

CRCP SOCIETY 2018-2019 Board of Directors Agenda

BOARD MEETING

Alberta Canada Century Field House (next to running track)

11:30 am – 1:30pm, Wednesday, Nov. 14, 2018

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	TT	-	-
2. Introduction of Guests			
Communication to the Board (if any)	TT	-	-
CONSENT AGENDA			
	TT	5m	
(Items only discussed if brought forward to noted section from the MAIN agenda.)			
a. Approval of Oct. 24 th , 2018 Minutes			DA-PM
b. Cash Position Summary			DA
c. Strat. Plan Update/Business Plan			DA
d. DRAFT KPI's for 2019			DA
3. Approval of Main Agenda	TT	1m	M
MAIN AGENDA			
4. Business Arising Previous Minutes	TT	-	-
5. Board Business			
5.1 Executive Director Contract	TT	20m	D/M
5.2 Budget 2019	JZ	30m	DA/M
5.3 2019 KPI Draft	JZ	10m	I/DA
5.4 Christmas Social Update	JZ/TOF	5m	I
5.5 Other Business	TT	20m	I
•			
6. Event Reminders/Updates	TT/JZ		
Nov. 21 - Rotary Challenger Parks Christmas Social (Calgary Golf and Country Club)			
May 15, 2019 - AGM			
June 22, 2019 - Family Day			
Aug. 28 th , 2019 Golf Tourney			
7. Next Meeting – January 23 rd , 2019	TT	1m	I

SEE REVERSE

Note: List of non-reoccurring motions, if any, known at the time the agenda are on the reverse along with outstanding matters to be addressed in the future:

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11:30 am – 1:30pm, Wednesday, Nov. 14, 2018

NO-REOCCURRING MOTION (S)

Agenda Item	Motion (s)
5.1	That the Society enter into a further 5 year contract extension with Jim Zackowski, as their Executive Director, beginning June 5 th , 2019.
5.2	That the Operating and Capital budget be approved as circulated.

MATTERS IDENTIFIED, UNDER REVIEW AND/OR BEING CONSIDERED

ITEM	WHO (INDIVIDUAL/ COMMITTEE) IS RESPONSIBLE:	ANTICIPATE COMING TO BOARD – WHEN/AS

Note: List of non-reoccurring motions, if any, known at the time the agenda are on the reverse along with outstanding matters to be addressed in the future:

MINUTES OF THE 2018-2019 BOARD OF DIRECTORS MEETING

Calgary Rotary Challenger Park Society
Oct. 24, 2018 (Updated)

Present: Trevor T., Dave H., Jim Z., , Kwabena O-K., , Brian K., Doug M., Matt N-B, Sheila M., Leslie W., Earl H. and Norm D. (via teleconference)

Regrets: Toby O-F., and Brian G.

Absent:

Guests:

1.0 **Call to Order** – Trevor T. called the meeting to order at 11:40 am.

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

Consent Agenda – *Handouts: June 27, 2018 Minutes, Cash Position Summary, Mawer & RBC DS 3rd Q. Summaries, 3rd Q. Internal Financial Statements and 3rd Q. Monitoring Report*

MOTION: Moved by Matt N.B. and **seconded** by Earl H. that the consent agenda be accepted as circulated. **MOTION CARRIED**

3.0 **Approval of Main Agenda**

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

Amendment:

Added Pattison sign update and GST matter to “Other Business”

4.0 **Business Arising From Previous Minutes (fi not already on the agenda) & Consent Agenda**

Other than what is on the Agenda ... there was nothing further added.

5.0 **Board Business**

5.1 **3rd Q. Internal Financial Statements – JZ** (*Handout – 3rd Q. Internal Financial Statements*)

MOTION: Moved by Leslie W. and **seconded** by Sheila M. that the 3rd Q. statements be accepted as circulated. **MOTION CARRIED**

Jim Z. reviewed the statements, including any significant variances. He also noted how we have booked the casino revenue and will explain why under Agenda Item 5.3.

5.2 **Confirming Audit Committee Chair - TT**

Doug M. confirmed he will serve in this capacity and that he will review with the Committee a successor, since he will be stepping down.

