STEP-BY-STEP FUNDRAISING GUIDE

How to work with Parks, Forestry and Recreation to enhance your park or recreation facility
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Welcome from the General Manager

The City of Toronto is home to 2.6 million residents in 140 neighbourhoods, and welcomes 21 million visitors every year. The City’s parks, trees and recreation facilities are central to what makes Toronto one of the most livable and desirable cities on the planet, and the Parks, Forestry and Recreation Division is responsible for maintaining, enhancing, and expanding these treasured assets.

Annually, Parks, Forestry and Recreation offers 70,000 programs attracting 8.5 million participants of all ages. We issue more than one million permits for rooms, rinks and aquatic facilities and plant more than 95,000 trees per year. We manage specialized services such as the Toronto Island ferries, allotment gardens, five golf courses, the waterfront parks system, conservatories, beaches, commemorative trees and benches, and the Welcome Policy for subsidized recreational services, to name a few.

The City is continually repairing, replacing and improving its assets through its 10-year capital plan. However, only a portion can be accomplished annually, with a maintenance backlog in the hundreds of millions of dollars.

Given this backdrop, it is encouraging to see a groundswell of citizen and corporate support engaging in city-building initiatives. In the last four years, neighbours and corporations have contributed an average of $2.2 million annually in cash and in-kind donations for parks and recreation projects. There are now more than 70 “friends of” parks groups across the city, with more launching every month. This growing interest from neighbours to band together to advocate and actively fundraise for local parks, forest and recreation program enhancements speaks volumes to how much Torontonians love their parks, natural environment and recreation services.

One of Parks, Forestry and Recreation’s guiding principles is community engagement, to reach out to communities and assist in the formation of partnerships to improve our parks and facilities. This guide is an essential part of that effort. It has been developed to help you understand the City’s processes and procedures for successful partnership projects, and offers resources to help you and your group achieve fundraising goals to assist in building a better city.

—Jim Hart, General Manager, Parks, Forestry & Recreation
**INTRODUCTION**

We are pleased to present this Step-by-Step Fundraising Guide as an important tool to assist citizens, elected officials, City staff, and funding groups to reach common goals.

Parks, Forestry and Recreation, through staff in its Partnership Development Unit, works to develop new public/private partnership and fundraising opportunities. We develop funding relationships with other levels of government, various private sector, public sector, philanthropic and other funding organizations. Our team assists community groups with realizing their desired park and facility projects.

We’re here to help answer your questions, point you in the right direction, refer you to other similar projects in the city, come to your meetings, and generally lend a hand.

We look forward to working with you.

**VISIT US ON THE WEB**

The Step-by-Step Fundraising Guide is also available on the web.

Visit [toronto.ca/parks/partnerships](http://toronto.ca/parks/partnerships)

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**WE INVITE YOUR FEEDBACK**

Please tell us how we can improve this guide for future editions. We especially would love to hear your success stories.

**Contact**

416-392-1018
or email
partnerships@toronto.ca
**Quick Start Guide**

Here’s the step-by-step executive summary, from start to finish, of a typical park or recreation partnership project. Each step below corresponds with full details in the main body of the Guide.

**Step 1. Develop Your Idea or Project**

Decide what you want to do and start writing a plan that includes reasonable expectations, including timing and fundraising goals. This plan will be your roadmap and will be adjusted as you go along.

**Step 2. Work with Parks, Forestry and Recreation Staff**

Your first point of contact is your local park or recreation supervisor. Bouncing your ideas off him or her will give you initial direction. Ask if your project is already on the Parks, Forestry and Recreation (PF&R) capital plan. Complete and submit the Partnership Development Unit (PDU) Application Form (found in the guide’s Resource Centre). Get your project on the approved PDU work plan. PDU staff will assist you. Once your project is fully funded and approved, it can be added to the capital plan for implementation.

**Step 3. Build Consensus Within Your Community**

Reach out to your local City councillor. She or he will be a key ally and resource, and may know of other people with similar goals, and examples of other successful projects in your ward. Connect with other citizens who might help you… they may already be organized, such as a local residents’ association. Attend a meeting and ask to be placed on the agenda. Hold planning meetings. Advertise through posters, schools, local websites, community newspaper listings, social media. Build your contact list with sign-up sheets. City councillors like to know you’ve got support.

**Step 4. Create Your Fundraising Plan/Strategy**

Plot your strategy. Plan fundraising events and campaigns. Consider applying for grants and approaching donors or sponsors. The Partnership Development Unit will help you.

**Step 5. Manage Your Funds**

Consider collaborating with the Toronto Parks and Trees Foundation, a charitable organization that will collect and earmark the funds you raise for your project and will issue charitable tax receipts to your donors on your behalf. If you partner with a charitable organization, your group doesn’t need to become a charity. Also consider registering as a non-profit corporation (distinct from and easier than becoming a charity). It will give your group added credibility and the ability to apply for grants from governments, philanthropic organizations and corporations. Set up your own bank account for small-scale expenses such as printing and web hosting. Fundraise, fundraise, fundraise!

**Step 6. Implementing Your Project**

Congratulations! Hold an opening event. Thank your donors. You may be going back to them for the next phase of your project, or a new project.

**Step 7. Moving on to Your Next Project**

Properly close up your accounts if your project is finished. If your group is moving on to the next project, this is the time to re-group, review lessons learned, and recruit new volunteers for the next round.
The majority of community-led projects focus on parks. Familiarity with the physical features and functions of your park will help you understand how it got to be the way it is, what kind of resources are needed to keep it functioning well and what it would take to make changes to the park.

This section will provide you with a few tools you can use to become familiar with your park and to identify strengths and opportunities within a park. Once you have a good picture of what’s in the park and how it’s used, you can start to imagine changes that could be made in the park. You’ll use this information to develop your Project Plan.

Drawing it out

Using maps and drawings is the easiest way to share information with other park users and to develop a clear picture of what’s in the park and how the park is used. Maps can also help you understand and communicate the size and location of:

- the most valued and popular parts of the park
- where problems need to be addressed
- any new plans and improvements

One of the best ways to obtain a park map is to use an online mapping tool. The City maintains a mapping service at toronto.ca/torontomaps/, or you can use Google Maps or Bing Maps that show you an aerial or satellite photo of the park. In an aerial photo you can see different park features and their relation to each other.

Mapping a park often yields different results for different people, as everyone experiences the park in different ways. But just as often, common themes emerge.

Background: history, archaeology, special regulations

Do you know when the park became a park? Was it always a park or was it recently acquired by the City? Learning the history of a park can be culturally fascinating and can also tell a lot about the current condition and restrictions on the park. If there is an archaeologically significant area in the park (such as an historical wall, an old grave site or ruins, for example), you may find restrictions on the kind of construction that can be done in the park. Often, the history of a park can tell us a lot about soil conditions and drainage.

Some parks may lie partly or fully within sensitive natural areas protected by municipal, provincial or federal regulations. If the park is within one of these areas, there are likely special limitations on the kinds of construction that can be done, on tree protection and on plantings. To find out if the park is within one of these areas, use the City of Toronto’s interactive maps at toronto.ca/torontomaps/ or ask your park supervisor.
Planning changes

Once you know the history and current condition of the park, you’ll have a better idea of the types of changes you may wish to make. As a starting point, obtain some realistic costs from your park supervisor. You could also ask him or her about ongoing operating costs related to the project you have in mind.

### Parks checklist - Things to consider

<table>
<thead>
<tr>
<th>Location</th>
<th>Furniture</th>
</tr>
</thead>
<tbody>
<tr>
<td>• What kind of buildings and roads are beside it?</td>
<td>• Benches</td>
</tr>
<tr>
<td>• What is offered in nearby parks?</td>
<td>• Picnic tables</td>
</tr>
<tr>
<td>• Is it accessible by transit?</td>
<td>• Shade structures</td>
</tr>
<tr>
<td>• Show the bus stops on your map</td>
<td>• Trash receptacles</td>
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<table>
<thead>
<tr>
<th>Soils &amp; Topography</th>
<th>Park Features</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Are there any hills?</td>
<td>Park features are not only built features like playgrounds and tennis courts, but can also be locations with special significance, such as meeting areas or special vegetation.</td>
</tr>
<tr>
<td>• Wet areas?</td>
<td>• Playground</td>
</tr>
<tr>
<td>• What kind of soil is present (sandy, clay, loam?)</td>
<td>• Sports fields and courts</td>
</tr>
<tr>
<td>• Are there any catch basins (drains) for storm water in the park?</td>
<td>• Buildings</td>
</tr>
<tr>
<td>• Is it accessible by transit?</td>
<td>• Gardens</td>
</tr>
<tr>
<td>• Show the bus stops on your map</td>
<td>• Memorials</td>
</tr>
<tr>
<td>• Are there natural or overgrown areas?</td>
<td>• Hangouts and meeting areas</td>
</tr>
<tr>
<td>• Are there any ash trees in the park that may need to be replaced? The invasive emerald ash borer insect is currently decimating Toronto’s 860,000 ash trees</td>
<td></td>
</tr>
<tr>
<td>• Is there enough shade in the park? The City has a shade policy and guidelines. <a href="http://toronto.ca/health/resources/tcpc/shade_guidelines.htm">Link: toronto.ca/health/resources/tcpc/shade_guidelines.htm</a></td>
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</table>

