



STAFF REPORT ACTION REQUIRED

Supplementary Information regarding Community Fundraising for Park Enhancements

Date:	January 10, 2013
To:	Parks and Environment Committee
From:	General Manager, Parks, Forestry and Recreation
Wards:	All
Reference Number:	P:\2013\Cluster A\PFR\PE18-012913-AFS#16988

SUMMARY

The purpose of this report is to respond to the Parks and Environment Committee's request that the General Manager of Parks, Forestry and Recreation report back with supplementary information on a number of points identified in the June 4th staff report titled Community Fundraising for Park Enhancements that was before Committee on October 15th, 2012.

RECOMMENDATIONS

The General Manager of Parks, Forestry and Recreation recommends that:

1. this report be received for information.

Financial Impact

There are no financial implications resulting from the adoption of this report.

DECISION HISTORY

At its meeting of March 23, 2012, the Parks and Environment Committee considered a letter submitted by Councillor Paul Ainslie, Ward 43 Scarborough East, recommending that the Parks, Forestry and Recreation Division consult with the Toronto Office of Partnerships on:

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- a. The creation of a protocol to enable communities to:
 - i. select a specific park enhancement project that is in Parks, Forestry and Recreation Capital Budget, or
 - ii. bring forward a new park enhancement request, subject to the approval of the Parks Forestry and Recreation General Manager.
- b. The creation of guidelines to enable communities to fundraise/donate to a specific park enhancement project.
- c. Guidelines to enable the Parks, Forestry and Recreation Division to receive and secure funds which are fundraised/donated for specific park enhancement projects.
- d. The relationship between the park enhancement projects and how it would affect the Parks, Forestry and Recreation Division's capital projects list.

The item was referred to the General Manager of Parks, Forestry and Recreation to report back to the June 19th, 2012 meeting of the Parks and Environment Committee.

Decision Document – Item PE11.4:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2012.PE11.4>

At its meeting of October 15, 2012, the Parks and Environment Committee deferred consideration of the report until January 29, 2013 and directed the General Manager, Parks, Forestry and Recreation to report at that time on additional items, including:

1. Updates to the Parks, Forestry and Recreation and the Toronto Parks and Trees Foundation website to enhance the fundraising capacity of both, including fundraising programs in other jurisdictions, such as Seattle's Yellow Swings Program;
2. The implementation of a Community Fundraising Guide;
3. The status update on the new on-line donation and volunteer management software;
4. Ways to increase access for 'Friends of' groups for special community events in Toronto parks;
5. Submitting a list of all park 'Friends' groups that are on the City's website; and
6. The resources required to:
 - a. Leverage Sections 37, 42 and 45 funds so that projects roll out on a timely basis in 2013 and 2014;

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- b. Include supervisory staff and levels needed to meet increased demand;
- c. Support elasticity needs for selection of suppliers, notably review of sole source strategies; and
- d. Support elasticity on the use of just-in-time purchasing policy for immediate project needs.

Decision Document – Item PE16.2:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2012.PE16.2>

COMMENTS

Website Support for Community Fundraising

At the meeting held November 15th, the Board of Directors of the Toronto Parks and Trees Foundation (TPTF) considered the request from the Toronto Parks and Environment Committee to provide information on how the TPTF could update its website to enhance its fundraising capacity and include dedicated fundraising programs like those found in other cities, such as Seattle's Yellow Swings Program. The Board welcomed the Committee's suggestions and has already implemented a number of modifications to its website to improve clarity and navigation. The TPTF, as part of its business planning process, has committed to looking at fundraising models employed by other city park foundations for park improvement projects and will work with the City to roll-out approved projects linked to identified City priorities as funding resources permit.

The Parks, Forestry and Recreation Division has also identified the need for an enhanced online presence to promote partnership opportunities. Currently, no list of 'Friends of' groups exists on the City's website; however, the launch of the Step-by-Step Fundraising Resource Guide on the City's website will form part of this expanded partnership web presence that will promote donation and fundraising initiatives on a more proactive basis. Central to this effort will be a catalogue of opportunities that will profile projects that potential donors and partners may wish to support. The section will also highlight existing partnerships and the benefits of partnering with Parks, Forestry and Recreation as well as a list of 'Friends of' groups across the City. It is anticipated that inclusion of the 'Friends of' group list will be launched in the first quarter of 2013.

Update on the Community Fundraising Resource Guide

The new publication entitled the Step-By-Step Fundraising Guide - How to work with Parks, Forestry and Recreation to enhance your park or recreation facility, will be available in an on-line format in the first quarter of 2013. Limited print versions will also be available in the first quarter of 2013.

New On-line Donations Software

A Request for Proposal for a hosted solution is in development and it is anticipated that a new online tool will roll out by the end of 2013. The solution will supplement current fundraising partnerships with various community-based, not for profit corporations.