5.3 **Land Parcel Update – JZ**

Jim Z. reviewed the current activity, including the 2 interested parties (Developers), and that they both gave presentations to YYC, seeking confirmation on their proposed “uses”. This process of clarifying the “uses” may take up to a month or so. He also noted that our Realtor has explored the “self-storage” business but to no success as of yet.

MINUTES OF THE 2018-2019 BOARD OF DIRECTORS MEETING

Calgary Rotary Challenger Park Society
Oct. 24, 2018 (Updated)

5.4 Other Business – TT

- **City/YYC Agreements** - JZ. confirmed that all fully executed Agreements have been received. He also noted he spoke to Greg S. about asking for a City Appointee for the Board and Greg said they would not have anyone at this time, but he (himself) may be interested in a year or so.
- **Casino Update** – We have put forward a request into the AGLC to update our “Current Use of Proceeds” to include what we had prior to such expiring in late 2017. We should hear within the next month. We have received from the AGLC our next slotting period for our next casino, 1st Q. of 2020.
- **Pattison Sign** – Has been operational earlier than expected, since the first part of October. Rotary (through the District) has been working with Pattison directly to take advantage of the ad spot the Park has provided.
- **GST** – At the suggestion of the GST Office, we made a request for a ruling to determine whether we need to continue charging GST on our taxable supplies. We have been given an initial verbal update (official ruling letter to follow).
ACTION: Jim to send our auditors a copy of our request just to review, that we have not missed anything.

5.5 Executive Director Contract – TT

Trevor provided the Board with an update on this matter (discussions between him and Jim), and that the matter will come to the Board for a decision at its November meeting

6.0 EVENT REMINDERS/UPDATE:

6.1 Our Golf Tournament – August 29, 2018 – JZ

Reviewed the final results and noted that Renfrew is leaning towards backing away for this joint event due to their lack of fundraising success with it. They will make their final decision within the next week or so. CRCP will continue to host the tournament on their own starting again in 2019.

Doug M. noted that RCC Heritage may be looking for a new partner to partner with their golf tournament (and suggested the Park may be a good option). He will confirm what people think of the idea by next Monday..

6.2 Nov. 21, 2018 – CRCP Christmas Social (Calgary Golf and Country Club) / August 28, 2019 – CRCP Golf Tourney / AGM date of May 15, 2019

7.0 Adjournment Moved by Earl H. at 12:31pm

**NEXT REGULARLY SCHEDULED MEETING:
Nov. 14, 2018 (11:30 am Board meeting at the Park)**

Trevor T. Meeting Chair

Recording Secretary

CASH POSITION SUMMARY

AGENDA ITEM: 2b

As Of Nov. 7, 2018 (unless otherwise stated)

\$

a. Bank Accounts

General Acct. (net of o/s cheques)	40,077
Everyone Can Play Fund	106,746
Segregated	27,567
Casino (net of o/s cheques)	70,384
1 - Segregated – Phase 4	Closed

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

3 - Life Cycle Reserve – LCR (Mawer) - Nov. 6	558,741
Operating Reserve – OR (Mawer) – Nov. 6	388,316
2 – Capital Project Fund – CPF (RBC DS) – Nov. 6	697,361
OPS GIC	175,000

1 – Account Closed

2 – Established Acct. November 2015 initially for receipt of donated securities and major pledges re: Ph. 4 (Deposited 1st \$500,000 Anonymous Donor installment). At the beginning of 2018 any other Ph. 4 funds that were in our Segregated Acct., where the funder lifted the Ph. 4 restriction, was then deposited into this acct.. This account was renamed the Capital Projects Fund.

3 – Withdrew \$175,000 in 2017 for Life Cycle Work to match WED grant.