<table>
<thead>
<tr>
<th>Trees &amp; Plants</th>
<th>Safety</th>
</tr>
</thead>
<tbody>
<tr>
<td>• What kind of plants and trees are on the site?</td>
<td>• Are there many residences “keeping an eye on the park” through windows or doors?</td>
</tr>
<tr>
<td>• How much of the park is lawn?</td>
<td>• Visual barriers: is it easy to see into the park from the street?</td>
</tr>
<tr>
<td>• Are there any ornamental display gardens?</td>
<td>• Visual barriers: are there any hiding places within the park created by topography or vegetation?</td>
</tr>
<tr>
<td>• Are there any very old and large trees?</td>
<td>• Lighting: are the paths well lit in the park?</td>
</tr>
<tr>
<td>• Are there natural or overgrown areas?</td>
<td>• Access: are there any areas where a person could be trapped?</td>
</tr>
<tr>
<td>• Are there any ash trees in the park that may need to be replaced? The invasive emerald ash borer insect is currently decimating Toronto’s 860,000 ash trees</td>
<td>• What type of fences, walls and barriers exist within the park?</td>
</tr>
<tr>
<td>• Is there enough shade in the park? The City has a shade policy and guidelines. <a href="http://toronto.ca/health/resources/tcpc/shade_guidelines.htm">Link: toronto.ca/health/resources/tcpc/shade_guidelines.htm</a></td>
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</tbody>
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<table>
<thead>
<tr>
<th>Pathways &amp; Circulation</th>
<th>Accessibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Are there pathways in the park?</td>
<td>How accessible is the park and are the features able to be enjoyed by people with varying abilities and mobilities?</td>
</tr>
<tr>
<td>• Are they paved, unpaved or informal worn paths?</td>
<td>• Are there steep or unevenly paved pathways leading to major features in the park?</td>
</tr>
<tr>
<td>• Is there a lot of bicycle traffic through the park?</td>
<td>• Are there steps or curbs on main park pathways or routes?</td>
</tr>
<tr>
<td>• Are the paths accessible to people with disabilities?</td>
<td>• Are park signs easy to read and high contrast?</td>
</tr>
<tr>
<td>• Are park signs easy to read and high contrast?</td>
<td>• Are there plenty of places to stop and rest along the pathways?</td>
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<table>
<thead>
<tr>
<th>Water &amp; Electricity</th>
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</thead>
<tbody>
<tr>
<td>• Is there a water fountain in the park?</td>
<td></td>
</tr>
<tr>
<td>• Is there a hydro box and meter in the park?</td>
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</tr>
<tr>
<td>• Are there electrical outlets in the park you can plug into?</td>
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<tr>
<td>• Are there lights in the park? How many are illuminated at night and what time do they turn on and off?</td>
<td></td>
</tr>
<tr>
<td>• Are there pedestrian lights for the path, sports field lights, lights from adjacent buildings or streets?</td>
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</table>
**Write it down**

Using documents will help your discussions with your group, the community, Parks, Forestry and Recreation staff and other partners. Here are some of the key documents you’ll need to prepare. You’ll continually refine these documents as your project progresses.

**Maps, drawings, photos:** Following an inventory of the park, you can start with rough sketches, then move on to more polished drawings as you build consensus. Later on you may be able to secure the help of landscape designers from Parks, Forestry and Recreation. Some community groups also enlist the help of private landscape designers or architects to refine their drawings, even in the early stages. Reference photos will be helpful tools. Good images are essential for helping community members and partners visualize the final goal. Enlarged drawings are great tools for fundraising events, and you’ll also be able to use the drawings on posters, websites, and any grant applications you may make.

**Project plan:** This is a written summary of what you hope to accomplish. If possible, break your project down into smaller pieces or phases. It will be easier to fundraise for each phase and you’ll develop forward momentum.

You can refine the plan as you build your community efforts including meetings, consultations, and design charrettes (workshops). The Partnership Project Application Form (see the Resource Centre of the guide) offers a useful outline to follow.

**Budget:** Start building a budget document based on the elements in your project. You’ll refine the budget later as you gather more information about costs and the true scope of work involved. See the Resource Centre for a sample budget.

**Timelines:** Prepare a preliminary action plan, with start and completion dates. This document will be revised as you learn what’s achievable over different timeframes. Your representative in the Partnership Development Unit can give you an idea of how long your project may take, once approved.
Playground in a Day

How Friends of Bloordale Park turned partnerships into play space

Bloordale Park in Etobicoke’s Markland Wood neighbourhood has been a people magnet for years. The park’s large green space attracts joggers, nature lovers, dog walkers, football players and tennis buffs. But by 2006, residents were noticing the 40-year-old playground equipment was showing its age. Inspired by other park rejuvenations, residents formed the Friends of Bloordale Park to raise money for a new playground, flower gardens, trees and benches to make the park more pleasant for people of all ages.

Working together, the Friends of Bloordale Park and the City of Toronto Parks, Forestry and Recreation Division obtained support from KaBOOM!, a U.S.-based non-profit organization that envisions a playground within walking distance for every child in North America. KaBOOM! has built more than 2,000 playgrounds using a successful model of community fundraising, corporate sponsorship, and a one-day community build.

Each group in the model has specific roles. The community group is responsible for grassroots fundraising and community liaison. The City supplies park space, ongoing maintenance, and coordination. A corporate partner recruited by KaBOOM! provides volunteers and the bulk of the funding. (In Bloordale’s case, the corporate partner was Build-A-Bear Workshop Management, Inc.) KaBOOM! provides overall project management and, with the funds raised, the actual playground structure.

The Friends of Bloordale Park successfully raised awareness and funds through several events, including:

- **Holiday Wreath Fundraiser**
- **Robert Munsch Storytime**: a storytelling fundraiser with the celebrated children’s author was a huge success
- **Spahhh Day**: local spas offered their services at a special fundraiser where vendors also sold jewellery and purses
- **Markland Wood Garage Sale**: The annual neighbourhood sale chose the park project as its charity that year
- **Chapters Fundraiser**: The Chapters bookstore holds special shopping days for community groups, with a portion of the proceeds donated back to the community

The Friends of Bloordale Park also went door-to-door with a fundraising campaign. Thanks to help from a local lawyer, the Friends also obtained charitable status, working with a five-person board. (The charity was disbanded after project completion.)

On the build day, about 200 volunteers, half from the corporate partners, half from the community, attended to help build the playground and related features under the supervision of Parks, Forestry and Recreation and KaBOOM!

Now, a new generation of kids has a special place in the park.

FIND OTHER EXAMPLES

There’s a good chance that your project or something similar has been done by other groups elsewhere in the city. Parks, Forestry and Recreation’s Partnership Development Unit can help you identify other groups that have accomplished similar goals.

Funds raised: The value of the playground is approximately $100,000

Key lesson: The Friends of Bloordale Park used an existing monthly neighbourhood newsletter to communicate with the community on a regular basis, keeping the interest level high

Reminder: Though based in the U.S., KaBOOM! accepts applications from Toronto community groups through the Partnership Development Unit
Step 2: Work with City Staff

Connect with Your Local Park or Recreation Supervisor or Urban Forestry

For parks projects, your park supervisor is a key contact. He or she will be able to give early advice and direction. Every park has a supervisor, usually responsible for a group of area parks.

Similarly, for recreation-related projects, your community recreation supervisor is your contact. Recreation supervisors also typically serve several locations.

The Urban Forestry branch reviews applications for tree planting development or construction of structures in ravines and protected areas. It also manages native trail planning and environmental and community programs.

The Partnership Development Unit or your councillor’s office can help you contact your park or recreation supervisor or Urban Forestry representative. The Parks, Forestry and Recreation staff directory is also available on the City’s website.

Link: toronto.ca/parks/contacts.htm

Connect with the Partnership Development Unit

An essential step for you and your group is contacting staff at the Partnership Development Unit and completing the Partnership Project Application Form. See the Resource Centre at the back of this guide, and download the form from the website:

Link: toronto.ca/parks/partnerships

Reach the Partnership Development Unit at:
Email: partnerships@toronto.ca
Phone: 416-392-1018
Web: toronto.ca/parks/partnerships

Once the form is completed and approved by the Parks, Forestry and Recreation senior management team, you’ll be added to the Division’s work plan. This brings many benefits:

- Ensuring that your project is formally recognized and able to move towards implementation
- Your project may be included on the Toronto Parks and Trees Foundation website. This gives you the ability to do online fundraising and issue charitable tax receipts (see Step 5, Managing Your Funds)
- Your project could be matched with funding from other parties, including foundations, philanthropists, corporations, or grants from other government sources
- Staff can provide general assistance with your fundraising project
Understanding the Parks, Forestry and Recreation Structure

Toronto Parks, Forestry and Recreation (PF&R) is divided into three operating branches:

<table>
<thead>
<tr>
<th>PARKS</th>
<th>URBAN FORESTRY</th>
<th>COMMUNITY RECREATION</th>
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<tbody>
<tr>
<td>Responsible for the “outdoor” part of PF&amp;R (except Urban Forestry). Every park has a park supervisor you should get to know. The Parks Branch delivers services in:</td>
<td>Responsible for City-owned trees in parks, ravines, streets, front yards (City easement), and natural areas. Urban Forestry is also responsible for the popular Trees Across Toronto program. The program has planted tens of thousands of trees and shrubs in parks across the city. Urban Forestry also manages parkland naturalization and natural environment trail design, construction and maintenance.</td>
<td>Responsible for recreation facilities such as community centres, arenas, ski hills and pools, and all recreation programs in these categories:</td>
</tr>
<tr>
<td>• Turf, field and waterfront operations including the Toronto Island ferry service</td>
<td>• Aquatics/Learn to Swim</td>
<td>• Aquatics/Learn to Swim</td>
</tr>
<tr>
<td>• Horticultural operations</td>
<td>• Arts</td>
<td>• Arts</td>
</tr>
<tr>
<td>• General maintenance services and winter maintenance of parks</td>
<td>• Camps</td>
<td>• Camps</td>
</tr>
<tr>
<td>• Animal operations (farms)</td>
<td>• Fitness and wellness</td>
<td>• Fitness and wellness</td>
</tr>
<tr>
<td>• Greenhouse and conservatory operations</td>
<td>• General interest (clubs, cooking, play)</td>
<td>• General interest (clubs, cooking, play)</td>
</tr>
<tr>
<td>• Construction within parks</td>
<td>• Skating rinks and programs</td>
<td>• Skating rinks and programs</td>
</tr>
<tr>
<td>• Integrated plant health care</td>
<td>• Sports</td>
<td>• Sports</td>
</tr>
<tr>
<td>• Children’s community gardens</td>
<td>• Swimming</td>
<td>• Swimming</td>
</tr>
<tr>
<td>• Urban agriculture</td>
<td>• Youth leadership development</td>
<td>• Youth leadership development</td>
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<tr>
<td>• Golf courses</td>
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Support Branches

In addition, the following support branches are essential to the efficient operation of the Division. Just some of the units attached to each support branch are listed here:

- **Management Services**
  - Partnership Development Unit (your key partner)
  - Business Services (leases and agreements)
  - Customer Service (permits and program registration)

- **Parks Development & Capital Projects**
  - Landscape Architects
  - Park Planners
  - Construction Management and Capital Projects
  - Special Projects

- **Policy & Strategic Planning**
  - Website Administration
  - Research and Policy Development
Understanding the Parks, Forestry and Recreation Budget

Parks, Forestry and Recreation maintains a comprehensive planning schedule for improvement projects through the Operating Budget and Capital Budget, approved annually by City Council. Often, improvements to your park or recreation facility are already listed on Parks, Forestry and Recreation's capital plan. For example, the plan lists which playgrounds the City expects to rehabilitate over the next 10 years. Your park supervisor or recreation supervisor will know if your park or recreation facility is already in the capital plan. Sometimes, community groups come forward with ideas for a particular project that is already planned. When there's a match between community desire and existing plans, it means there could already be a budget. If the City’s budget isn’t enough to cover additional equipment or features your group would like to see, then you can fundraise to cover the gap. Your ability to fundraise also improves the chances of shortening the timelines to execute projects on the approved capital plan.

