
			Review annually operating contracts, re: fair value for cost effective services.		X	X	X
		Explore opportunities for 5.34 acre parcel of land.	Market the opportunity as widely as possible and secure a viable development project to better position the operations to be self-sustainable.			X	
		Maintain a means for Rotary Club members to support and/or participate in a Park event..	80% of Calgary/Airdrie Rotary clubs support the park in some form, golf tourney, Everyone Can Play Fund		X	X	X
		Sustain new Funding Agreement with the City of Calgary	Annually meet reporting requirements related to our new Agreement (2022 begin next cycle negotiations).		X	X	X
		Undertake life cycle actions, as warranted (always pursue matching outside support).	Improve irrigation system and green areas.		X	X	X
			Monitor life cycle items included in City Assessment.		X	X	X
		Community Involvement	Create a longer term fund raising program.	Investigate and establish a planned giving program.			X
	Increase our presence in the NE.	Host our annual Family Fun day event. Continue to partner with other organizations.	X	X	X		
	Host outside organizations events annually.	Host a NE Community Association meeting.	X	X	X		

			Host Rotary Club functions annually and strategically support specific club events.	X	X	X
			Host other organization events, i.e. corporate events and other community organization events.	X	X	X
			Continue to examine and pursuing being a venue for events, i.e. Calgary Corporate Challenge.	X	X	X
			Continue to explore how our seat and bench campaign for our bleachers could to involve more organizations (partners get 50% of all they raise through selling).	X	X	X
		Look for new areas of cooperative ventures with other organizations, including our tenants.	Continue to explore more partners for our annual Family Fun Day.	X	X	X
			If feasible, consider opportunities for partnering in the new land development.	X	X	
			Explore how best to utilize the new Pattison sign for advertising.	X	X	X
		Do annual presentations to outside organizations.	Meet with Rotary Clubs, Alderman/MLA /MP & community organizations, on an as need basis.	X	X	X
		Support like-minded organizations major functions or activities.	Annually financially contribute to four (4) different organizations programs/events.	X	X	X
		Produce and circulate an annual newsletter including our Tenants as ongoing contributors to the newsletter.	Produce 1 electronic issue (update on programs/activities only) and 1 soft cover issue (including annual audited statements & message from the Chair/Executive Director) annually.	X	X	X

AGENDA ITEM: 2.d

Key Performance Indicator (KPI) Quarter 3 - To Sept., 2019				Fiscal 2019
FISCAL YEAR (Jan. - Dec.)	RED ALERT	YELLOW CAUTION	BLUE ACHIEVED Target	GREEN EXCEEDED Stretch
<b>Sustainability</b> Budgeted Surplus (Target: \$135,169 for the 3rd Q. / Last Yr Act. - \$130,474)	Below Budget	Budget	3% -5% Budget	More than 5% <b>\$222,527</b>
<b>Sustainability</b> Return On Revenue (Target 3rd Q.: 21.03% / Last Yr. - Act. 20.6%)	Less than 10%	10% - 12%	13%-15%	More than 15% <b>30.31%</b>
<b>Sustainability</b> Capital Spending	More than \$10,000 Over Budget	\$10,000 Over Budget	Within \$5,000 of Budget	Better than Target <b>✓</b>
<b>Facility Utilization</b> # of Visits To Park Annually Target 3rd Q.: 74,000-79,000 / Last Yr. - 81,628)	Less than 70,000	70,000 -73,999	74,000 -79,000 <b>78,584</b>	79,,001 +
<b>Facility Utilization</b> User Satisfaction - very good - excellen. Q. #6 on online survey.	Less than 85%	85% -89%	90% - 94%	95% - 97+% <b>97%</b>
<b>Facility Utilization</b> % - ongoing groups from community of persons with disabilities.	Less than 20%	20% -25%	25%-30% <b>26%</b>	More than 30%
<b>Community Involvement</b> New Partnerships/Users for the year. (Target: 10-12 for the year)	Less than 3	3 -5	6 -9	10+ <b>12</b>
<b>Community Involvement</b> Host outside organization events for the year. (Target: 10-13 for the year)	Less than 5	5 -7	8-11	12+ <b>13</b>
<b>Community Involvement</b> Support organizations through the ECPF or otherwise, for the year.(Target: 15 - 19 for year)	Less than 9	9 - 11	12 -15 <b>14</b>	16+
<b>Community Involvement</b> Retention of existing partnerships. (Target: 90% - 94%)	Less Than 75% Retained	75%-89% Retained	90% - 94% Retained	95+% <b>✓</b>
<b>Land Opportunity</b> Securer development		No <b>✓</b>		Yes
<b>Compliance Report:</b>			<b>100.00%</b>	
	<ul style="list-style-type: none"> <li>- This report was sent to the BRD. Oct. 18, 2020</li> <li>- We are compliant with our City Funding Agreement &amp; the Societies Act, to the best of my knowledge.</li> <li>- BRD. received the financial statements for the 3rd Q, Oct. 17, 2019.</li> <li>- All eligible donations have been issued a tax receipt</li> <li>- Vendor accounts up to date</li> <li>- Board web-based manual up to date</li> <li>- CRA accounts are up to date.</li> </ul>			
<b>Comments: (if any)</b>				
<b>Sustainability:</b>	- Actual numbers being reported are for operations only (does not include capital, reserves or GST) ... main reason for increase over budget is because of the performance of the Pattison sign, receiving of the CFEP grant (for capital and ops.) & we renegotiated an extension for the lower level Burr's Centre tenant.			
<b>Facility Utilization:</b>	- We continue to hold our own, including seeing new groups use the Park.			
<b>Community Involvement:</b>	- Meeting our targets.			
<b>Land Opportunity:</b>	- Listing Agent seeing some activity (see attached), but nothing firm to this point, other than the hockey group that is still interested.			
<b>Compliance Report:</b>	- All matters relating to this time of year have been met.			