Note:

- A. **L.C.R.** - Principle invested was: \$516,569.47 (Fund Established: Mar. 2012); &
O.R. – Principle invested was: \$296,030.13 (Fund Established: Oct. 2013)
C.P.F. – \$500,000 principle invested in Nov. 2015 / \$141,015 principle added in January 2018

B. Reserve Contributions Approved (2018)

Life Cycle – 70,000 Operating Reserve – 5,000

C. Capital Spending (2018)

Minor Capital Improvements \$15,000

D. Remaining Surplus Allocated For:

YE Working Capital Projected -> TBA

STRATEGIC PLAN

(3 - YEAR BUSINESS PLAN AND BUDGET INCLUDED)

AGENDA ITEM: 2c

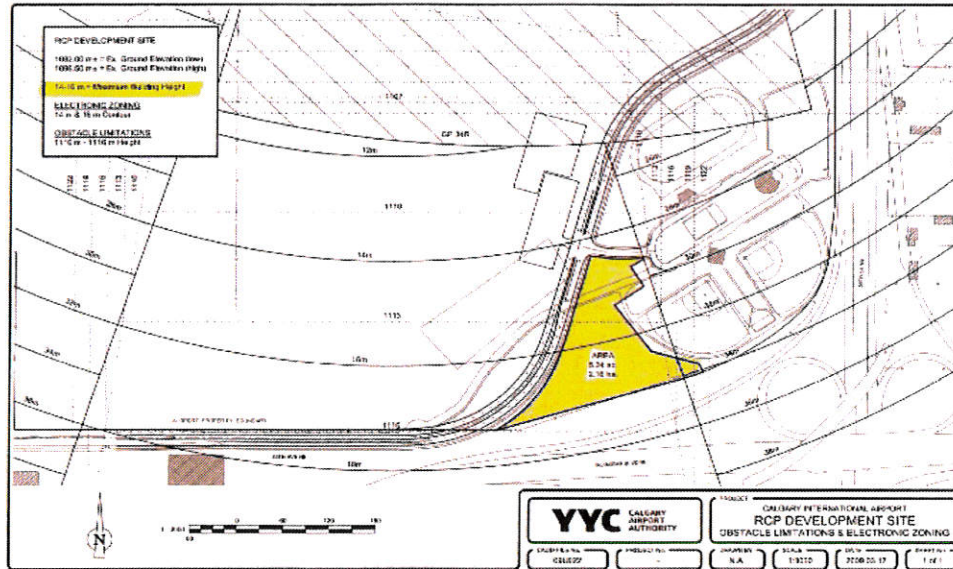

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S U S T A I N I N G O U R F U T U R E



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 UPDATED To November 2018

STRATEGIC PLAN

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STRATEGIC PLAN

1.0 Executive Summary

1.1 The Concept (see Board Manual Section 2.01)

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 and Airdrie, the City of Calgary and the Calgary Airport Authority. From inception the Park was 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 key general objectives of the Park were/are:

- + Provide affordable opportunities and experiences for persons with disabilities and seniors in recreation, sport and wellness in an inclusive environment.
- + Provide community agencies, sporting organizations and citizens with a healthy and safe environment.
- + Operate an organization that is financially sustainable.
- + 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 (to completion of the final phase, Phase 3D) was more than \$15M dollars and the latter requires an annual budget of \$760,000+. The operating budget is augmented by a facility lifecycle fund and an operating reserve (both created in 2006). User fees are not sufficient to cover the Society’s operating costs. Many of our users, including organizations, have limited financial resources and do not have the ability to pay market rates for our facilities.

Realizing that resources are limited, the Park requires focused community based marketing and fund development plans. These plans require the forging of partnerships, the hosting of special events, the creation of special funds (i.e. including an Endowment Fund and the Everyone Can Play Fund) and strategies to maintain public support. Financial stability should continue to be one of the organization’s most important priorities.

Partnerships and alliances will continue to be a strong focus for CRCP. Our business model focuses us on providing quality facilities, at affordable rates and excellence in service. For the most part we will continue to bring other agencies and organizations onsite to host their programs here at the Park.

In some special circumstances, in the future, we may involve ourselves in targeted program development.

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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 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, social 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

STRATEGIC PLAN

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 Society Act (Alberta) in 1999. RCPDS's founding partners are the: 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 Park's 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 leased the land from Transport Canada and in turn, in support of the Society, subleased the land for a nominal consideration of \$1 per year to the City of Calgary. These lands, now 23+ acres, are located on the Northwest corner of McKnight Blvd. and 36th Street (Métis Tr.) 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 monitored the subsequent maintenance and operation of the Park. The City also contributes financially to the Park's operation.

