

A photograph of a dense forest with tall evergreen trees. A small child in a red jacket and blue hat stands near the base of a large tree trunk. A decorative graphic of a green leaf with yellow veins is overlaid on the left side of the image, partially obscuring the forest.


PARKS AND RECREATION: FUNDRAISING AND FOUNDATION

Update

Regular Board Meeting
Monday, September 27, 2021



Purpose of Presentation

A photograph of a family of four—a mother, a father, and two young children—standing in a lush forest. They are all looking upwards towards the canopy of a large, moss-covered tree trunk on the left. The boy on the right is reaching up with his hand towards the leaves. The scene is filled with green foliage and dappled sunlight.

To provide the Board with an update on the organization's fundraising initiatives and foundation development.

Background – Fundraising & Development Office



Background – Fundraising & Development Office



- Fundraising and development initiatives support the Park Board's mandate and contribute to long-term financial sustainability
- Fundraising operations generate approximately \$1 million annually in donation revenue; key program areas include:
 - Dedicated Park Bench Program (45%)
 - Recreation projects (30%)
 - Planned giving (15%)
 - Park conservation (10%)

Background – Fundraising & Development Office



- Philanthropic giving provides the Park Board with an important source of incremental funding
- Directly supports VanPlay Framework Goal 10 (Secure Adequate and Ongoing Funding)

Background – Foundation



Background – Foundation



- In 2015, the Board approved a motion to develop a plan to establish a public foundation
- Purpose of the foundation would be to advocate for and champion community generosity, increase fundraising capacity, and provide an incremental source of sustainable funding
- In 2016, the Board approved \$250,000 from the donation reserve to support the development of this plan

Foundation – Work Completed to Date



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- Stage 1 consultant work (2017 to early 2019) informed the development of initial foundation components:
 - ✓ Strategic plan, fundraising plan & initial fundraising priority setting
 - ✓ Budget requirements & revenue forecasting models
 - ✓ Case for support & mission/vision/values statements
 - ✓ Policies, constitution & by-laws & governance requirements
 - ✓ Staff resourcing & foundation board/governance requirements
 - ✓ Provincial and federal registration completed – public charitable foundation registered (Vancouver Parks and Recreation Foundation)

Foundation – Work Completed to Date



- Stage 2 consultant work (mid to late-2019) advised on the essential components required to ensure long-term success; additional work still required to complete these components:
 - Foundation infrastructure (leadership, staffing & seed funding)
 - Foundation champions (recruiting a founding board, securing community advocates & Commissioner roles)
 - Foundation brand identity (developing a communication strategy, brand development, public awareness campaign, website updates & new online donation pages)

Foundation – Current Status



Foundation – Current Status



- Stage 2 plan advancement paused due to:
 - Changing organizational priorities due to pandemic
 - Further work needed to develop a foundation that is viable and sustainable (e.g. recruiting foundation Board of Directors, developing case for support & communications strategy)
 - Additional resources required to build out foundation (e.g. seed funding to hire executive director & development staff, budget to operationalize)

Foundation – Current Status



- Annual CRA (Canada Revenue Agency) filings for the foundation to remain compliant have been completed
- However, foundation's society is not compliant with BC Registrar of Societies (requires 3 directors; currently has 2 due to former Park Board GM retirement)
- Current foundation society directors:
 - Francie Connell (Director of Legal Services & City Solicitor)
 - Kelly Oehlschlager (Assistant Director – Corporate, Legal Services)

Foundation – Current Status



- Foundation compliance requirements needing action:
 - Honorary members of the society (current Park Board Commissioners) must nominate a 3rd director (current Park Board GM)
- Action item:
 - Engage current Commissioners to complete this nomination process (will occur electronically via Board memo by October 30, 2021)

Foundation – Current Status



- Foundation compliance requirements needing action:
 - Society required to hold Annual General Meeting (AGM):
 - Action items:
 - AGM will occur electronically (by December 31, 2021); participation required by society directors only
 - Annual report to be filed with BC Registrar of Societies (within 30 days of AGM date)

Enhanced Fundraising Plan



Enhanced Fundraising Plan



- While awaiting next steps in foundation development, staff are actively developing an Enhanced Fundraising Plan (EFP)
- EFP will focus on a few key funding priorities, expand on existing fundraising programs and leverage opportunities
- Key areas of focus will include:
 - Playground renewals
 - Planned giving and legacy gifts
 - Park conservation

Enhanced Fundraising Plan



- Directly support VanPlay Goal 10
 - Secure adequate and ongoing funding for the repair, renewal and replacement of our aging parks and recreation system with a goal to increase awareness of the funding needs within VanPlay and obtain philanthropic support of equity zone initiatives

Enhanced Fundraising Plan



- EFP will require input and resources (from staff and Commissioners) to support key project steps:
 - Determine fundraising priorities
 - Develop fundraising strategy, plan & goals
 - Develop communication strategy & promote the need
 - Secure community advocates, champions & Commissioner support
 - Integrate existing fundraising programs to align with VanPlay

Enhanced Fundraising Plan



- EFP will assist in informing foundation feasibility/potential and determine whether a public foundation can remain sustainable and provide the Park Board with additional incremental funding

Conclusion & Next Steps



Conclusion & Next Steps



- Fundraising & development initiatives generate important and incremental revenues to support the Park Board's mandate
- Further work is required to inform recommendations and next steps in foundation development
- Key actions to be undertaken by staff in the interim:
 - Completing foundation society compliance requirements
 - Developing EFP to expand fundraising opportunities while awaiting foundation development
 - Further discussions to take place in 2022 with foundation society board to determine next steps in foundation development