THREE YEAR OPERATING & CAPITAL BUDGET SUMMARY (2020-2022)

References (Refer.) - relating to budget numbers unless otherwise noted

PAGE 1 of 5

		2019 - Est.		Actual	Budget	Refer.	2020		2021		2022		
		Actual	Est.	Total:	Total:		Budget:	% of	Budget:	% of	Budget:	% of	
		Jan.-Sept.	Oct.-Dec.	\$	\$		\$	Total	\$	Total	\$	Total	
Revenue	Grants	195,542	68,235	263,777	272,777	a1.	259,777	29.18%	259,777	29.72%	259,777	33.78%	
	-City	19,053	0	19,053	5,000		2,500	0.28%	2,500	0.29%		0.00%	
	-Other	280,140	66,041	346,181	301,776	a3.	401,162	45.06%	380,195	43.50%	367,053	47.73%	
	Rents/Contracts	104,228	7,800	112,028	95,500		90,600	10.18%	93,318	10.68%	96,118	12.50%	
	Bookings	9,669	5,331	15,000	12,146		13,000	1.46%	15,000	1.72%	15,000	1.95%	
	Programming	123,821	500	124,321	112,350	a2.	122,000	13.70%	122,000	13.96%	30,000	3.90%	
	Fund Devel.	1,734	3,753	5,487	1,150		1,150	0.13%	1,150	0.13%	1,150	0.15%	
	Other	734,187	151,660	885,847	800,699		890,189	100%	873,940	100%	769,097	100%	
							% of Rev.		% of Rev.		% of Rev.		
Expenses	Administration	24,710	13,475	38,185	38,050		38,050	4.27%	39,192	4.48%	40,367	5.25%	
	Special Event	21,630	100	21,730	25,000		25,000	2.81%	20,000	2.29%	0	0.00%	
	Facility	226,830	105,740	332,570	281,650	b1.	278,196	31.25%	280,978	32.15%	286,598	37.26%	
	HR	177,268	94,235	271,503	256,027	b2.	291,595	32.76%	274,735	31.44%	281,015	36.54%	
	Insurance	16,236	6,721	22,957	24,000		22,000	2.47%	22,880	2.62%	23,795	2.84%	
	Market./Promo./Prog.	26,319	4,000	30,319	17,950		25,750	2.89%	20,000	2.29%	20,000	2.60%	
	Prof. Services	17,094	7,890	24,984	26,875		22,500	2.53%	23,400	2.68%	24,336	3.16%	
	Governance	1,574	9,950	11,524	14,800		15,800	1.77%	16,432	1.88%	17,089	2.22%	
			511,661	242,111	753,772	684,352		718,891	80.76%	697,616	79.82%	693,200	90.13%
	Operating Surplus/(Loss)												Accum. Sur./Rtn
BF Amort./Capital	222,526	(90,451)	132,075	116,347	c.	171,298	19.24%	176,324	20.18%	75,897	9.87%	423,519	
												16.72%	

Schedule A - Cash Flow Summary - OPERATIONS (For Illustration Purposes Only)

