

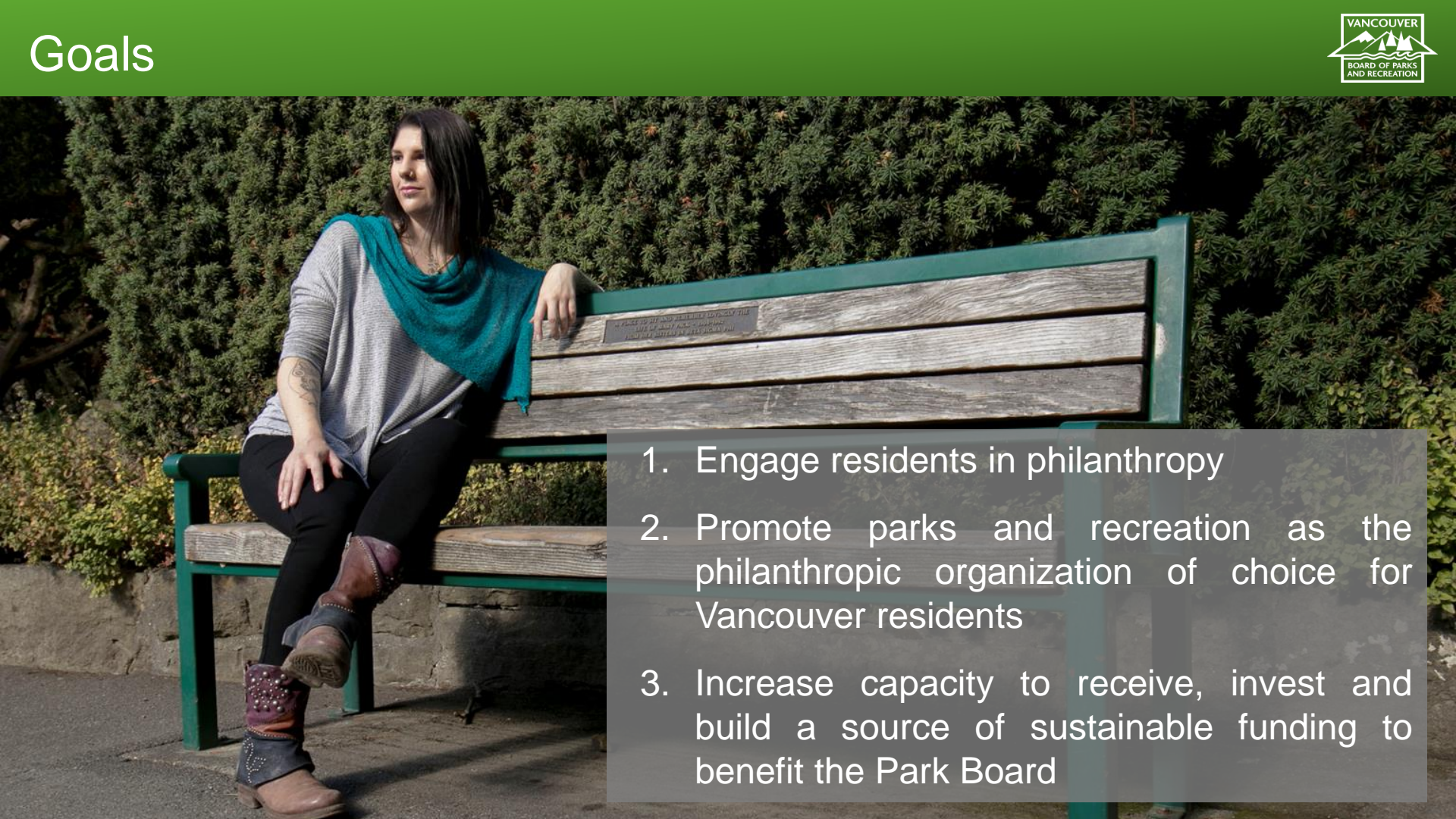
Vancouver Parks and Recreation Foundation Update

REPORT REFERENCE
Regular Board Meeting
October 2, 2017



The purpose of this presentation is to provide the Board with a project update on the Vancouver Parks and Recreation Foundation.