Increased interest and success in procuring donations to the City for park and recreation enhancement projects is welcome and an important part of city-building. At the same time, community fundraising and third-party contributions place additional pressure on the capital projects plan.

Wherever possible, Parks, Forestry and Recreation encourages donations for projects that already exist in the capital plan. Where a project is not listed in PF&R’s capital plan, full funding must be established before a project can be entered into the plan. In these cases, depending on the size of the project, reserve accounts are established to receive and hold funds raised while fundraising is under way. Funds may also be held in an account set up with the Toronto Parks and Trees Foundation or other community foundation (see Step 5, Managing Your Funds). There may be instances where, due to a high volume of approved projects and a short construction season, enhancement projects that are not part of the approved capital plan must be held or phased over multiple years. A report to Council is required to amend the Capital Budget before the project can proceed.
**Capital Budget Process**

Parks, Forestry and Recreation is responsible for assets worth several billion dollars including parks, recreation centres, pools, arenas, rinks, sports fields, trails, playgrounds, and related infrastructure including parking lots, seawalls, and the ferry docks and boats. The capital plan focuses on the construction, preservation and renovation of these assets. In order to have any capital projects completed, the project needs to be added into the Capital Budget and approved by Council. This is applicable for all projects over a value of $50,000. Even if the funding for the project is raised by a community group or donated by a third party, the process is the same.

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**All Year Long**

- Project Proposals from Staff, Councillors, Community Groups

**Spring (April or May)**

- Capital Budget Submission

**May - December**

- Review Process – Various levels

**December - January**

- City Council approves Capital Budget

**Seasonal**

- Approved projects can proceed

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When it comes to the capital plan process, there’s one key time of the year to keep in mind: Spring. That’s when Parks, Forestry and Recreation capital planners must submit the updated capital plan for review and approval for the following year’s City budget. (The actual deadline varies from year to year, but is typically in April or May.)

Here’s what that means: For work to commence on a new project in 2016, for example, it must be included in the capital plan submission in spring 2015. Full funding must be in place for a new project to be added to the capital plan submission. Note that the Capital Budget focuses on projects worth $50,000 or more.

It is possible to add a project to the current year Capital Budget in cases where capital projects staff can fit the project into their work schedules. Since many Parks, Forestry and Recreation projects are built during the summer season, it is usually difficult to squeeze in additional projects without delaying the delivery of larger and time-sensitive projects. Council approval is still required through a report.
Every year, the City publishes
the 10-year Capital Budget for
Parks, Forestry and Recreation.
It is in PDF format and can be
downloaded from the City website.
Because the website address for the
file changes each year, the best way
to find the current budget is to use
the site’s search function. Search for
“Parks capital budget.”

Once you download the file, use
the Adobe Reader “Find” function
to enter your park or recreation
centre name to see if there are
projects related to your park or
centre on the plan.

Ask for help at a Toronto Public
Library if you don’t have access to
the Internet at home.
Setting realistic targets

Toronto residents and community organizations have successfully fundraised and partnered with Parks, Forestry and Recreation to build new playgrounds, expand parks, improve facilities, and enhance the quality of life for all Torontonians and visitors alike. Successful projects have achievable targets.

- **Fitting the project to the site:**
  Parks, Forestry and Recreation can help you determine if the project or initiative you have in mind is appropriate to the site. For example, a tree-planting project may be affected by soil types, shade, park usage patterns and future plans for the park. See the “Know Your Park” section.

- **Appropriate fundraising targets:**
  The Partnership Development Unit of Parks, Forestry and Recreation can help you set realistic fundraising targets. Due to inexperience with total project costs, community groups sometimes underestimate the amount they need to raise. Typical project costs are available on the Parks, Forestry and Recreation website to help you plan.
  
  ![Link: toronto.ca/parks/partnerships](Link: toronto.ca/parks/partnerships)

- **Thinking long-term:**
  Think big, but also remember to think about the long-term. As Toronto grows there will be a need for more parks and recreation facilities, requiring more funding for maintenance. Staff can help you make practical decisions for long-term durability and maintenance, so that improvements can be enjoyed for many years to come.

- **Setting realistic timelines:**
  A park or recreation project sometimes takes longer than originally anticipated. The requirements for community consultations, fundraising, design, tendering, permits, and season-based construction all take time. Whether your initiative is already on the capital plan, or not, also plays a major role in how long a project takes.
Step 3: Build Consensus within Your Community

Your councillor and staff can also help you promote your project and reach out to community members and other partners. Here are some ideas:

- Ask the councillor to list your event or meeting in his/her newsletter or website
- Ask to have your project/event/meeting announced at councillor meetings such as town halls. Contact the councillor’s office and ask to be added to the agenda. Bring flyers or newsletters to hand out to interested citizens with information for signing up to your newsletter
- Ask for a list of other community groups working in the ward

Working with your City Councillor

Get your ward councillor on board from the outset. He or she will be able to find out whether your park has been earmarked for capital improvements in the near future. The councillor will also be able to help with public consultations and gathering information from citizens for a charrette (design workshop).

- Councillors are busy and their meeting time is precious. Keep the number of people who attend to a minimum to make the time productive and efficient
- Give your organization a name and keep a membership roster
- Be prepared. Bring materials that show time and research has gone into your proposal. This shows that you are serious and committed to the project
- If possible, depending on where you are in the process, know specifically what you want—“a climbing structure, a slide, a swing set” is better than “a new playground”
- Have a handout that can be left behind. This will give the councillor something to take notes on for future reference
  - Include the councillor on your e-newsletter list if you have one. Follow your councillor on Twitter, and “like” his or her Facebook page, if he or she has one
  - Get to know your councillor’s staff members. They can be very helpful, are usually easier to reach than the councillor, and can answer many of your questions quickly

Call 3-1-1 for Assistance:
You can call 311 at any time (open 24 hours) for general assistance with any City program.
INVITE OTHERS TO JOIN THE CAUSE

CREATE A CORE GROUP

It is important that early in your efforts you gather together a group of like-minded people who will work towards the goals of improving your park or recreation facility. The group should reflect the diversity of your neighbourhood, be willing to meet regularly, work on events and solicit help. Having a group will spread the workload and give your project more credibility. One person from your group should be designated as the key contact with the City.

A “Friends of the Park” group allows the group to work independently to raise funds and then donate the funds to the City for programming or capital projects (see Step 5, Managing Your Funds).

HOLD A GENERAL INTEREST MEETING

This meeting will allow you to test the waters in your neighbourhood to see if there is interest in improving the park or facility. Invite everyone including your councillor. Use flyers and posters. Distributing them by hand in the park to other park users is effective. The meeting format could include a presentation, followed by a questionnaire. Collect email addresses for your newsletter if you have one; having a list helps show support. Have food and beverages at the meeting if possible. Breaking bread together builds bonds.

HOLD ONGOING CONSULTATIONS

A specific project will require several community consultations for building consensus. Some sessions may be design charrettes where community members work on concepts and sketches. Set out any project limitations beforehand to keep the discussion focused and to avoid schemes that are simply not feasible, while at the same time staying open to innovative ideas. It may be difficult to achieve complete agreement on a plan, but often a majority consensus emerges. Your councillor’s office and the Partnership Development Unit can help with your community consultations.

RECRUIT

Keep gathering people to support your cause. Remember there is power in numbers.

BECOME A NON-PROFIT ORGANIZATION

Not every project requires a community group to become a non-profit organization. Lots can be accomplished by neighbours around a kitchen table. But there are many benefits to incorporating. The cost is small and the credibility will go a long way within the community and with partners. Most granting organizations will only fund not-for-profit corporations, however, other options such as partnering with a “fiscal sponsor” are also available. See Step 5, Managing Your Funds, for more information.
Reach out to other organizations

Civic and religious groups

- Ask the governing boards of these groups for help to publicize your project or event
- Make an announcement at the beginning of one of the group’s meetings. Bring flyers or newsletters
- List your meetings or fundraising events in the group’s newsletter
- Circulate sign-up sheets at the group’s events

Local schools

- Ask the principal or trustee if you can promote your project or event on bulletin boards or newsletters
- Connect with student groups that may be interested in your event (for example, environmental clubs, sports clubs)

Local businesses

- Introduce yourself to the executive director of your local Business Improvement Association (BIA) if your neighbourhood has one. Visit toronto-bia.com for a list of city BIAs
- Send the BIA your event notices
- Ask the BIA for a table at local street fairs organized by the BIA. Use your volunteers to staff the table, raise awareness, distribute flyers, solicit donations, and collect contact info for sign-up sheets
- Many local businesses have community bulletin boards. Asking permission to use them is a good way to get to know store managers prior to asking them for donations!
- Invite business members to your fundraising events
- Follow the BIA’s Twitter feed if it has one, or “like” the BIA’s Facebook page. Ask the BIA to follow your Twitter feed so it can re-tweet your messages

Park and neighbourhood events

- Running an information booth at park and neighbourhood events such as street festivals is a great way to find volunteers and donors, and to connect with local park users and donors
- Have a volunteer spread the word at community attractions, such as farmers’ markets, festivals, and events at community centres and libraries
- Have a sign-up sheet for your email newsletter or for volunteer recruiting
MEDIA, SOCIAL MEDIA, COMMUNICATIONS

Community groups have more tools than ever before to get the word out. Here are some ideas and tips.