	2019	2020	2021	2022
Opening Cash Proj.		67,983	52,252	57,876
Working Capital - OPS From 2018 (net YE AP / AR and uncleared cheques)	19,106	33,437		
Operating Surplus (reflects YE payables)		171,298	176,324	75,897
Non-Operating & Capital Items (net of GST)				
Non-Cash Items	(2,500)			
Minor Cap. - Lifecycle/Enhance. work	(43,729)	(40,000)	(75,000)	(31,000)
- Grant (s) & Other	15,476		27,971	
- Reserve Withdrawal	0	0		
Reserve Fees - est.	(9,445)	(9,000)	(9,000)	(9,500)
Reserve Contributions	(53,000)	(53,000)	(140,000)	(60,000)
GST (Payable)/ Refund Anticipated	10,000		9,000	9,000
Year End Cash Balance - OPS	67,983	47,784	52,252	42,273

- Refer.
- a1./a2./a3. a1. '20-'22 proj. based on City proposed reduction. a2. casinos projected for early 2020 and late 2021 (no casino, 2022) /CRCP golf tourney done in 2020 & 2021 ONLY. a3. reflects Tenant increases & Tenant departures (2022) & Pattison sign revenue.
  - b1. Continuing to budget high because as facilities age, we will need to be prepared for the unexpected (do not want to use LCF, if possible).
  - b2. Reflects any contract related changes agreed to in 2019 plus COLA changes occurring annually.
  - c. Annual surplus generated (2019 ONLY) higher than normal, CFEP grant was not budgeted (part was used in operations for work done) ---> \$16,553 & we were able to retain lower level Burn's Ctr. tenant for a full fiscal term. Budget 2022 reflects five (5) month vacancy -----> (\$32,750)
  - d. Would reflect any non-cash deferred revenue from relevant years and realized in subsequent years.
  - e1. '20-'22 reflects life cycle work anticipated (see page 4 - Sch. H) + other work. Will seek matching funds plus using accrued amt. from '19 --> \$27,971
  - e2. Reserve investment fees (for the Life Cycle Fund), is paid by the General Operating account, because that is where the value will accrue to.
  - e3. Annual contributions projected to our reserves (allocating more in casino years, due to the anticipated performance of Pattison sign).

Schedule B - RESERVE (incl. CAPITAL PROJECT FUND) BALANCES

Reserve Balances/Projections

	Life Cycle (LC) \$	Operating (OR) \$	Capital Project (CP) \$
Balances as of Oct. 31, 2019 (Mawer/RBC DS)	697,053	434,006	750,602
<i>(Includes principle amounts 70,000/5,000 for 2018)</i>			
Yr.	2019	2020	2021
	50,000	130,000	130,000
		3,000	10,000
		10,000	10,000
		10,000	10,000
		50,000	10,000
	1,057,053	467,006	750,602

NOTE: Above balances do not reflect any earnings derived during 2020-2022. Historically we have achieved approx. a 4 - 6% return annually. If achieved, LCF, as an example, could be valued at 1,155,000 by the end of 2022.



**Schedule C - Deviation Explanation - 2019 (Budget To Actual) & 2019-A to 2020-B Budget**

		Budget		Actual		2020-B to 2019-A		Refer.:
		2019 - B		2019 - A	Variance	Budget	Variance	
		\$		\$	\$	\$	\$	
Revenue	Grants	277,777		282,830	5,053	262,277	(20,553)	a.
	Bookings	95,500		112,028	16,528	90,600	(21,428)	b.
	Fund Development	112,350		124,321	11,971	122,000	(2,321)	c.
	Rents/Contracts	301,776		346,181	44,405	401,162	54,981	d.

Refer. :

- a. 2019-A reflects receipt of one-time grant we will not receive in 2020 and City reduction to operating grant (2019 and 2020).
- b. 2019 we did better than expected but we continue to budget conservatively (due to major bookings not signed until Feb./Mar. each year).
- c. Projecting conservatively for the golf tourney, and no casino nor golf tourney for 2022 (however expand on Family Day 2022, fund raising wise)
- d. 2019 ... tenant in lower Burn's level was leaving but opted to stay a further 2-years, but are expecting them to leave Dec. 2021  
2023 ... tenant in upper Burn's level could leave but are required to give us notice in 2022  
2019 and onward impacted by our Pattison sign performance

**Expenses** Do not expect any significant deviation from 2019-A, other than what is noted. However one of the biggest concerns, facility wise, continues to the age of our irrigation system, which we have improved in 2019 and are hoping to continue to improve further in 2020,.

**Schedule D - Staffing Structure Operations**

Position	Status	Refer.:
Executive Director	F T - 1.0	
Assist. To Executive Director	F T - 0.9	a.
Total: FT - 1.9		
Contractor		
Bookkeeper	PT - contract	b.