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- A woman with long dark hair, wearing a grey long-sleeved shirt, a teal shawl, black pants, and brown boots, is sitting on a wooden park bench with a green metal frame. She is looking off to the side. The bench has a plaque on it that reads: "CARLETON PLACE AND THE PARK BOARD OF VANCOUVER CITY OF VANCOUVER VANCOUVER, BRITISH COLUMBIA". The background is a dense green hedge.
1. Engage residents in philanthropy
 2. Promote parks and recreation as the philanthropic organization of choice for Vancouver residents
 3. Increase capacity to receive, invest and build a source of sustainable funding to benefit the Park Board

- June 8, 2015 - Board direction to develop a plan to establish a Vancouver Parks and Recreation Foundation and report back within five months
- November 2, 2015 – Board approval of implementation plan and project funding of \$250,000 from the donation reserve

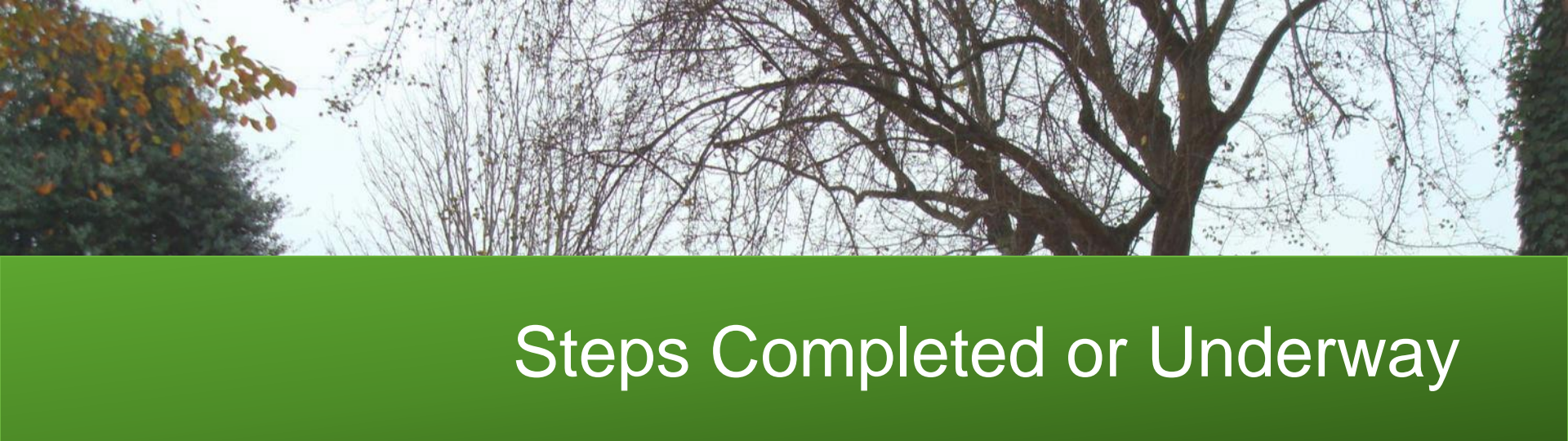
Implementation plan: November 2015 Report



1. Obtain advice for tax, legal and financial management
2. Obtain charitable status
3. Develop a strategic plan
4. Develop a fundraising plan
5. Develop the case for support
6. Develop a gift acceptance and donor recognition policy
7. Recruit and develop a foundation board of directors
8. Develop board governance
9. Determine the foundation board's role in fundraising
10. Develop a public awareness campaign
11. Engage the public, partners and stakeholders