**GET TO KNOW YOUR LOCAL REPORTER**

- Most neighbourhoods have one or more local magazines or newspapers, and some now have local blogs. Introduce yourself to the local editors and reporters, and invite them to your public meetings and events.
- If you have a newsletter, make sure the local reporter is on your list. If you both have Twitter accounts, follow your reporter.
- Local papers and blogs usually have a community events section. Send the event information to your reporter or editor at least one week in advance for a weekly newspaper, a month for a monthly, and so on.
- If you have an event that’s ripe for photography, tip off the reporter or editor. A story with a photo is usually more appealing to assignment editors than just a story.
- Thank your reporter when stories do appear.
- Create a binder with all your media clippings. It will come in handy when talking to big donors.

**GETTING ON THE WEB**

There are many free and easy ways to create a web presence for your group — pretty much essential today. (This is not a service provided by the City.) The easiest way is to find a volunteer with web skills. Once your site is up, provide some training to other members so they can help update content. One caution: It’s advisable to limit the number of people with access to content changes to ensure consistent communication. Also, blog-style sites offer commenting functions where readers can leave their own comments. Set your preferences so that your site administrator has to approve any comments before they are posted. That will prevent spam and other unwanted comments from appearing on your site.

The Internet is full of resources for setting up community websites. Here are a few:

REMEmBER, THE CITY LOGO AND NAME CAN ONLY Be used WITH WRITTEN PERMISSION. CONTACT YOUR PARTNERSHIP DEVELOPMENT UNIT REPRESENTATIVE FOR GUIDANCE.
FACEBOOK GROUP

If you already have a Facebook account, you can set up a page for your group that is separate from your personal account:


If you’re not familiar with Facebook, this resource may help:


Also try [youtube.com](http://youtube.com) and search for “creating a Facebook page for your non-profit organization.”

Sample Facebook page for a parks group:


CUSTOM OR DONATED SITE

Web companies sometimes donate their web services (design, hosting, domain registration) to community groups. The advantage is that you get services, expertise and support for free. Depending on the relationship, you may have less control over updating the site and making changes in the long term.

TWITTER

If you have someone willing to take it on, Twitter can be very effective for promoting your events, meetings, and fundraising successes. Over time, you will build up a Twitter following. Include a Twitter “widget” on your website if possible, and include your Twitter address on email newsletters and other communications.

The advantage of Twitter is that some followers will “re-tweet” your message to their followers. For example, if you recognize business supporters in your tweets and include their Twitter addresses, odds are they will re-tweet your message to their followers, giving you more exposure.

Including a link to your website in your tweets drives more traffic to your website. You can also use relevant hashtags to reach an even greater audience, for example, #toronto.

BLOGSPOT

- [blogger.com/tour_start.g](http://blogger.com/tour_start.g)

Examples:

- [friendsofsamsmithpark.blogspot.ca](http://friendsofsamsmithpark.blogspot.ca)
- [friendsofearlscourtpark.blogspot.ca](http://friendsofearlscourtpark.blogspot.ca)

WORDPRESS

Wordpress comes in two varieties: .com and .org. The .com version is easier to use:

- [learn.wordpress.com](http://learn.wordpress.com)

Sample Wordpress site for a parks group:

- [soraurenpark.wordpress.com](http://soraurenpark.wordpress.com)

The .org version is for folks comfortable with software and servers:

- [codex.wordpress.org/New_To_Wordpress_-_Where_to_Start](http://codex.wordpress.org/New_To_Wordpress_-_Where_to_Start)

POSTERS AND FLYERS

Even in the digital age, printed pieces are essential. You’ll need them for local promotion and events.

- You may be able to get printing donated, or at a reduced cost. Make sure to recognize your printer, perhaps on the poster itself (if they agree)
- Local real estate agents may be willing to fund the printing. Give them credit
- If you are considering door-to-door distribution, split up routes with other volunteers to reduce workload. Use public message boards, bulletin boards on the backs of transit shelters, and other approved locations (hydro poles are not approved). Some parks also have bulletin boards
- Display your posters on indoor bulletin boards around the neighbourhood, including businesses, laundromats, libraries, cafes and community centres
- Ask a local designer to design a logo for your group. Use it on all your communications—posters, websites, letterhead, email newsletters, etc.—to help build a brand. Keep the logo as simple as possible so it can be used in different sizes (from a small web icon to a giant poster) and contexts (for example, on websites, posters, letterhead, in full colour, in black only, in white on black or a coloured background)

THE IMPORTANCE OF FORWARD MOMENTUM

Nothing builds support like success. Fundraising projects can stall if it appears there is no progress. One way to show progress is to break projects down into smaller, achievable steps. Some projects lend themselves to a phased approach. Each step is celebrated and promoted to build momentum for the next step.
A Kraft-y Solution
How a well-timed corporate donation put one project over the top

Never underestimate the power of asking.
Jeff Healey Park in The Queensway and Park Lawn Road neighbourhood was called Woodford Park until it was renamed for the famous musician in June 2011. Healey, who died in 2008 after a brilliant career as a jazz and blues-rock guitarist and vocalist, grew up near the park and, despite his blindness, knew the park well. But by 2009, the park and playground he had enjoyed as a youngster was run down and not as attractive to local families and park users.

Taking matters into hand, a group of passionate residents launched the Friends of Woodford Park to raise funds and advocate for a new playground. Supported by their City councillor, they held garage sales and a community BBQ at the park to raise awareness and money for the cause. They also decided to approach businesses for donations.

Word about the project got to Kraft Canada. With the assistance of the Partnership Development Unit of Parks, Forestry and Recreation, Kraft made a $50,000 donation to the project. Community fundraising and funding from Parks, Forestry and Recreation made up the balance of the $100,000 project.

On a rainy Tuesday in October 2010, during Kraft’s worldwide “Delicious Difference Week” of charitable events, the community, 120 Kraft employees, Toronto Police Service representatives, and other volunteers joined together to build the playground.

Funds raised: $57,000 plus City and in-kind contributions for a $100,000 project
Key lesson: Don’t be shy about promoting your project and asking for money for a good cause
Reminder: Your community fundraising efforts, in most cases, can leverage funding from other sources by showing local commitment to the project
**Step 4: Create Your Fundraising Strategy**

You may find it easier to create a fundraising committee – or a separate committee for each fundraising event or program – rather than having your entire group focus on fundraising. Some people only want to volunteer for specific fundraising duties. Events also have an ending, meaning time commitments can be more easily planned, and success measured.

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**Strike a Fundraising Committee**

You may find it easier to create a fundraising committee – or a separate committee for each fundraising event or program – rather than having your entire group focus on fundraising. Some people only want to volunteer for specific fundraising duties. Events also have an ending, meaning time commitments can be more easily planned, and success measured.

**Choose your fundraising methods**

Your fundraising strategy will depend on your neighbourhood, your group’s skills, your connections, your financial targets, and other variables including timing. A good strategy will have a mix of different fundraising approaches.

Fundraising events are just one source of funds (see following section). Other fundraising initiatives can be just as important and may bring in larger amounts. Here are some different fundraising approaches to consider for your strategy:

**Fundraising Campaigns:** Ongoing campaigns are effective ways to raise funds. If possible, find a theme for your campaign, such as “Buy A Brick” or a holiday-themed campaign. An online donor wall and real donor walls are attractive to donors. You can set a minimum donation at which donors get their names added to walls. (Keep in mind the cost of things like donor walls and engraved bricks; they can consume a good chunk of the donated funds, so you’ll want to set the minimum donation amount at a level that still raises sufficient money for the project. Also make sure any donor recognition system is an approved part of the plan. The City of Toronto has final approval of all donor and sponsor recognition on City property.)

You may be able to work with donors such as corporations or foundations to provide matching grants for funds your community raises. Matching grants are powerful incentives. Contact the Partnership Development Unit (PDU) for help.

**In-kind Donations:** Depending on your project, you may be able to approach local businesses for things you need for your project. Offer to include in-kind donors in your donation recognition program, such as links on your website and mentions in your newsletter. Some in-kind donors may ask for a charitable tax receipt for the value of their donation. Receipts can only be provided under very specific circumstances and from registered charities. The Canada Revenue Agency (CRA) sets all the rules regarding charitable receipts. Consult the CRA website for the latest regulations and definitions. Link: [www.cra-arc.gc.ca/chrts-gvng/chrts/menu-eng.html](http://www.cra-arc.gc.ca/chrts-gvng/chrts/menu-eng.html)

**Corporate Donations and Sponsorships:** Many parks and recreation facilities have benefited from the generosity of Toronto’s corporate sector. You may have ideas for corporate donations or sponsorships, or connections to local companies that you think would be willing to contribute. Parks, Forestry and Recreation encourages input from community groups. Your group must connect with the Partnership Development Unit to assist in properly executing corporate donations or sponsorships. The PDU also actively seeks corporate support for community groups and may be able to match a corporate funder to your project once you have completed the Project Application Form. See the Resource Centre in this guide for the form and for information on City policies on corporate donations, or contact the Partnership Development Unit for help.

**Grant Applications:** You may be eligible for grants from other levels of government or private foundations. In most cases your group will need to be incorporated.
as a not-for-profit corporation in order to have the accountability required by granting organizations. If you are not incorporated, you might be able to partner with a not-for-profit corporation that shares your goals. That group would be called your “fiscal sponsor” and it would actually receive the funds from the granting organization on your behalf. See Step 5 on Managing Your Funds.

The Partnership Development Unit has lots of experience dealing with grant applications; contact the PDU for help. And see the Resource Centre at the back for a selection of granting organizations.

**Development fees:** Section 37 of the Ontario Planning Act authorizes the City to pass zoning bylaws involving increases in the height or density otherwise prohibited by the zoning bylaw, in return for community benefits. Occasionally, these community benefits include funds for park and recreation projects in the immediate vicinity of the development.

While Section 37 funding is never guaranteed or applicable, you should ask your councillor about any Section 37 opportunities. There are other types of development fees; you’ll find definitions in the Resource Centre of the guide.

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**Donor walls and thermometers**

Classic donor walls and fundraising thermometers work! On your website, consider creating an online donor “wall” or special page. As an incentive, you may want to set a minimum donation limit at which donors will be added to the wall.

Having an online wall gives you an instant way to recognize donors and supporters, including businesses. You can send a thank-you email to donors when their name is added, with a link to the donor wall page. You can link back from your site to the business donors’ sites, which will be appreciated. Make sure to ask for permission to include names on your donor wall. See the sample Donor Form in the Resource Centre of this guide.