Refer.:

- a. Does contract work for RES ... 11% of the value of this position is paid by RES as a result.
- b. PT - 17 days a year (3 days/quarter, 3 extra days YE and 2 days misc.)

**Schedule E - Everyone Can Play Fund Financial Summary**

Funding Sources	Actual								Projecting				Totals:
	1-6 2007-2012	7 2013	8 2014	9 2015	10 2016	11 2017	12 2018	13 2019	14 2020	15 2021	16 2022	17 2023	
Carry Fwd->		113,198	111,630	116,380	108,920	107,113	96,931	100,659	97,362	94,912	92,562	90,312	
Anonomous Donor	45,486												45,486
Rotary Olympic	1,200												1,200
Rotary Chinook**	5,400												5,400
Mon-Oil Ltd.	2,000												2,000
Rotary South	9,000												9,000
Rotary East	2,500												2,500
Rotary Sarcee	10,000												10,000
Rotary Centennial	1,200												1,200
PWC	5,000												5,000
BURNSWEST	80,000	3,000	5,000										88,000
Lou M. Endow.	22,472	4,061	4,645	5,008	4,797	5,213	5,371	5,182	5,550	5,650	5,750		73,699
Garrison Woods	12,900												12,900
Jones Brown Part	3,000												3,000
TELUS	5,000												5,000
Calgary Foundation	40,000	10,000	10,000										60,000
Ron Jones - In Name Of	0						4,859						4,859
Dr. I .J.McNab - RCCN	25,000	3,371	3,000		5,666		5,776	6,535	5,000	5,000	5,000		64,348
	270,158	133,630	134,275	121,388	119,383	5,213	16,006	11,717	10,550	10,650	10,750		393,592
Used Annually	156,961	22,000	17,895	12,468	12,270	15,395	12,146	15,000	13,000	13,000	13,000		
Other	1						(132)	(14)					
YE Balance	113,198	111,630	116,380	108,920	107,113	96,931	100,659	97,362	94,912	92,562	90,312		

NOTE: 1/ The ECPF is intended to be perpetual, so depending on whether we continue to get funders, we may need to support the program through our annual surplus.

**BUDGET PACKAGE 2020**

**Schedule F - Revenue/Cash Detail Information**

Operations		Refer.:	Totals \$	Comment (if any)	Refer.:
Grants	City		259,777	-City projected (w/reduction) <b>anticipated</b>	
	Other - CHHA		2,500	-deferred revenue from 2019	
			0		
			262,277		
Rentals/Contr.			135,000	-Incr. (namely due to Pattison)	<b>a.</b> Mostly our new contract with Pattison signs
	<b>a.</b> Advertisers		77,602		
	<b>b.</b> Tenants 1/ Burns Lower Level		18,000		<b>b.</b> Tenant Leasing Terms
	Ball Complex		154,560		Ball Complex (reflects new tenant until Sept. '22)
	Burns Upper Level		16,000		Upper - Part
	2/ Concession		401,162		2/ Ball Complex - Year to Year
					Upper Part/Lower (Concession part is seasonal)
Bookings	Diamonds		35,000	-Proj.	1/ Burns Lower - June 1, 2019 - Nov. 30, 2021
	Soccer Field		5,000	-Proj.	Level (possible 6 month extension in Nov. 2021)
	Track & Field		10,000	-Proj.	Burns Upper - Sept. 1, 2017 - Aug. 31, 2023
			5,500	-Proj.	Level (reflects 3 year Extension after August 2020 ... with a possible 2 further years)
	<b>c.</b> General Site		35,100	-Reflects NB for full year	
	Other/Track Bldg.		90,600		
Programming	Programming (ECPF)		13,000	-ECPF	
Other	Memberships		400	-Proj.	<b>c.</b> Northside Baptist has 6 month notice clause, re: termination in contract.
	Interest		750		
	Resale		0		
			1,150		
Fund Dev.	<b>d.</b> Charity Golf		55,000	-Gross	<b>d.</b> Continue to project lower sponsor rev. due to economy and possibly ending the event after 2021.
	Donations		7,000	-General Donations & Family Day	
	Casino		60,000		
			122,000		
			890,189		