During the Park's development, 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 those who ultimately utilize the Park.

Other major sources of funding included \$8.5M provided by the Province of Alberta and Federal Government and \$5.2+M from Foundations, not-for-profit organizations, corporations and individuals.

Construction occurred in three (3) main phases beginning in 2001, with a smaller mini-phase (3D) completed in 2010. 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.

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Phase 3D – Included construction of the “field” events area for Track and Field (i.e. the throwing and jumping event areas).

NOTE: 5.34 Acre Land Parcel Lease – Land is located immediately adjacent to the Park;s west (ball field) boundary and was secured in 2016 under a long term lease with the Calgary Airport Authority.

From 2011 to late 2017, the Park also explored the building of a project called the Centre For All Abilities (Phase 4). Unfortunately, due to the management changes that occurred at the Calgary Airport Authority, the project was abandoned in late 2017. However, thanks to some of our supporters of the project, some funders opted to leave their funds with the Park, and subsequently we established a Capital Project Fund.

Also in 2017, the Society embarked on exploring whether it could establish a new Agreement with the City of Calgary. This new Agreement has the Society being assigned the Park sublease directly with the Airport Authority. The Authority also provided the Park with an extension to 2072. This also included the Society entering into a new Agreement with the City, a “Funding” Agreement.

The above negotiations were concluded successfully by the middle of 2018.

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.

3.3 Values Statement

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

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

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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 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.

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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.
- 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.

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

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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 twelve (12) years of the program, we estimate, nearly 105,000 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.
- 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.

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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, having greater control over all the Park land and improvements.
- Maintaining of reserves (also 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 from the fund development perspective.
- Our relationship and connections to the public sector (recent changes in Provincial and 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.

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.

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

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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.

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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 2017 operating budget:
(Revenue)

	2006	2019-21 (Average During Period)
City Operating Grant –	57%	33%
Facility Sharing/Bookings –	33%	52%
Fund Development/Special Event –	10%	15%

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. 2018 our reserve is projected to be \$391,810+.

Target By The End of 2021: \$407,000 - \$460,000

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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 ta 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. 2018 our reserve is targeted to be \$626,439+.

Target By The End of 2021: \$856,000 - \$1,105,000

(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 2018 this fund is projected to still have \$100,791 (in cash), giving us the ability to distribute, on average, \$10,000 + \$15,000 per year.

Target Remaining - 2021: \$ 87,000+

Timeline (Next Three Years)

<u>Year</u>	<u>Life Cycle</u>	<u>Ops. Reserve</u>	<u>Program Dev.</u>
	<u>Starting Point</u>	\$ 556,439	\$ 386,809
	Funds Used:		\$ 96,931
	<u>Funds From:</u>		(\$12,146.00)
2018	Operating Surplus	\$ 70,000	\$ 5,000
	-Grant Contributions		\$ -
	-Funders		\$ 16,006
2019	Operating Surplus	\$ 50,000	\$ 3,000
	-Grant Contributions 2/		\$ -
	-Funders		\$ 10,450
2020	**Operating Surplus	\$ 90,000	\$ 6,000
	-Grant Contributions 2/		\$ -
	-Funders		\$ 10,550
2021	**Operating Surplus	\$ 90,000	\$ 6,200
	-Grant Contributions 2/		\$ -
	-Funders		\$ 10,650
SUB-TOTAL:		1/ \$ 856,439	\$ 407,009
	TRF 3/	\$ -	\$ -
TOTAL:		\$ 856,439	\$ 407,009
			\$ 87,441

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 2021.

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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 1st 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.

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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 and the communities' ability to sustain the park's assets will require the same type of partnership mentality.

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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.