Steps Completed or Underway



1. Obtain Advice for Tax, Legal and Financial Management



- Legal and governance framework for the foundation has been established:
 - Foundation constitution
 - Foundation bylaws
 - Base budget
 - Foundation incorporation

- Items under development for completion by end of 2017:
 - Investment policy statement
 - Strategy for asset allocation and annual disbursements

2. Obtain Charitable Status

- Application was submitted to the CRA to register the foundation as a charity – July 2017
- Completion of the application was dependent on developing other key components including:
 - Base budget
 - Strategic plan
- Application being processed – Expect approval by January 2018

3. Develop a Strategic Plan

- Consulting firm KCI retained to help create a three year launch focused strategic framework
- With staff input, key components of the plan were developed including:
 - Vision
 - Strategic goals
 - Mission
 - Objectives
 - Core values
 - Key funding areas of focus
- Completed in September 2017

4. Develop a Fundraising Plan

- KCI also retained to help create a draft three year strategic fundraising plan
- Areas reviewed included:
 - Current Park Board fundraising areas including benches, endowments, bequests, campaigns and partnerships
 - Donor base
 - Revenues and expenses
 - How fundraising could be structured in the new foundation
- Completed

5. Develop the Case for Support

- In June 2017, the project team commenced developing the ‘case for support’
- A tool used:
 - To communicate key fundraising objectives
 - To introduce the foundation to prospective donors
 - To create awareness of causes and campaigns
 - Includes stories, testimonials and images
- Will be completed in October 2017

6. Develop a Gift Acceptance and Donor Recognition Policy

- Gift acceptance policy:
 - Helps provide a framework for accepting or rejecting donation requests
 - Completed in June 2017
- Donor recognition policy:
 - Outlines terms by which donors are recognized for their contributions
 - Completed in September 2017





Remaining Steps to Complete

- Remaining steps require transitional leadership:
 - Part time leadership of the remaining project steps and launch
 - Funded from project budget
 - To initially report to the Deputy General Manager, Park Board, and then to the Foundation Board of Directors once recruited
 - Work with the new Board of Directors to hire the permanent Executive Director
- Resourcing of this role is being finalized and will be announced shortly

7. Recruit and develop a Foundation board of directors

- Transitional leader will develop a strategy to select and recruit a Foundation board of directors
- Foundation board of directors are responsible for:
 - Designing and overseeing the overarching principles that hold the Foundation together
 - Establishing policies and guidelines for operation
 - Upholding the legal and fiscal duties while ensuring fund disbursement is effective



8. Develop Board Governance

- Foundation board will have a legal responsibility to ensure the foundation is:
 - Complying with all laws (municipal, provincial and federal)
 - Stays on track with the mission
 - Sets the strategic direction
 - Financially sound and fiscally prudent
- Transitional Leader will develop a strategy for board governance including:
 - Plans on how to achieve the mission, vision and strategic objectives
 - Operating and capital budgets oversight
 - Interaction with the community
 - Risk management

9. Determine the Foundation Board's Role in Fundraising

- Foundation board members typically leverage their networks, contacts and garner support to advance the mission of a foundation
- Transitional Leader will develop a strategy to determine Foundation board's role in fundraising



10. Develop a public awareness campaign

- Significant public awareness is required to promote the Foundation and its purpose
- Transitional Leader will develop and deliver:
 - Communications strategy
 - Marketing (including brand identity) strategy
 - Public relations strategy



11. Engage the public, partners and stakeholders

- Engagement with current supporters has already commenced through the case for support interviews
- Envisaged that as the Foundation is launched, opportunities developed to engage the public, partners and stakeholders through open houses, focus groups and community events
- Transitional Leader will include this in the public relations strategy



Next steps

- Complete Transitional Leader resourcing
- Continue with the remaining steps of implementation plan
- Next Board update will be for approval prior to Foundation launch
 - Board governance and recruitment strategy
 - Public awareness and marketing programs
 - Contingent on CRA approval