**Schedule G - Expense Detail Information**

**GENERAL NOTE:** 2019 year is not yet complete, numbers are estimates.

Operations		Refer.:	Totals \$	Comment (if any)	Refer.:
Wages and Benefits			291,595	incl. contract adj. made in 2019	<b>a.</b> Excludes D&O, this is included in B of D costs.
Staff Expenses (incl. devel. etc.)		10,350			<b>b.</b> Grounds/Playing Surfaces Maintenance:
Office/Administration		27,700			Ball Fields Care/Preparation 10,000
			38,050		Shale - Diamonds 2,500
					Lining/chalk 750
Special Events			25,000		Soc. Field: Care/Preparation 10,000
Board of Directors			15,800		Fertilizer/Top Dress 4,000
					Lining 4,200
Prof. Serv.	Consulting (incl. legal)	1,500			Gen. Site: Grounds 18,000
	Bookkeeping	6,000			Snow Removal 32,496
	Audit	15,000			Pressure Washing 1,000
			22,500		T & F: Pressure Washing 1,500
Insurance	<b>a.</b>		22,000		Minor Repairs 2,000
					Lining 450
Marketing	Website	2,000			<b>e.</b> Irrigation: HV 21,000
	PR/Comm. Sup.	6,600			Enmax (water) 25,000
	Newsletter/Broch.	1,400			132,896
	Prog. (Family Day)	10,000			<b>c.</b> Repairs & Maintenance Break-Out:
	Advert.	2,750			Mechanical: 8,500
	Special Initiatives	3,000			Electrical: 2,500
			25,750		Plumbing: 3,500
Facility Services					Exterior: Buildings 2,500
	<b>b./e.</b> Grounds/Site Main.	132,896			Site 5,500
	<b>c.</b> Repairs & Maint.	33,900			Large Garbage Bins/Elev. 8,400
	Janit. & Ext. Gar. PIU	34,400			Interior: Incl. doors 3,000
	Utilities	54,000			33,900
	<b>d.</b> Security	23,000			<b>d.</b> Reflects current coverage, w/escalation
			278,196		
			718,891		

**GENERAL NOTE:** Capital Expenditure/Repair Budget See "Allocation of Surplus/Cash" section, Page 1 (under capital, including minor and life cycle) spending being requested.

**BUDGET PACKAGE 2020**

**Schedule H - Life Cycle Program (Projections: Capital Replacements)**

Year Opened: Ball Complex/Diamonds/Bleachers - 2002  
 Burns Centre/Plaza/Courts/Playground - 2004  
 Track Complex/Bleachers - 2006  
 Running Track - 2007  
 Field Events Area - 2010

- Assumptions: 1. Projected replacement year based on a Building Condition Assessment & 25 Year Lifecycle report done by the City in 2016.  
 2. The City projected that \$10.4M (in 2016 \$'s) is required over the next 23 years based on the above report.  
 3. Based on work done in 2017 (in conjunction with WED Canada 150 Grant) the numbers may adjust, but some increase others decrease.

Below is a summary (by "Division") of what was identified in the report:

Divisions	Total	2020-2022	2023-2028	2029-2034	2035-2040	Total
03 & 04 - Concrete / Masonry - Structural Concrete	272,210	19,300	206,970	150,130		376,400
05 - Structural Metal Framing & Railings	260,000		130,000		130,000	260,000
07 - Roofing	620,565	12,200	21,405	260,370	328,790	622,765
08 - Doors / Frames / Windows	763,269		152,449	322,690	288,130	763,269
09 - Finishes (including sport fields and track)	2,881,887		1,418,501	31,445	1,431,941	2,881,887
10 & 12 - Specialities (washrooms, etc.)	1,266,265		424,836	293,392	548,037	1,266,265
14 - Elevators	577,500				577,500	577,500
21 - Fire Suppression	105,807				105,807	105,807
22 - Plumbing	624,520	10,000	55,000	453,130		518,130
23 - Fuel Systems	1,150,690		1,038,710	27,020	84,960	1,150,690
26 - Electrical Distribution	769,341		172,197	517,050	80,094	769,341
27 - Data Communication	112,046		81,191	6,655	24,200	112,046
28 - Electronic Access & Intrusion Detection	170,610		56,870	56,870	56,870	170,610
32 - Bases, Ballasts & Paving	150,000		150,000			150,000
33 - Water (including irrigation), Sanitary/Storm Ut.	675,290	50,000	362,720	167,585	94,985	675,290
<b>Total:</b>	<b>10,400,000</b>	<b>91,500</b>	<b>4,270,849</b>	<b>2,286,337</b>	<b>3,751,314</b>	<b>10,400,000</b>

32: Investigating replace irrigation system on playing fields (if we get matching grant)

- NOTE: 1/ The scheduling as noted above is **hypothetical**, the actual will depend on how various components function, incl. their wear and performance.  
 (The numbers noted in 2020-2022 were adjusted from what the report noted, as indicated above, because of the work done in 2017.)  
 2/ Costs do not reflect any use of a General Contractor, but rather subcontractors only.  
 3/ There was a 10% design and pricing contingency included in all the numbers.  
 4/ It is anticipated that the true cost could **"double"** over the above period of time (using an annual inflation factor of 3% per year).