Also consider creating the classic fundraising thermometer on your website, to show the world how well fundraising is going…and how much more you need to raise. Start it with seed money to show forward movement, maybe when you have 10 per cent or 25 per cent of the funds already raised.
Fundraising events

How to plan an event

Here are a few things to consider before launching your event:

1. What is the estimated cost of the activity?
2. Can the cost be reduced, prior to seeking support?
3. Can fees be charged (e.g., ticket sales) to cover the cost?
4. Are there items needed for the event that can be bartered?
5. Are there items needed for the event that can be donated?
6. When do you need the support?

To manage a successful special event, ensure that you:

- Identify your first line of support for the project: members, local businesses, vendors, corporate supporters
- Build a strong committee that can assist in planning and coordinating the event
- Completely define your program and program goals to committee
- Identify and define tasks and responsibilities
- Assign those defined tasks and responsibilities to appropriate individuals
- Provide a work plan and organizational structure

Obtain the necessary permits and insurance:

If you want to hold your event at a park, apply for a Special Event park permit at least six weeks prior to the event to ensure your event doesn’t conflict with another event. See the Resource Centre at the back of the guide for more information.

- For events in City parks, your group will need to get general liability insurance. The insurance broker you deal with for home or auto insurance should be able to set you up, or you can contact the Registered Insurance Brokers of Ontario for a list of insurance brokers in your area.

You can get an insurance policy that will cover events both within a City park and outside City premises (for example, if your group is holding a fundraising event at a local restaurant). If you plan only to hold fundraising events within a City park, you can apply for insurance through the City. It’s called the User Group Program.

However, this only provides coverage while your group is using City premises, and only for the date of the permit. You should also note certain activities are excluded under the User Group Program. In the long run, it may be cheaper and more convenient to acquire your own liability insurance.

- If you are planning food service, connect with Toronto Public Health about a Special Event – Temporary Food Establishment permit. You should apply at least six weeks prior to your event. Your councillor’s office has helped other groups apply for these permits, so ask for help if you need it.

- If you are planning alcohol service, you’ll need to apply for a Special Occasion Permit (SOP) from the Alcohol and Gaming Commission of Ontario. Submit your SOP at least 30 days before your event. Pick up a permit at your local LCBO or online at agco.on.ca. They are not expensive but come with specific rules. Make sure your venue allows alcohol service. (Another option is to have an event at a restaurant or club that already has a license.)
Here’s a sample countdown for holding a successful event. As every event is unique, the details will vary for each one:

### At Least Six Months in Advance
- Decide on the type of event and the target audience
- Decide on a date and confirm or reserve the space where you would like to hold the event
- Start work on obtaining necessary permits
- Running an event with another neighbourhood group can be an effective way to pool resources and strengthen each other

### Two Weeks in Advance
- Confirm everything (for example, performers, sound system, food, volunteers)
- Send a press advisory
- Remind VIPs by phone
- Communicate regularly with park personnel, police and sponsors

### At Least Two Months in Advance
- Form an organizing committee and delegate tasks (for example, publicity, volunteer recruitment, entertainment)
- Invite your councillor. Ask if your event can be advertised in his or her newsletter, ward website and at ward meetings
- Arrange for first aid support
- Set up a lost child system for large events

### Day of the Event
- Stay calm!
- Give volunteers an orientation. It is important that volunteers know what to do in an emergency. If you loan equipment to volunteers, inventory this so they know what you expect to get back
- Make sure volunteers know they are part of the post-event clean up
- Set up an information table where you’ll hand out flyers. Bring visuals, such as an enlarged version of your project drawings
- Clean up the site according to agreements

### At Least One Month in Advance
- Start advertising with posters, in community newspapers, and through your web, email and social media outlets
- Solicit in-kind donations from local businesses
- Recruit volunteers to work at the event
- Prepare site maps and send a copy to the park supervisor
- Depending on the scale of your event, you may want to alert police, fire and local businesses

### Post-Event
- Thank everyone. Write notes to volunteers, donors and sponsors, and recognize sponsors in post-event publicity
- Have a debriefing meeting with the committee and assess the event. Produce a wrap-up report that records the results
- Settle all the financials (see Step 5 for how to manage your funds)
Building Community Through Events

How the Rotary Peace Park Rejuvenation Committee gains support and raises funds

Park projects evolve through stages: the tentative early days, when neighbours are often just getting to know each other for the first time; mid-stream, with successful events on track and some money in the bank; and finally, when everything falls into place, the ribbon cutting with a job well done.

The Rotary Peace Park Rejuvenation Committee, by the fall of 2012, was moving from mid-stream to first ribbon cutting. It had raised approximately $140,000 from various sources for park improvements, including landscaping, new trees and a new playground structure at the lakeshore park in Etobicoke.

A big part of the all-volunteer group’s success has been its ability to build momentum with a series of well-executed fundraising events. The committee is also working closely with the local City councillor and with Parks, Forestry and Recreation staff.

The first fundraising event in 2010 brought the community together with a pizza and skating party. Fundraising proceeds were modest, about $300, but the committee was on its way.

Continuing the food theme, the committee concocted an Ice Cream Contest in the summer of 2011, with a local ice cream parlour. Kids and adults were invited to submit recipes for new flavours. The winning recipes were made and sold, with the proceeds donated to the committee. The event raised almost $4,000.

A Halloween Party came next. Ticket sales, food sales, and a 50/50 draw scared up more than $3,000 from hundreds of goblins and their parents. A local toy store donated prizes.

Shifting gears to an adult focus, the committee organized a wine tasting at a nearby yacht club in March 2012. The wine was purchased, but beer was donated by a brewery. Ticket sales, a silent auction with donated gifts, and beer sales more than covered the costs of the wine. In fact, the committee raised approximately $11,000.

The Rejuvenation Committee partnered with the Toronto Parks and Trees Foundation as its fundraising vehicle. The committee is informal and not incorporated, but by partnering with the charitable Foundation, it can offer tax receipts to donors.

The close working relationship with the councillor helped secure some Section 37 funding for park improvements. (See the Resource Centre for more about Section 37 funding.)

With further funding secured from a Live Green Toronto grant, it’s just a matter of time before residents have an improved park to enjoy.

Funds raised (phase one): $140,000

Key lesson: Build momentum with more than one event

Reminder: Partner with the Toronto Parks and Trees Foundation or another charitable organization so donors can receive charitable tax receipts
**STEP 5: MANAGING YOUR FUNDS**

Transparency and accountability are keys to building trust with your community and donors. If you are handling the money you’ve raised, you should be ready to report on your group’s financials at any time.

Fortunately, excellent tools are available to help manage your funds with integrity and efficiency.

**Fiscal sponsors**

A fiscal sponsor is a non-profit, tax-exempt organization that will accept money and issue income tax receipts to donors on your behalf. One such fiscal sponsor is the Toronto Parks and Trees Foundation (see following section). The Foundation then ensures that the monies are passed to the City of Toronto for use in the specified park. If you are not incorporated and want to apply for grants, you will likely need to partner with a fiscal sponsor like the Toronto Parks and Trees Foundation.

Other cooperating organizations may also serve as your fiscal sponsor: examples include service groups such as Rotary International, Lions Club International or Kiwanis.

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**TORONTO PARKS AND TREES FOUNDATION**

Founded in 2002, the Toronto Parks and Trees Foundation is a charitable public foundation dedicated to enhancing Toronto’s parks... and it’s likely to become one of your most important partners.

The Toronto Parks and Trees Foundation promotes philanthropy, corporate support and community involvement to make enhancements to the parks system when City funding alone is not available or enough.

The Foundation is guided by a volunteer Board of Directors and coordinates with the City’s Parks, Forestry and Recreation Division to identify areas of need. Working in partnership with corporations, foundations, private donors, and community groups, the Foundation provides a range of enhancements to Toronto’s parks and urban forest. The Foundation has contributed over $2 million to programs and partners since its founding.

**The Foundation works in two ways:**

- It raises funds from the general public, corporations and foundations to use for its own programs
- It partners directly with local groups to serve as their fundraising vehicle: it accepts online donations, cheques and cash donations, and issues charitable receipts on your behalf. The funds you raise through the Foundation are earmarked for your project
To become a Foundation partner, your project must first be approved by Parks, Forestry and Recreation after you’ve submitted your Project Application Form. Then the Foundation’s Board of Directors votes on accepting your project. At that point, the Foundation profiles your approved project on its website. A special web page is created for your group that explains your project and accepts secure online donations. You can (and should!) link to this page from your group’s website, Facebook page, email newsletters, and tweets. To use a modern phrase, the Foundation is your online crowd-funding partner.

The Foundation does not charge for its services: 100% of the money raised through the Foundation is dedicated to your project.

Your group does NOT have to be incorporated as a not-for-profit to work with the Toronto Parks and Trees Foundation, but your project must first be approved by Parks, Forestry and Recreation. Because the Foundation is a registered charity, it means you don’t have to become one in order to provide charitable tax receipts to donors: the Foundation does that for you.

If for any reason you fail to raise enough funds for your project, your donors have the assurance their donations will be refunded. They will also be offered the opportunity to redirect their donation to another project or charity of their choice.

The Partnership Development Unit can assist you with connecting to the Foundation.

"The Toronto Parks and Trees Foundation provides the tools for online donations and charitable receipts, so our community group partners can focus on what they do best: engaging their members and promoting their projects."

- Cynthia MacDougall, Chair, Toronto Parks and Trees Foundation

Who has partnered with the Foundation?

Here’s a small sampling of parks groups that have used the Toronto Parks and Trees Foundation to help raise funds:

- Shade the Barns (new shade structures for the playground and park at Wychwood Barns)
- Friends of Stanley Park (park revitalization)
- Embrace: Martingrove Gardens Park (new playground campaign)
- Rotary Peace Park (new playground and pathways campaign)
- Friends of High Park Zoo (maintaining the zoo)
- Friends of Flagstaff Park (new playground)
- Riverdale Farm (maintaining the farm)
- Douglas B. Ford Park Playground Rejuvenation (new play structure)
- Friends of Queensland Park (new play structure, lighting paths, soccer pitch and rink)
Reserve funds

Some parks and recreation projects already in the capital plan may have a reserve fund set up for the project. A staff report is required to set up a reserve fund and Toronto City Council must approve the creation of the fund. The reserve is established to designate money for a specific purpose and use.