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Appendices

- A. Annual Plan – 3 Years (2019 - 2021 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)

Attachment A → 2019 – 2021 Business Plan Chart

Strategic Priorities	Sub-Priorities	Actions/Activities	Success Indicators/Results	Year ("x" denotes completed by)		
				'19	'20	'21
Facility Utilization	<ul style="list-style-type: none"> ❑ A full-year around facility. ❑ More accessibility to the Centre (Park). ❑ An inclusive Centre for sport, recreation, social, health and wellness opportunities. 	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 Dreams Transportation.	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"> ❑ Fundraising. 	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 both levels of the Burns Centre space.	X	X	X
			Sustain an annual target of 65% return on gross revenue.	X	X	X
			Continue 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 to be open to bringing new funding opportunities to the Park.	Establish the Pattison Sign program as a viable funding stream for the Park.	X	X	X		
		Continue with a Park sponsor/advertising program and look to expand opportunities, where possible.	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 13% return on gross revenue during any three (3) year cycle.	X	X	X		
			Contribute where possible to our reserves - target to have a minimum of \$407,000 - Ops. Reserve and \$856,000 - Life Cycle fund by Dec. 2021.	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	X	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		
		Implement new Funding Agreement with the City of Calgary	Establish a consistent reporting mechanism related to our new Agreement.	X				
		Undertake life cycle actions, as warranted (always pursue matching outside support).	Investigate and improve irrigation system and green areas.	X				
			Life cycle items included in City Assessment.	X	X	X		
		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				
Community Involvement								

			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
			Consider opportunities for partnering in the new land development.	X	X	X
			Explore how best to utilize the new Pattison sign for advertising.	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

DRAFT KPI's

AGENDA ITEM: 2.d (5.3)

2019

TBC at January 2019 Board meeting.

Criteria	Measure	Financial Historical		Regarding Regular Bonus - 5%	Added Stretch Bonus - Up to 3%	Weighting For Stretch Bonus
		2018 Budget	2018 Est. Actual	Target	Target	
Compliance Matters				100.00%	NA	
Sustainability	A/ Surplus to budget	100,035	127,816	By: Budget -> 5%	11% and up	
	A/ Return on Revenue	13%	15.80%	15.60%	More than 13%	
	A/ Capital Spending	15,000	10,794	Budget	By: Less than Budget	
Facility Utilization						
	% of Grps Serving (Disabilty Comm.)			26.00%	27% -31+%	
	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 - 13	14 - 19+	
	- Retention			90% - 94%	95% - 97%	
	Hosting Outside Evts			10 - 13	14 - 19+	
	Supporting Organ.			15 - 20	21+	
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.

THREE YEAR OPERATING & CAPITAL BUDGET SUMMARY (2019-2021)

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

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		2018 - Est. Actual		Total: \$	Budget \$	Refer.	2019i		2020i		2021i		Accum. Sur/Rtn
		Actual Jan.-Sept.	Est. Oct.-Dec.				Budget \$	Total	% of Total	Budget \$	Total	% of Total	
Revenue	Grants	204,587	68,001	272,588	272,777	a1.	272,777	34.07%	272,777	32.43%	272,777	31.76%	
	-City	32,648	0	32,648	5,000		5,000	0.62%		0.00%		0.00%	
	-Other												
	Rents/Contracts	197,429	66,162	263,591	239,361	a3.	301,776	37.69%	321,752	38.26%	336,752	39.20%	
	Bookings	109,844	8,300	118,144	99,500		95,500	11.93%	98,365	11.70%	101,316	11.79%	
	Programming	8,822	6,178	15,000	15,000		12,146	1.52%	15,000	1.78%	15,000	1.75%	
	Fund Devel.	75,702	25,500	101,202	131,500	a2.	112,350	14.03%	132,000	15.69%	132,000	15.37%	
	Other	3,894	350	4,244	1,150		1,150	0.14%	1,150	0.14%	1,150	0.13%	
		632,926	174,491	807,417	764,288		800,699	100%	841,044	100%	858,995	100%	
								% of Rev.		% of Rev.		% of Rev.	
Expenses	Administration	22,070	9,250	31,320	35,550		38,050	4.75%	39,192	4.66%	40,367	4.70%	
	Special Event	18,963	240	19,203	19,000		25,000	3.12%	20,000	2.38%	20,600	2.40%	
	Facility	220,565	62,915	283,480	268,096	b1.	281,650	35.18%	284,467	33.82%	290,156	33.78%	
	HR	176,677	76,900	253,577	246,807	b2.	256,027	31.98%	275,667	32.78%	282,559	32.89%	
	Insurance	14,394	6,290	20,684	25,900		24,000	3.00%	24,960	2.97%	25,958	3.00%	
	Market./Promo./Prog.	25,955	2,600	28,555	24,750		17,950	2.24%	20,000	2.38%	20,000	2.33%	
	Prof. Services	20,911	7,075	27,986	26,400		26,875	3.36%	27,950	3.32%	29,068	3.38%	
	Governance	2,917	11,879	14,796	17,750		14,800	1.85%	15,392	1.83%	16,008	1.86%	
		502,451	177,149	679,600	664,253		684,352	85.47%	707,627	84.14%	724,716	84.37%	
Operating Surplus/(Loss)													
BF Amort./Capital		130,474	(2,658)	127,816	100,035	c.	116,347	14.53%	133,417	15.86%	134,279	15.63%	384,044
													15.36%