**Schedule I - Life Cycle Fund Program Funding**

- Assumptions: 1. Net Return is the interest earned on deposits (based on 2% initially).  
 2. Net Return is compounded annually.  
 3. Casino is held 2 out of every 3 year cycle.  
 4. City support was removed after year 3.  
 5. Between Yr 8 (2013) and Yr 10 (2016) surplus funded Ph. 4 activities.

**First 6 Year Cycle (6 Years):**

Year	Capital Contri.	Capital & Interest Calculations By Year						Totals
		2006	2007	2008	2009	2010	2011	
2006	\$ 65,000	66,300	67,626	68,979	70,358	71,765	73,201	73,201
2007	65,000	66,300	67,626	68,979	70,358	71,765	71,765	71,765
2008	65,000		66,300	67,626	68,979	70,358	70,358	70,358
2009	23,809			24,285	24,771	25,266	25,266	25,266
2010	98,254				100,219	102,223	102,223	102,223
2011	54,500					55,590	55,590	55,590
<b>Totals</b>	<b>371,563</b>						<b>398,404</b>	<b>398,404</b>

Return

Actual Over/(Under)

384,103 (14,301)

Life Cycle Replacements @ 6 Years

Life Cycle Fund Balance @ 6 Years Was Projected at the end of 2011

**Second 6 Year Cycle (12 Years):**

Year	Capital Contri.	Capital & Interest Calculations By Year						Totals
		2012	2013	2014	2015	2016	2017	
2012	\$ 474,404	483,892	493,570	503,441	513,510	523,780	534,256	534,256
2013	0	0	0	0	0	0	0	0
2014	0							
2015	0							
2016	15,000					15,300	15,606	15,606
2017	25,000						25,500	25,500
<b>Totals</b>	<b>514,404</b>						<b>575,362</b>	<b>575,362</b>

723,236 147,874

Life Cycle Replacements/Enhancements @ 12- spent from the Life Cycle Fund

Life Cycle Fund Balance @ 12 Years

(174,842) ----->

(174,842)

548,394



**BUDGET PACKAGE 2020**

Third 6 Year Cycle (18 Years):

Year	Capital Contri.	Capital & Interest Calculations By Year						Totals	Return	
		2018	2019	2020	2021	2022	2023		Actual	Over/(Under)
	\$		(est. end of)					\$		
2018	634,829	634,829	697,053	710,994	725,214	739,718	754,513	754,513	634,829	16,435
2019	50,000		50,000	51,000	52,020	53,060	54,122	54,122	747,053	59,163
2020	130,000			132,600	135,252	137,957	140,716	140,716		
2021	130,000				132,600	135,252	137,957	137,957		
2022	50,000					51,000	52,020	52,020		
2023	100,000					102,000	102,000	102,000		
Totals	1,094,829							Projected: 1,241,327		

Life Cycle Replacements @ 18 Years  
 Life Cycle Fund Balance @ 18 Years

**(91,500)**  
1,149,827 Projected Balance:

**NOTE:** If we are able to leverage the new land parcel, from a land leasing perspective, it is estimated we could add 220,000 - annually to our LCF. This would mean the park would be in a very good position to seek **increased** matching funding to meet its long term life cycle requirements.

**DRAFT KPI's**

**AGENDA ITEM: 2.e/5.1.ii**

**2020**

Circulated at Nov. 2019 Mtg.

Criteria	Measure	Financial Historical		Regarding Regular Bonus - 5%	Added Stretch Bonus - Up to 3%	Weighting For Stretch Bonus
		2019 Budget	2019 Est. Actual	Target	Target	
Compliance Matters				100.00%	NA	
Sustainability	A/ Surplus to budget	116,347	132,075	Budget: Exc. 3%- 5%	More than 5%	
	A/ Return on Revenue	14.50%	14.90%	14.5%-15%	More than 15%	
	A/ Capital Spending (net)	40,000	28,253	+/- \$5,000 from approv.	By: Better than Target	
Facility Utilization						
	% of Grps Serving (Disabilty Comm.)			25%-30%	More than 30%	
	Visits to the Park			90,000 -95,000	More than 95,000	75.00%
	User Resp. VG - Ex. (Ques. #6 of survey)			90% - 94%	95% - 97+%	
Community Involve.						
	Partner./User Grps - New			10 - 12	13 - 15+	
	- Retention			90% - 94%	95% - 97%	
	Hosting Outside Evts			10 - 13	14 - 19+	
	Supporting Organ.			15 - 19	More than 19	
Other				N/A		
	Land Opportunity Secured				Y	25.00%