Donations, including those raised by your group, can be accepted by the City and held in the Reserve Fund until needed for the project. The City can issue tax receipts for donation amounts over $10. Contact the Partnership Development Unit for a full list of requirements.

Your bank account

While you can use the Toronto Parks and Trees Foundation to accept donations, your group will still likely need a bank account to hold funds for ongoing operating expenses, such as printing costs and web hosting fees. You don’t need to be incorporated to open an account, but your bank will ask for signing officers to be identified. Check with your bank for more information.

Note that you won’t be able to offer tax receipts for any money in your bank account used for “operating funds.”

Where to bank

• Approach a local branch in the area of the park or recreation facility
• Make friends with the manager. You might want to invite this person to be on the board or committee. It never hurts to have someone who has lots of experience with money
• Ask your manager for advice on the best type of account to open. Perhaps they might even be interested in making a donation

Essential not-for-profit resources

Service Ontario, a branch of the Ministry of Government Services, is the go-to location for forms and guides regarding not-for-profit incorporation.

Most documents are downloadable from: ServiceOntario.ca

Before you incorporate, get:
The Not-For-Profit Incorporator’s Handbook

You can also download the application form, called:
Application for Incorporation of a Corporation Without Share Capital

All forms are also available in person or by mail from Service Ontario:

Ministry of Government Services, Service Ontario
393 University Avenue, Suite 200 (by mail)
Toronto, Ontario
M5G 2M2

375 University Avenue, 2nd Floor (in person)
Telephone: (416) 314-8880 or toll free 1-800-361-3223
Setting up a not-for-profit corporation

Many parks projects don’t require your community group to become a non-profit corporation or charity. But if your project is longer term and you hope to raise significant funds (more than $50,000, say), and especially if you expect to apply for grants, you may need to incorporate.

Establishing yourselves as a not-for-profit corporation also signals your credibility to fundraising partners, neighbours and the City.

Fortunately, setting up a not-for-profit is not as scary as it sounds, and several all-volunteer parks and recreation groups in Toronto are incorporated as not-for-profit organizations, including the Friends of High Park Zoo, the Wabash Building Society, and Friends of Toronto Islands.

A non-profit corporation in Ontario is called a Corporation Without Share Capital. That is, there are no shares in the corporation held by individuals or organizations. A non-profit can earn a “profit” or surplus from its activities, but the surplus (in this case, the proceeds from your fundraising) has to be put back towards the goals of the organization.

Some non-profits take the extra step of becoming a registered charity, with the ability to issue charitable tax receipts. But becoming a registered charity is more involved than becoming a non-profit corporation.
**The High Park Zoo Keepers**

*How the Friends of High Park Zoo went from zero to over $270,000 in six months*

In late 2011, City Council approved the Core Service Review, which considered removing funding for the High Park Zoo. That’s when residents stepped into action.

With the support of the local City councillor, concerned citizens started fundraising almost immediately. Their outreach started in the llama pens during March Break, 2012. They recruited volunteers to distribute flyers, while selling colouring books, buttons and peacock feathers to raise funds.

By September 2012, the Friends of High Park Zoo, a newly incorporated non-profit, had raised more than $270,000 to keep the zoo operating another year, with a promise to continue into the future. These passionate people set up a number of fundraising programs, including:

- Grassroots fundraising at the llama pens, where up to 1,000 visitors donated $600 to $800 on busy summer weekends
- Signage along the zoo fences asking for donations
- Secure collection boxes at zoo gates and the nearby Grenadier Restaurant to collect donations
- A graphic “thermometer” by the gates, showing the campaign’s progress
- Penny drives and lemonade stands at local schools
- Through a connection, a company supplied free website services for the group’s site, highparkzoo.ca (there is also a Facebook page)

One of the most important steps was partnering with the Toronto Parks and Trees Foundation, a non-profit, charitable foundation that raises money for park projects. Friends of High Park Zoo used the Foundation to accept donations, either by cheque or online.

With widespread awareness of the zoo’s predicament through the media, donations took off through the Friends’ account with the Parks and Trees Foundation.

Eventually, the Honey Foundation, a private family foundation, stepped forward with a $50,000 grant, triggered once the community raised a matching $50,000. An anonymous donor also contributed $30,000.

The Honey Foundation has promised $50,000 matching grants for the years 2013 and 2014, meaning the Friends of High Park Zoo has a leg up on raising the $230,000 required each year to run the zoo.
Step 6: Implementing Your Project

Who builds or installs it?

The implementation phase of your project is an exciting time. How the project is completed varies widely depending on its scope. In general terms, most of the “heavy lifting” at this stage will be conducted by City staff or approved contractors. Again depending on project scope, stages may include:

- Final design and construction drawings
- Landscaping work including drainage issues
- Surveys and inspections, e.g., buried hydro and gas lines
- Purchasing
- Building permits
- Construction and installation
- Occupancy permits

Any volunteer components will be coordinated between your group and Parks, Forestry and Recreation staff.

Delays at any of these stages can and often do happen. Patience is a virtue!

Donor recognition: thanking your supporters

Celebrating the project’s completion is an ideal time to thank those who contributed to its success. Ribbon cuttings or official opening events are often used to launch the completed project. Working with your group, the Partnership Development Unit will spearhead the fulfillment of donor and sponsor thank-you’s, which may involve:

- Signage and participation at an opening event
- Media releases and invitations
- Plaque unveilings
- Donor walls
- On-site sampling
- Web recognition and links
- Brochure distribution
- Inclusion in Parks, Forestry and Recreation marketing materials

It’s also appropriate to deliver personal thank-you cards or letters for individuals, families and businesses, either by hand or sent in the mail, signed by your group members. Thanks to a donation from a printer, one park group prepared custom thank-you cards, featuring the project’s theme, delivered to donors contributing $100 or more. Several businesses displayed the thank-you cards in their stores. The personal touch goes a long way towards building goodwill and helping with your next campaign.

The Partnership Development Unit prepares a Fulfillment Report for larger partnership projects. We encourage you to help in compiling materials for the Fulfillment Report.

While recognizing donors and sponsors on City property is the responsibility of City staff, your community group may be able to provide added value for donor recognition, such as thank-yous to donors on your website or Facebook page.
Step 7: Moving On To the Next Project

Accountability

The City requires, and donors expect, full accountability for all funds raised for your park or facility project. One of the major advantages of working with the Toronto Parks and Trees Foundation is that accountability is built into the process. As a charitable foundation, the Foundation is required to report on all the funds in its accounts. Funds used to complete a project are properly transferred to the appropriate City departments for implementing the project.

If your group has incorporated as a not-for-profit, chances are it will continue its mission after the first project has been completed. Any funds left in the corporation’s account from the original project should be reported on as a matter of course to the not-for-profit’s members and directors, to be used for the next project.

If your group is not incorporated, is disbanding, and maintains a small bank account to cover incidental expenses, it’s important to report to the City and your members how much you have left and how it will be disbursed once final expenses are covered.
The next project

Congratulations! After countless hours of effort, you and your community members have successfully completed your project and contributed to a strengthened park, forest and recreation system for the entire city.

After the celebrations and thank-yous, you’ll have time to take a breather, enjoy the fruits of your labour, and prepare for the next project or next phase of your current project. You’ll have a list of “lessons learned.” You could have a de-briefing meeting to record what worked well and what could be improved, to pass on to the next project team. You’ll also have a database of donors and supporters to draw on for the next campaign.

One “to do” that often gets left behind in the whirlwind of executing a project is recruiting new volunteers for the core group or board. For many groups, having a meeting focused solely on recruiting has worked well, especially after a successful project completion when everyone’s spirits are high. Making it a wine-and-cheese or other relaxed format is an inviting way to attract new recruits. And now that you’re a fundraising expert, you can probably find a donor to pay the meeting costs!

Hints for success

- **Don’t do it alone.** You won’t be successful without allies and community support. Involve lots of people and spread the workload. People like to be asked to contribute—try it!

- **Projects should be achievable.** Break large projects down into baby steps.

- **Establish your credibility.** If you accomplish one thing, it will build your reputation in the neighbourhood and with funding partners.

- **Inspire your volunteers.** There is nothing like success to keep people coming back to help. Also make sure you thank everyone over and over again. Vary your meeting venues to keep it fun.

- **Keep going.** One big event will not raise all of your funds or build enough momentum to keep your goals at the front of everyone’s mind. Repeated action will prove you are serious.
The Partnership Project Application Form is the City’s way of collecting contact information about your group and project, to process and manage your project forward through the Parks, Forestry and Recreation approval process.

Once your application form is completed and your project approved, Parks, Forestry and Recreation resources are available to help you and your group succeed. For example, staff will be available to help you apply for grants for which you may be eligible. We can also help connect you with potential sponsors, donors and fundraising resources such as the Toronto Parks and Trees Foundation, which can issue charitable tax receipts to your project donors.

The Partnership Development Unit of Parks, Forestry and Recreation will help you complete the form and answer your questions. Speaking to a representative before filling out the form is always a good idea.

The complete form is available online at:

- [toronto.ca/parks/partnerships](http://toronto.ca/parks/partnerships)

You can also call the Partnership Development Unit at 416-392-1018 for a copy of the form or answers to your questions, or email partnerships@toronto.ca.

To give you an idea of what’s in the form, here are the main headings for each section to be filled out:

- Contact information
- General project information
- Other organizations, groups or key contacts involved in the project
- City of Toronto officials and/or councillors who support the project
- Project overview (description)
- Need for the project in the community
- Barriers you expect to face and plans to overcome those barriers
- How you will measure success
- Volunteer component
- Total estimated budget
- Budget breakdown
- Confirmed funding sources
- Anticipated or potential funding sources
- Recognition opportunities
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### General Project Information

**Status**
- [ ] Concept Design
- [ ] Planning
- [ ] In progress / Ongoing

**Project title**

**Project Location**
- As above

### Main Project Contacts

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**Organization / Division**

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**Organization / Division Role**

- [ ] Property Owner
- [ ] Facility Operator

**Organization / Division**

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**Organization / Division Role**

- [ ] Property Owner
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**Organization / Division**

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**Organization / Division Role**

- [ ] Property Owner
- [ ] Facility Operator

**Other divisions, organizations, groups or key contacts**

### Please list any other divisions, organizations, groups or key contacts involved in this project

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**FILL OUT THIS FORM ONLINE:**
toronto.ca/parks/partnerships

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**Parks, Forestry and Recreation STEP-BY-STEP FUNDRAISING GUIDE**
Glossary of Funding Sources

You may have heard that “development charges” can be put towards park and recreation projects. Here is a glossary that will help you understand the correct terminology related to various types of fees and levies associated with development.