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

	2018	2019	2020	2021	2022
Working Capital - OPS From 2017 (net YE AP / AR)	8,715	33,437	47,784	41,001	28,580
Operating Surplus (reflects payables at YE)	127,816	116,347	133,417	134,279	
Non-Operating & Capital Items (net of GST)					
Non-Cash Item - CHHA Grant					
Minor Capit - Lifecycle/Enhance. work	(10,794)	(40,000)	(35,000)	(41,000)	
- Grant (s) & Other	0				
- Reserve Withdrawal	0				
Reserve Fees - est.	(9,000)	(9,000)	(9,200)	(9,500)	
Reserve Contributions	(75,000)	(53,000)	(96,000)	(96,200)	
GST (Payable)/ Refund Anticipated	(8,300)				
Year End Cash Balance - OPS	33,437	47,784	41,001	28,580	

Refer.

- a1./a2./a3. '19 - '21 projection depends on funding under new City Agreement. a2. incl.s 45,000 deferred from 2018 casino and casinos anticipated in Q1-'20/Q4-'21 and reflects golf tourney done by CRCP only. a3. 2018 higher than budgeted - existing tenant renewed for a further year; '19-'21 reflect this tenant extending until 2021. Pattison sign contract, includes guarantee +++ amount ('19) with a further increases in '20 & '21.
- b1. Continuing to budget higher because as our facilities age, we will need to be prepared for the unexpected.
- b2. 2019, reflects namely COLA changes during the year ... also includes any contract related changes.
- c. Annual surplus generated (2018 ONLY) higher than normal, re: one-time grants received relating to the life cycle work done in 2017 - approx. \$27,500 & we were able to retain lower level Burn's Ctr. tenant for a full fiscal term, budget reflected five (5) months vacant - \$30,500 Total: \$58,000
- d. Would reflect any non-cash deferred revenue from relevant years and realized in subsequent years.
- e1. 2019-21 includes and reflects any life cycle work anticipated (see page 4 - Sch. H) plus other work. Matching funds are being sought.
- 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.

BUDGET PACKAGE 2019

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

Reserve Balances/Projections

		Life Cycle (LC) \$	Operating (OR) \$	Capital Project (CP) \$
Balances as of Oct. 31, 2018 (Mawer) <i>(Includes principle amounts 70,000/5,000 for 2018)</i>		626,439	391,810	693,031
Yr.	2019	50,000	3,000	0
	2020	90,000	6,000	0
	2021	90,000	6,200	0
	2022	50,000	6,500	0
		906,439	413,510	693,031

NOTE: Above balances do not reflect any earnings derived during 2019-2022. Historically we have achieved approx. a 4 - 6% return annually. If achieved, LCF, as an example, could be valued at 1,105,000 by the end of 2022.

Schedule C - Deviation Explanation - 2018 (Budget To Actual) & 2018 to 2019 Budget

		Budget to Actual			Budget to Budget		Refer.:
		2018 - B	2018 - A	Variance	2019 - B	Variance	
		\$	\$	\$	\$	\$	
Revenue	Grants	277,777	305,236	27,459	277,777	0	a.
	Bookings	99,500	118,144	18,644	95,500	(4,000)	b.
	Fund Development	131,500	101,202	(30,298)	112,350	(19,150)	c.
	Rents/Contracts	239,361	263,591	24,230	301,776	62,415	d.
		748,138	788,173	40,035	787,403	39,265	
Refer.:							

- a. 2018 we received a couple of grants that are one-time grants that we did not budget to receive.
- b. 2018 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 for 2019 but carried forward some of 2018 casino proceeds in 2019.
- d. 2018 ... tenant in lower Burn's level was leaving but opted to stay a further year, but are expecting them to stay longer, hence we are not projecting any vacancy in '19 & '20. Pattison sign revenue & increases in tenant revenue results in a larger gain from 2018-B&A.