'Friends of' Groups and Community Events in Parks

For Toronto's parks and recreation facilities, some fundraising events that have been undertaken by park 'Friends of' groups have included movie nights, benefit concerts, and pumpkin sales. Additionally, groups often coordinate fundraising events at venues that are not located in City-owned properties, for example, fudge sales, silent auctions, and fundraising dinners.

Besides raising money, fundraising events bring community together. Event promotion raises awareness for fundraising projects and helps recruit volunteers. Groups work with Parks staff and the Customer Service Unit in Parks, Forestry and Recreation to secure necessary permits to hold events. The new Step-by-Step Fundraising Guide provides helpful information to park groups wishing to stage events in parks.

Parks, Forestry and Recreation is committed to working with 'Friends of' groups as part of its ongoing community engagement effort. 'Friends of' groups regularly liaise with Park Supervisors and the Division is working to continue to expand resources to assist groups with planning events and working with groups to discuss ideas and address their concerns. Partnership Development Unit staff routinely meet with community groups to assist them with identifying funding opportunities, completing grant applications and also to provide guidance and direction on fundraising initiatives related to their local park. On November 29th, 2012, Parks, Forestry and Recreation staff attended a 'Park Talks' meeting hosted by the Park People organization to discuss park permit processes, address concerns and gather information on how to improve various permit protocols.

Project Management and Relationship to the Parks, Forestry and Recreation Capital Program

All projects are required to demonstrate that there are no additional operating impacts from the capital investment beyond the level associated with the Capital project or that the impacts can be absorbed by the Division, or through fundraising for an endowment to support the operating costs.

Development charges such as Section 37 funding can contribute significantly to park development. Although the amount of funding to be received is negotiated with the owner and documented in the relevant agreement through City Planning, there is no ability for Parks, Forestry and Recreation to predict with certainty when these funds will be received. For example, a Section 37 agreement could take many years before funds are generated as part of the development process.

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Parks, Forestry and Recreation staff continually works with councillors to assist in spending the funding received through Section 37, Section 42, and/or Section 45 Agreements. Once funds have been received, projects are placed in the next Parks, Forestry and Recreation Capital Budget cycle for Council review and approval. Since there is no way to predetermine when these funds will be available, the current system of identifying all received funds in the next budget cycle is appropriate. During this process, required staffing levels will also be determined based on the volume of projects to be delivered in each Senior Project Coordinator's portfolio.

Required staffing levels are determined based on the number and type of projects planned for in future years when Parks, Forestry and Recreation submits its annual Capital Budget Submission for Council review and approval.

During the period between the 2012 Capital Budget submission, and the 2013 Capital Budget submission, staff worked with councillors and identified 130 new capital projects for inclusion in the 2013 Capital Budget submission. These projects were not part of the 2012 approved Capital Budget and Plan. In order to meet this increased demand in 2013, Parks, Forestry and Recreation has requested hiring four (4) temporary staff in the current budget submission to support the delivery of these new projects

Review of Procurement Policies and Procedures Related to Partnerships

At its October 15th meeting, the Parks and Environment Committee directed staff to report back on the resources required to support procurement of supplies and services related to executing partnership projects. Parks, Forestry and Recreation staff have had preliminary discussions with colleagues in Purchasing and Materials Management Division and the Toronto Office of Partnerships (TOP). Further, this item was discussed at the inter-divisional partnership Communities of Practice session hosted by TOP staff in December 2012. City staff are committed to working together to address procurement issues related to partnership projects funded by third parties and will report back on proposed policy revisions through the Committee and Council process later in 2013.