Section 42

Section 42 of the Ontario Planning Act allows municipalities to require new developments to set aside a certain amount of land for parks, or alternatively that the owner pays ‘cash-in-lieu’ of parkland dedication. In the City of Toronto, cash-in-lieu funds are put in reserve accounts to acquire new parkland and make improvements to existing parks. The park improvements funds are used only for pre-approved projects in the Parks, Forestry and Recreation’s capital budget.

Development Charges

These are fees on new development that help to fund the cost of municipal infrastructure needed to service growth. Development charges fund a range of capital works such as parks and recreation, child care facilities, roads, water infrastructure, and transit. On a residential project, 15 per cent of the development charge is directed to parks and recreation. The funds generated by development charges are used only for pre-approved projects in the Parks, Forestry and Recreation capital budget.

Section 37

Your City councillor will know about any local developments that may trigger Section 37 development levies. Section 37 of the Ontario Planning Act authorizes the City to pass zoning bylaws involving increases in the height or density otherwise prohibited by the Zoning Bylaw, in return for community benefits. Occasionally, these “community benefits” include funds for park and recreation projects in the immediate vicinity of the development. There are strict rules about Section 37 support, but you should ask your councillor about any Section 37 opportunities.

Section 45

Section 45 of the Ontario Planning Act refers to minor variances to bylaws in respect of land, buildings or structures, approved by a committee of adjustment. Conditions may be attached to the approval of minor variances which may include improvements to an existing nearby park or community centre including state-of-good-repair work, or the construction of a new park or community centre, or a Parks, Forestry and Recreation amenity, such as a new playground, water feature, or sports field. Ask your councillor’s office about any Section 45 opportunities.

Charitable Guidelines — Canada Revenue Agency

Transparency: The federal Canada Revenue Agency (CRA) creates the policies and monitors the practices of the charitable sector. You do not have to become a registered charity to undertake a fundraising project. However, you do have to act transparently.

Partner Charities: The City of Toronto strongly recommends that community groups partner with the Toronto Parks and Trees Foundation or other registered charities to act as fundraising vehicles and trustees for the funds you raise. You can only offer charitable tax receipts to your donors if you register as a charity or if you partner with the Foundation or other registered charities that can manage the funds and issue the tax receipts on your behalf. Larger donations can also be given directly to the City and a tax receipt will be issued. Consult with the Partnership Development Unit for details.

Operating expenses: You cannot issue tax receipts for any funds deposited into your group’s own bank account (e.g. to cover incidental operating expenses), unless you transfer those funds to the charity with whom you’ve partnered (with supporting documentation for each donor: see the Sample Donor Form).

In-kind donations: Donors providing in-kind donations may be able to receive a charitable tax receipt for the “fair market value” of the in-kind donation. However, there are strict rules about this practice. For more details on in-kind donations and fair market value, visit the CRA website:

[Link to CRA site]

Link: Ask for guidance from the Partnership Development Unit with charitable issues. You can also learn more from CRA’s website, or seek professional advice:

[Link to CRA site]
Donation and Sponsorship Policies

Here's a quick tour of some of the important City of Toronto policies and terms that may apply to your project. Your councillor or Parks, Forestry and Recreation contact will be happy to provide full copies of relevant City policies if you need them, or you can follow the links. City permission is required to grant any donor or sponsor recognition on City property.

Donations Policy

“Donations” are cash or in-kind contributions which provide assistance to the City. They are given willingly without any return consideration. Donations do not constitute a business relationship since nothing in return is expected. An example is the $1 million donated by an individual for the creation of a fully accessible playground at Earl Bales Park. Donations over $50,000 need to be approved by City Council. The City may decline donations for various reasons according to the policy.

Link: toronto.ca/top/pdf/donation_policy.pdf

Sponsorship Policy

“Sponsorship” is a mutually beneficial business arrangement wherein an external party, whether for profit or otherwise, provides cash and/or in-kind services to the City in return for commercial advantage. This payback may take the form of publicity, promotional consideration, merchandising opportunities, etc. Because of these marketing benefits, a sponsorship does not qualify for a tax receipt. Examples of sponsorships are the City’s annual Winterlicious program, which is presented by American Express, and the Glad sponsorship of the Community Clean-Up Day. Parks, Forestry and Recreation has delegated authority to approve sponsorships up to $500,000, following City policy. City Council must approve larger amounts.

Link: toronto.ca/top/pdf/sponsorship-policy.pdf

Naming Rights

“Naming rights” are a type of sponsorship in which an external partner receives the exclusive right to name a City property under specific terms. The naming right is sold or exchanged for cash or other valuable consideration. Examples include the City-owned Sony Centre for the Performing Arts and the Scotiabank Nuit Blanche arts event. Naming rights and/or recognition must be authorized by City Council and the process is spearheaded by City staff. There are certain restrictions on naming rights.

Link: toronto.ca/top/pdf/naming-policy.pdf

Honourific Naming Policy

“Honourific naming” is different from naming rights. It means the honourific or commemorative naming of property or streets. There is no commercial consideration. It is bestowed by the City to recognize the outstanding service, commitment or contribution of an individual or group. The Joseph J. Piccininni Community Centre is one example. Furthermore, an honourific or commemorative naming may be conferred on an organization that has made such a substantial donation that naming is considered to be an appropriate acknowledgement.

Link: toronto.ca/top/pdf/honourific-policy.pdf
Funding Agencies & Support Groups

It would be impossible to list all the private, government, and corporate organizations that fund community organizations, but here is a partial list. The list includes related groups that either fund community projects, partner with local groups to undertake projects, or provide support to community organizations. There are also links to other directories with lists of funding organizations.

And, of course, you'll find a wealth of information on the Internet regarding fundraising ideas, grant-writing tips, donor letters and other relevant search terms.

This list is not exclusive or exhaustive and is provided for information purposes only. Program details are subject to change.

Funding Agencies

Environment Canada EcoAction Community Fund
This federal program provides financial support to community-based, non-profit organizations for projects that have measurable, positive impacts on the environment, particularly in the areas of clean water, clean air, climate change and nature. Applicants do not have to be incorporated as non-profits but are encouraged to partner with others.

Link: ec.gc.ca/ecoaction/

Evergreen
A national charity since 1991, Evergreen funds greening projects in schools, parks and public spaces throughout Canada. For the Walmart–Evergreen Green Grants program, a successful grant application will fund up to 50 per cent of a project’s costs, or a maximum of $10,000. Eligible groups must be working collaboratively with the City or other institutional partner. Evergreen’s Canon Take Root Grant program offers funding and a camera to community groups for tree stewardship and restoration/planting projects, while the Toyota Evergreen Learning Grounds program provides funds for greening projects at Canadian schools.

Link: evergreen.ca

Jays Care Foundation
Jays Care Foundation is the charitable arm of the Toronto Blue Jays Baseball Club. Since 1992, Jays Care has created opportunities for children and youth in need by providing access to programs that promote regular physical activity, encourage the pursuit of higher education and impart fundamental life skills. The Foundation has made possible the building of dedicated, accessible, safe youth spaces for recreational programming, inspiring engagement through the sport of baseball. In 2012 alone, Jays Care contributed more than $1.9 million to initiatives and facilities across Canada, and provided 23,000 kids access to vital programs and services through Field of Dreams funding, Grand Slam Grants, the Home Run Scholars program, Rookie League camps and Jays Care Community Clubhouse. Jays Care funding for Toronto Parks, Forestry and Recreation properties is coordinated through the Partnership Development Unit.

Link: bluejays.com/jayscare

Kaboom!
This U.S.-based non-profit charitable organization envisions a great place to play within walking distance of every child in North America, and provides a variety of resources (including grants) to help in the building of playgrounds and other community gathering playspaces.

Link: kaboom.org/

Live Green Toronto
Live Green Toronto, part of the City’s Toronto Environment Office, offers a community investment program that provides funding for groups seeking to identify, develop and initiate collective actions to: reduce greenhouse gases; improve air-quality; and help our communities adapt to climate change. Approved grants will cover a portion of project costs, up to a maximum of $25,000. Any resident or neighbourhood group can apply, but groups that don’t have non-profit status must partner with an incorporated not-for-profit to act as a trustee for the funds.

Link: toronto.ca/livegreen
The MLSE Foundation believes all kids should have access to sport and the opportunity to develop lasting dreams on the playing field. With the support of all four MLSE teams – the Toronto Maple Leafs, Toronto Raptors, Toronto FC and Toronto Marlies – the Foundation funds the refurbishment of local athletic facilities, like basketball courts, hockey rinks and soccer pitches, and funds programs that support kids through sports and recreation. Since launching in December 2009, the MLSE Foundation has invested more than $6.5 million into our community. To learn more, visit mlseteamupfoundation.org.

Link: mlseteamupfoundation.org/

The Ontario Trillium Foundation (OTF), an agency of the provincial government, builds healthy and vibrant communities and strengthens the capacity of the Ontario not-for-profit sector by funding community-based initiatives. It invests $120 million each year. OTF grants support organizations in the arts and culture, environment, human and social services and sports and recreation sectors. Applicants must be registered charities or incorporated as a not-for-profit.

Link: tcf.ca

Established in 1981, the Toronto Community Foundation connects philanthropy with community needs and opportunities in order to make Toronto the best place to live, work, learn, and grow. As an independent public foundation, the Community Foundation works with donors to create endowments and invest in the city of Toronto through philanthropy and city building work. The Community Foundation’s business model is built on the belief that today’s philanthropy is not simply about the allocation of funding and resources, but more so the place where the private sector and the public sector come together to develop innovative solutions to city challenges. The Community Foundation facilitates this by identifying issues in its annual Toronto’s Vital Signs® Report, convening to explore and develop solutions, and supporting these solutions through three grant programs (Vital Ideas, Vital People, Vital Youth), city building initiatives, and the Community Knowledge Centre (ckc.tcf.ca), an online showcase of community organizations working on solutions to issues highlighted in the Report.