Expenses Do not expect any significant deviation from 2018-A. However one of the biggest concerns, facility wise, is the age of our irrigation system, we are having an increasing number of issues.

Schedule D - Staffing Structure Operations

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

Reference:

- 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	100,791	96,241	91,791	87,441	83,191	45,486	
Anonomous Donor	45,486												1,200	
Rotary Olympic	1,200												5,400	
Rotary Chinook**	5,400												2,000	
Mon-Oil Ltd.	2,000												9,000	
Rotary South	9,000												2,500	
Rotary East	2,500												10,000	
Rotary Sarcee	10,000												1,200	
Rotary Centennial	1,200												5,000	
PWC	5,000												88,000	
BURNSWEST	80,000	3,000	5,000										73,967	
Lou M. Endow.	22,472	4,061	4,645	5,008	4,797	5,213	5,371	5,450	5,550	5,650	5,750		12,900	
Garrison Woods	12,900												3,000	
Jones Brown Part	3,000												5,000	
TELUS	5,000												60,000	
Calgary Foundation	40,000	10,000	10,000										4,859	
Ron Jones - In Name Of	0						4,859						5,776	
Dr. I./F.McNab - RCCN	25,000	3,371	3,000		5,666		5,776	5,000	5,000	5,000	5,000		62,813	
	270,158	133,630	134,275	121,388	119,383	5,213	16,006	10,450	10,550	10,650	10,750		392,325	
Used Annually	156,961	22,000	17,895	12,468	12,270	15,395	12,146	15,000	15,000	15,000	15,000			
YE Balance	113,198	111,630	116,380	108,920	107,113	96,931	100,791	96,241	91,791	87,441	83,191			

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

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Schedule F - Revenue/Cash Detail Information

Operations	Refer.:		Comment (if any)	Refer.:
Grants	City	272,777	-City projected	
	Other	5,000	-CHHA Grant expecting	
		0		
		277,777		
Rentals/Contr.				
	a. Advertisers	50,000	-Actual 2018 & Proj. (Pattison)	a. Includes our new contract with Pattison signs
	b. Tenants 1/ Burns Lower Level	63,475	-Proj. - Net of GST	b. Tenant Leasing Terms
	Ball Complex	18,814	-Net of GST	Ball Complex - July 1, 2017 - June 30, 2020
	Burns Upper Level	153,487	-Net of GST	Upper - Part (Year around Tenant)
	2/ Concession	16,000	-Proj. - Net of GST	2/ Ball Complex - Year to Year
		301,776		Upper Part/Lower (Concession part is seasonal)
Bookings	Diamonds	35,000	-Proj.	1/ Burns Lower Level - June 1, 2018 - May 31, 2022
	Soccer Field	10,000	-Proj.	Level (reflects anticipated 2 year Extension after May 2019)
	Track & Field	10,000	-Proj.	
	General Site	5,500	-Proj.	Burns Upper Level - Sept. 1, 2017 - Aug. 31, 2023
	c. Other/Track Bldg.	95,500	-Reflects NB for full year	Level (reflects added 3 year Extension after August 2020)
Programming	Programming (ECPF)	12,146	-ECPF	
Other	Memberships	400	-Proj.	c. Northside Baptist has 6 month notice clause, re: termination in contract.
	Interest	750		
	Resale	0		
		1,150		
Fund Dev.	d. Charity Golf	60,000	-Gross	d. Continue to project lower sponsor rev. due to economy and the fact that Renfrew has ended our Agreement.
	Donations	7,000	-General Donations & Family Day	
	Casino	45,350	-Reflects deferred amt. from 2018 casino	
		112,350		
		800,699		