CONTACT

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SIGNATURE

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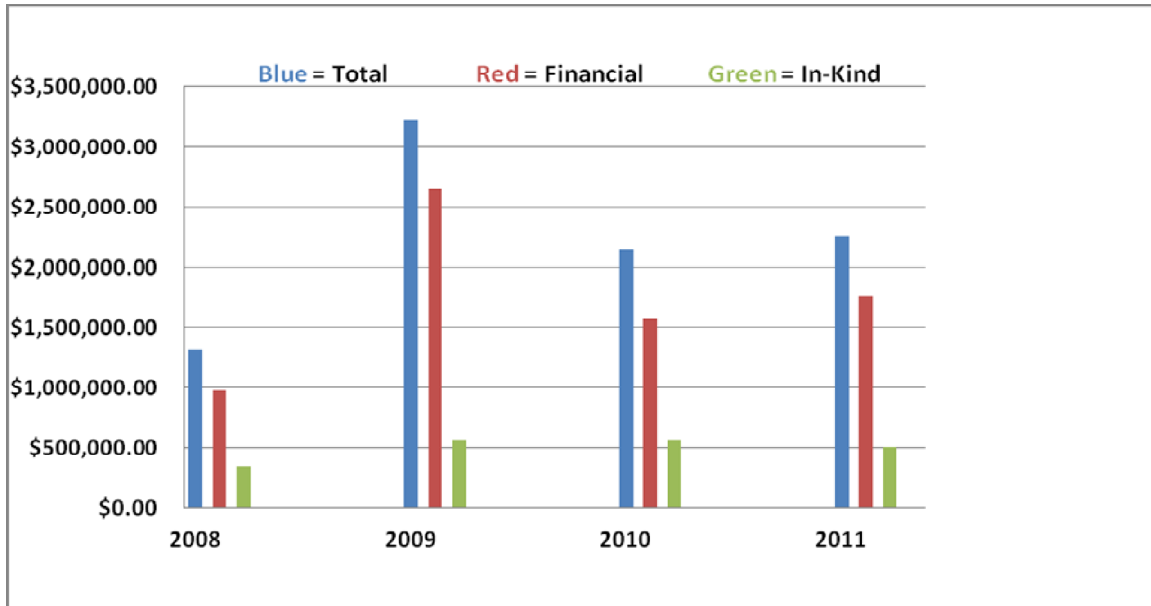
ATTACHMENTS

Attachment 1 – Parks, Forestry and Recreation Partnership Development Donation
Summary: 2008-2011

Attachment 2 – Parks, Forestry and Recreation Partnership Development Process for
Community Park/Facility Rejuvenation Projects

ATTACHMENT 1

PF&R Partnership Development Donation Summary: 2008-2011



Partnership Project Highlights

- \$2.3 million donation from the MLSE Team Up Foundation to refurbish arenas and outdoor rinks during the period 2009-2013.
- \$1 million private citizen donation to build a sensory garden and accessible waterplay area in Earl Bales Park in 2009.
- Jays Care Foundation donation of \$150,000 toward installation of new lights at Stan Wadlow Park and \$175,000 for a new backstop and infield refurbishment at Smythe Park in 2011.
- Over \$200,000 in cash and in-kind donations to rebuild the castle at the Jamie Bell Adventure Playground that was destroyed by fire in 2012. The rebuilding effort was featured on an episode of the HGTV television show, Holmes Makes it Right.
- \$300,000 donation from the TD Bank Group in support of the Franklin Children's Garden on Toronto Island for 2011-2015
- Working with the Embrace Martingrove Gardens community group, facilitated a \$50,000 playground refurbishment through the TVO Kids television show, "Giver" in 2011.

- Soccer pitch refurbishments at G Ross Lord Park and Sorauren Park made possible with donations from the MLSE Team Up Foundation in 2010 and 2011.
- Over \$500,000 in donations to support tree planting efforts during the period 2009 – 2011

ATTACHMENT 2

PF&R Partnership Development Process for Community Park/Facility Enhancement Projects

1. Community Group Identifies Need for Park or Facility Enhancement

- Contact their local Park / Facility Supervisor / Local Councillor to discuss merits and feasibility of proposed enhancement.
- Is the location / project on the approved capital project list? (10 yr capital project plan)
- Community Group completes Partnership Project application form and submits to PDU
- Site meeting with PDU staff, Group Key Contact and other City staff stakeholders (e.g. Parks Planner/Landscape Arch)

2. PDU prepares Partnership Project Briefing Note for Review and Approval by PF&R Senior Management Team

- Senior Management approval triggers the project to be added to the PDU workplan
- PDU staff begin investigation of potential funding options (grant, sponsorship, etc).
- Community Group formalizes as a Not-for-Profit and/or enlists partnership support of a charitable not for profit (e.g. Toronto Parks & Trees Foundation) Obtains letters of support from appropriate other local organizations.
- Depending on scale of project, a staff report to garner Council Support and reserve fund may be required

3. Funding Partner Commitment to Project

- Is donation amount less than \$50,000.00? General Manager has delegated approval to receive and spend donation.
- Is donation greater than \$50,000.00? Council Authority is required to accept and spend donation.
- Obtaining Council Authority requires an approved staff report to go through the appropriate Committee and then City Council (This process is typically 2-3 months in duration).

4. Council or GM Approval Granted for Project to Proceed

- Convene kick-off meeting with project management team.
- Project Charter Drafted, Project Team Identified.
- Landscape Architect / Capital Project Coordinator Assigned.
- Agreements prepared and executed in Conjunction with City Legal Department
- Procurement Process Initiated

5. Project Build / Volunteer Component / Launch Event

- Is there a volunteer component to the project (e.g. tree planting, mulch, planters, etc.)
- Coordinate planning of launch event
- Ceremonial component (VIPs, ribbon cutting, etc.)
- Donor recognition

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