**Note:** A portion of a bonus percentage may be allocated if the "target(s)" are partially met.

**Calgary Rotary Challenger Park Society**  
**Balance Sheet**  
As of 30 September 2019

	<u>30 Sep 19</u>
<b>ASSETS</b>	
<b>Current Assets</b>	
<b>Chequing/Savings</b>	
10000 · Bank	
11250 · Cash-Royal Bank Operating	58,126.46
11253 · Casino Account	109.00
11260 · G. O. Segregated - Restricted	67,646.93
11266 · Capital Project Fund (CPF)	1,251,272.57
11270 · E.C.P.F.	96,160.85
11275 · Op's Reserve Fund	433,780.44
11280 · OPS GIC	224,777.00
11285 · Life Cycle Fund Invest	695,060.46
11290 · Petty Cash	834.96
<b>Total 10000 · Bank</b>	<u>2,827,768.67</u>
<b>Total Chequing/Savings</b>	<u>2,827,768.67</u>
<b>Other Current Assets</b>	
12000 · Other Current Assets	
12500 · Pre-Paid Expense	8,157.40
<b>Total 12000 · Other Current Assets</b>	<u>8,157.40</u>
<b>Total Other Current Assets</b>	<u>8,157.40</u>
<b>Total Current Assets</b>	<u>2,835,926.07</u>
<b>Fixed Assets</b>	
13000 · Assets	
13100 · Fixed Assets	
13110 · Capital Assets	
13111 · Buildings	4,661,737.10
13112 · Land and Improvements	5,320,653.58
13113 · Out Door Facilities	5,020,177.95
13114 · Furniture&Equipment	200,910.86
13115 · Hardware&Software	21,956.21
13110 · Capital Assets - Other	144,063.05
<b>Total 13110 · Capital Assets</b>	<u>15,369,498.75</u>
<b>Total 13100 · Fixed Assets</b>	<u>15,369,498.75</u>
13200 · Accumulated Amortization	
13210 · Capital Assets	
13211 · Buildings	(1,976,060.23)
13212 · Land and Improvements	(2,595,368.28)
13213 · Out Doors Facilities	(4,245,155.46)
<b>Total 13210 · Capital Assets</b>	<u>(8,816,583.97)</u>
13220 · Furniture&Equipment	(171,378.24)
13230 · Hardware&Software	(15,366.22)
<b>Total 13200 · Accumulated Amortization</b>	<u>(9,003,328.43)</u>
<b>Total 13000 · Assets</b>	<u>6,366,170.32</u>
13400 · Park Construction	43,728.54
<b>Total Fixed Assets</b>	<u>6,409,898.86</u>
<b>TOTAL ASSETS</b>	<u><u>9,245,824.93</u></u>



Calgary Rotary Challenger Park Society  
**Balance Sheet**

As of 30 September 2019

30 Sep 19

LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Other Current Liabilities	
20000 · Other Current Liabilities	
21100 · Deferred Contributions	96,160.85
21200 · Accounts Payable	
21255 · Capital Fund Payable	1,563.60
21265 · General Fund Payable	31,613.65
Total 21200 · Accounts Payable	<u>33,177.25</u>
Total 20000 · Other Current Liabilities	129,338.10
21500 · Deferred Revenue	112,090.83
21600 · Tenant Deposits	27,679.92
22000 · GST Paid	(8,247.58)
Total Other Current Liabilities	<u>260,861.27</u>
Total Current Liabilities	<u>260,861.27</u>
Total Liabilities	260,861.27
Equity	
30000 · Equity	5,781,451.80
32000 · Retained Earnings	2,816,352.83
Net Income	387,159.03
Total Equity	<u>8,984,963.66</u>
TOTAL LIABILITIES & EQUITY	<u><u>9,245,824.93</u></u>