Schedule G - Expense Detail Information

Operations	Refer.:	Totals	Refer.:
		\$	
Wages and Benefits		256,027	a. Excludes D&O, this is included in B of D costs.
Staff Expenses (incl. devel. etc.)	10,350		b. Grounds/Playing Surfaces Maintenance:
Office/Administration	27,700	38,050	Ball Fields Care/Preparation 12,500
			Shale - Diamonds 0
Special Events	25,000		Lining/chalk 0
Board of Directors	14,800		Soc. Field: Care/Preparation 12,500
			Fertilizer/Top Dress 4,000
Prof. Serv. Consulting (incl. legal)	1,500		Lining 4,200
Bookkeeping	6,000		Gen. Site: Grounds 22,200
Audit	19,375	26,875	Pressure Washing 1,000
Insurance	a. 24,000		T & F: Pressure Washing 1,500
Marketing -Website	2,000		Minor Repairs 2,000
-Public Relations/Community S	6,800		Lining 450
-Newsletter/Broch.	1,400		Irrigation: HV 21,000
-Programs (Family Day)	2,000		Enmax (water) 25,000
-Advert.	2,750		
-Special Initiatives	3,000	17,950	c. Repairs & Maintenance Break-Out
Facility Services			Mechanical: 5,500
-Snow Removal	23,000		Electrical: 2,500
-Grounds Maint.	b. 106,350		Plumbing: 2,500
-Repairs & Maint.	c. 30,900		Exterior: Buildings 2,500
-Janit. & Ext.Gar. P/U	34,400		Site 5,500
-Utilities	64,000		Large Garbage Bins/Elev. 8,400
-Security	d. 23,000		Interior: Incl. doors 4,000
		281,650	
		684,352	d. Reflects current coverage.

GENERAL NOTE: 2018 year is not yet complete, numbers are estimates.

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

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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 24 years** based on the above report.
 3. Based on work done in 2017 (in conjunction with WED Canada 150 Grant) the numbers have been adjusted. Some increased others decreased.
 For example: City allocated \$515,042 for 2017 - 2022 period, with the work done in 2017, it is now \$86,080. (other periods have increased though)

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

Divisions	Total	2019-2022	2023-2028	2029-2034	2035-2040	Total
03 & 04 - Concrete / Masonry - Structural Concrete	122,080	18,880	207,390			226,270
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		170,610
32 - Bases, Ballasts & Paving	150,000		150,000			150,000
33 - Water (including irrigation), Sanitary/Storm Ut.	675,290	45,000	367,720	167,585	94,985	675,290
Total:	10,249,870	86,080	4,276,269	2,136,207	3,751,314	10,249,870

- 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 2019-2022 are 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.

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	Return	
		2006	2007	2008	2009	2010	2011		Actual	Over/(Under)
	\$							\$		
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		
2008	65,000			66,300	67,626	68,979	70,358	70,358		
2009	23,809				24,285	24,771	25,266	25,266		
2010	98,254					100,219	102,223	102,223		
2011	54,500						55,590	55,590		
Totals	371,563						Projected: 398,404	398,404	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	Return	
		2012	2013	2014	2015	2016	2017		Actual	Over/(Under)
	\$							\$		
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		
2014	0			0	0	0	0	0		
2015	0				0	0	0	0		
2016	15,000					15,300	15,606	15,606		
2017	25,000						25,500	25,500		
Totals	514,404						Projected: 575,362	575,362	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

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Third 6 Year Cycle (18 Years):

Year	Capital Contri. \$	Capital & Interest Calculations By Year						Totals \$
		2018	2019	2020	2021	2022	2023	
		(end of)						
2018	626,439	626,439	638,968	651,747	664,782	678,078	691,639	691,639
2019	50,000		51,000	52,020	53,060	54,122	55,204	55,204
2020	90,000			91,800	93,636	95,509	97,419	97,419
2021	90,000				91,800	93,636	95,509	95,509
2022	50,000					51,000	52,020	52,020
2023	100,000					102,000	102,000	102,000
Totals	1,006,439						Projected: 1,093,791	

Return

Actual Over/(Under)

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

(86,080)
1,007,711 Projected Balance:

NOTE: If we can leverage the new land parcel, from a land leasing perspective, it is estimated we could Add 250,000 - 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.