**Calgary Rotary Challenger Park Society**  
**Profit & Loss Budget vs. Actual**  
January through September 2019

3 Quarter INCOME STATEMENT	2019		2018	
	Actual	Budget	Actual	Budget
<b>Income</b>				
Total 40000 · Grants	214,595.49	209,776.00	237,234.50	209,776.00
Total 41000 · Facility Rentals	384,368.76	314,174.00	307,273.11	264,399.00
Total 42000 · Contributions	14,951.07	6,500.00	17,838.56	3,000.00
Total 43000 · Special Events-Golf Tournament	63,520.00	60,000.00	55,650.00	68,000.00
Total 43100 · Casino	45,350.00	45,350.00	2,213.40	0.00
Total 43200 · Other	0.00	0.00	286.30	0.00
Total 44000 · Programming	9,668.64	6,073.00	8,822.46	7,500.00
Total 45000 · Catering/Retail	1,734.34	800.00	3,607.34	800.00
<b>Total 400000 · Operations</b>	<b>734,188.30</b>	<b>642,673.00</b>	<b>632,925.67</b>	<b>553,475.00</b>
<b>Total 460000 · Capital</b>	<b>179,820.65</b>	<b>28,000.00</b>	<b>31,518.70</b>	<b>0.00</b>
<b>Total Income</b>	<b>914,008.95</b>	<b>670,673.00</b>	<b>664,444.37</b>	<b>553,475.00</b>
<b>Expense</b>				
Total 51100 · Salaries & Benefits & Expenses	183,562.89	183,400.00	176,676.56	177,757.00
Total 51200 · Secetarial and Office	19,214.57	18,450.00	18,803.52	18,450.00
Total 51300 · Catering	0.00	0.00	3,266.63	0.00
Total 51400 · Governance	2,754.52	4,610.00	2,916.83	5,871.00
Total 51500 · Marketing	25,519.17	13,950.00	25,955.17	22,150.00
Total 51600 · Professional Fees	17,093.60	19,306.00	20,910.60	19,325.00
Total 51700 · Golf Tournament	21,589.00	23,900.00	16,695.30	18,760.00
Total 51800 · Casino...	40.50	0.00	2,267.40	0.00
Total 52000 · Outside Facilities-Maintenance	110,148.65	106,142.00	113,595.65	111,840.00
Total 53100 · Ball Complex-Maintenance	22,744.87	14,131.00	13,882.05	11,420.00
Total 53200 · Burns Centre-Maintenance	25,361.33	31,244.00	28,188.19	29,372.00
Total 53300 · Track Complex	26,060.19	27,461.00	22,210.85	23,059.00
Total 54000 · Insurance	15,055.00	17,935.00	14,393.98	18,810.00
Total 55000 · Park Utilities	42,516.53	46,975.00	42,688.67	49,290.00
<b>Total 50000 · Operations Expenses</b>	<b>511,660.82</b>	<b>507,504.00</b>	<b>502,451.40</b>	<b>506,104.00</b>
Total 56000 · Ops Reserve Fee	2,711.92	2,361.00	2,489.64	2,361.00
Total 59000 · Capital Expense	4,229.60	19,248.00	3,641.82	19,473.00
Total 60000 · GST Expenses	8,247.58	9,600.00	7,708.53	14,500.00
<b>Total Expense</b>	<b>526,849.92</b>	<b>538,713.00</b>	<b>516,291.39</b>	<b>542,438.00</b>
<b>Net Income</b>	<b>387,159.03</b>	<b>131,960.00</b>	<b>148,152.98</b>	<b>11,037.00</b>
<b>Net Income OPERATIONS ONLY BEFORE GST/Reserves/Capital</b>	<b>222,527.48</b>	<b>135,169.00</b>	<b>130,474.27</b>	<b>47,371.00</b>

Variances (over \$15,000):

Revenue

OPS

Higher then budget mainly due to Pattison sign performance; & extending a Tenant's OA that was due to expire. With City grant decrease but CFEP grant received, we are still ahead of budget.

CAP

Return on investments higher than anticipated.

## BOARD REVIEW – POLICY LIST

### Month of January

#### Board Job Description

Chair  
Vice Chair  
Treasurer  
Secretary  
Board Member

#### Committees Term of Reference

Executive Committee  
Audit Committee  
Capital Fund Development Committee  
Nominations Committee  
Nominations Committee – Procedure  
Project Planning Committee  
Ad Hoc Committee

#### Other

Board Member Appointment Letter  
Volunteers  
Volunteer Application Form  
Consent– Search/Disclosure Personal Information Form  
Oath of Confidentiality

### Months of February and March

#### Board Policies

Policy Development Framework  
Board Liability  
Communication Policy For Meetings  
Board Recruitment  
Executive Director Limitations  
Executive Director Succession Plan  
Code of Conduct  
Conflict of Interest  
Financial Management  
Annual Surplus/Deficit



Approval & Execution of Contracts

Fundraising

Naming Policy – Capital Donor

Risk Management

Abuse Policy

Privacy Policy

APPENDIX

Investment Policy

Ambassadors