Link: tcf.ca

In early 2013, The W. Garfield Weston Foundation announced it would commit up to $5 million in aggregate over the following three years to fund innovative new park initiatives across the City of Toronto. Working in partnership with Toronto Park People (see Support Groups below), the Weston Family Parks Challenge will support transformational projects that enhance Toronto’s green spaces and build innovative partnership models. The W. Garfield Weston Foundation is a private Canadian family foundation.

Links: westonfoundation.org, parkpeople.ca

Imagine Canada
This national umbrella organization for the charitable and non-profit sector offers an online library of resources for organizations, including information on fundraising and grant writing. It also has a searchable directory (grantconnect.ca) of grantmaking foundations and corporations (requires a subscription fee; free access available at select public libraries).

Link: imaginecanada.ca

Parks People
Parks People is a non-profit organization formed in 2011 to advocate for Toronto parks. Park People works in partnership with communities, park staff and private enterprise to:
• Facilitate neighbourhood engagement in local parks

Support Groups
• Provide resources and information for local park citizens on best practices
• Build a network of local community park groups
• Bring public attention to issues affecting parks
• Highlight the importance of good parks to the social, health, environmental and economic well being of all residents of Toronto

Link: parkpeople.ca

Toronto Parks and Trees Foundation
The Foundation works to improve parks and grow the urban forest and also offers its services as a fundraising vehicle for community groups (see the Managing Your Funds section of the Fundraising Guide).

Link: lovetorontoparks.org
Email: info@torontoparksandtrees.org
If you intend to incorporate as a not-for-profit, the Ontario Ministry of Government Services and the Attorney General’s office have published a must-have guide.

You can also download the application form to become a not-for-profit corporation, called the Application for Incorporation of a Corporation Without Share Capital (but read the Handbook first).

All forms are also available in person or by mail from Service Ontario:

**BY MAIL:**
393 University Avenue
Suite 200
Toronto, Ontario
M5G 2M2

**IN PERSON:**
375 University Avenue
2nd Floor
Telephone: 416-314-8880
or toll free 1-800-361-3223

### Permits

#### Application for a Special Event
You’ll need a permit to hold a fundraising event in your park or at your recreation facility. Submit the permit application at least six weeks in advance of your event. Your City councillor’s office can help you. Call 416-392-8188 or download the application from the City’s website:

- Link: toronto.ca/parks/pdf/permits/events/special_event_application_city_parklands.pdf

#### Special Occasion Permit – Alcohol Service
If you plan to sell or serve alcohol for a fundraising event, you’ll need a Special Occasion Permit from the Alcohol and Gaming Commission of Ontario. You must apply at least 30 days in advance. Obtain the SOP application at any LCBO store, or you can download the application from the AGCO website:

- Link: agco.on.ca/en/whatwedo/permit_special.aspx

#### Temporary Food Establishment Permit
If you’re planning a fundraising event at your park with food service, e.g., a community BBQ, you’ll need to complete the Special Event: Temporary Food Establishment Application from Toronto Public Health. Submit the form at least six weeks in advance of your event. Call 416-338-7600 or download the application from the City’s website.

- Link: toronto.ca/parks/pdf/permits/events/food-beverage-package.pdf
The Our Park Rejuvenation Committee is a group of area residents who are raising funds to rebuild the Our Park Children’s Playground.

We envision:
- A playground with enough varied equipment to satisfy children of all ages and abilities
- A place for families and friends to have a picnic, for despite the beautiful green space, there is nowhere to sit, no picnic shelters or benches
- An updated landscape, with many new trees to replace older ones dying from age and storm damage

DONATE NOW to create safe and healthier spaces for children and families

Donations of $10 or more are eligible for tax receipts which will be mailed to the address provided on this form by the Toronto Trees and Parks Foundation, our fundraising partner by early January.

I would like to donate $ _____________________

Method of donation (please check one): □ VISA □ MasterCard □ Cheque

Name of cardholder (as it appears on card):  ________________________________________________________

Card number: ___________________________________________ Expiry Date: _________________

Cardholder Signature:  _________________________________________________________________

Name:  ______________________________________________________________________________________

Street Address and #: __________________________________________________________________________

City: __________________________ Province: ______________________  Postal Code:  _________________

Email address: __________________________________ Tel Number:  ________________________________

If donating by cheque, please make payable to: Toronto Parks and Trees Foundation. Please clearly write “Our Park” in the subject/memo line.

Please complete and return form with donation to:
Toronto Parks and Trees Foundation
157 Adelaide Street West, Suite 123
Toronto ON M5H 4E7

Donate online: lovetorontoparks.org

Parks, Forestry and Recreation STEP-BY-STEP FUNDRAISING GUIDE

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**Sample Project Budget**

Every project is unique and costs depend on many variables. This sample budget will give you a good idea of the kinds of line items you might encounter. This sample is for a park rejuvenation including playground. For sample overall costs for different types of projects, visit the web version of the Fundraising Guide: toronto.ca/parks/partnerships

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<tr>
<td><strong>SITE SERVICES</strong></td>
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<tr>
<td>Water chamber with meter, backflow preventer and shut-off</td>
<td>LS</td>
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<tr>
<td>Catchbasins</td>
<td>each</td>
<td></td>
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<tr>
<td>6&quot; PVC pipe as detailed for stormwater drainage</td>
<td>l.m.</td>
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<tr>
<td><strong>PLANTING</strong> (prices include bed preparation, triple mix, supply &amp; install plants, mulch, initial watering)</td>
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<tr>
<td>Trees</td>
<td>each</td>
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<tr>
<td>Deciduous Tree - 60mm - B&amp;B</td>
<td>each</td>
<td></td>
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<tr>
<td>Coniferous Tree</td>
<td>each</td>
<td></td>
<td></td>
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<tr>
<td>Shrubs</td>
<td>each</td>
<td></td>
<td></td>
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<tr>
<td>Shrub - 3 gal. pot</td>
<td>each</td>
<td></td>
<td></td>
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<tr>
<td>Shrub - one gallon</td>
<td>each</td>
<td></td>
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<tr>
<td>Perennials</td>
<td>each</td>
<td></td>
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<tr>
<td>Perennial grass or flower - 1 gal. pot</td>
<td>each</td>
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<tr>
<td><strong>TOPSOIL, SOD &amp; SEED</strong></td>
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<tr>
<td>Sod (includes topsoil &amp; fine grading)</td>
<td>m2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hydroseeding (includes topsoil &amp; fine grading)</td>
<td>m2</td>
<td></td>
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<tr>
<td><strong>HARDSCAPE, WALKWAYS &amp; PAVING</strong></td>
<td></td>
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<tr>
<td>Asphalt Paths including subgrade prep and base</td>
<td>m2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Standard Concrete Paving including subgrade prep and base</td>
<td>m2</td>
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<tr>
<td>Concrete Curb</td>
<td>l.m.</td>
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<tr>
<td><strong>WALLS, FENCES &amp; BORDERS</strong></td>
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<tr>
<td>18&quot; C.I.P. concrete retaining seat wall, including footing &amp; drainage</td>
<td>l.m.</td>
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<tr>
<td>1.8 m hgt omega fencing</td>
<td>l.m.</td>
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<tr>
<td>1.4 m hgt ornamental black metal fencing</td>
<td>l.m.</td>
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<tr>
<td>1.8 m hgt chainlink fence</td>
<td>l.m.</td>
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<tr>
<td>1.4 m hgt cedar post &amp; rail fence with wire mesh (community garden)</td>
<td>l.m.</td>
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<tr>
<td>Bollards</td>
<td>ea</td>
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<tr>
<td>Boulders</td>
<td>ea</td>
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<tr>
<td><strong>PLAYGROUND</strong></td>
<td></td>
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<tr>
<td>Accessible Structure ages 5-12</td>
<td>LS</td>
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<tr>
<td>Accessible Structure ages 2-5</td>
<td>LS</td>
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<tr>
<td>Swingset (2 belt, 2 toddler, 1 accessible)</td>
<td>LS</td>
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<tr>
<td>Spring toy/spinner/stand-alone toy</td>
<td>ea</td>
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<tr>
<td>Engineered wood fibre safety surface 400mm depth</td>
<td>m2</td>
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<tr>
<td>Concrete Perimeter curb</td>
<td>l.m.</td>
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<tr>
<td>100mm Big-O pipe with sock as detailed &amp; connect to drain</td>
<td>l.m.</td>
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<tr>
<td>3/4&quot; clear stone drainage layer 150mm depth</td>
<td>m2</td>
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<td><strong>LIGHTING &amp; ELECTRICAL</strong></td>
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<tr>
<td>Cabinet &amp; meter</td>
<td>LS</td>
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<tr>
<td>Light Standards with conduit &amp; wiring</td>
<td>each</td>
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<tr>
<td>Hookup charge</td>
<td>LS</td>
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<tr>
<td><strong>FURNITURE &amp; AMENITIES</strong></td>
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<tr>
<td>Benches</td>
<td>each</td>
<td></td>
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<tr>
<td>Shade Structure</td>
<td>each</td>
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<tr>
<td>Construction Costs Sub-total</td>
<td></td>
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<tr>
<td>Construction Contingency 10%</td>
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<tr>
<td><strong>Total Construction Costs</strong></td>
<td></td>
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<tr>
<td>Plus Consulting Fees 10% - Total Cumulative</td>
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<tr>
<td>Plus Salary Recovery 10% - Total Cumulative</td>
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<tr>
<td>Plus HST Recovery 1.76% - Total Cumulative</td>
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<tr>
<td><strong>TOTAL Budget (All Costs for All Items)</strong></td>
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</tbody>
</table>
Sample Thank You Letter

[full name of donor]
[donor's full mailing address]

Dear [donor's first name]:

Very soon, the happy sounds of children playing will fill the grounds of Our Park. And that’s thanks to the support of neighbours like you.

I want to thank you for your kind gift of $100 towards the Our Park new playground campaign.

Your generosity will make a lasting difference to the quality of life in the community and the City of Toronto. Your donation also leverages matching funds for the project from other granting organizations.

You will receive a charitable receipt for your donation from the Toronto Parks and Trees Foundation early in the new year.

I look forward to hearing the kids play on their new playground. The park improvements would not happen with your support. Thanks again for your kindness, and see you in the park!

Sincerely yours,

[signature]

Jane Doe
President
Our Park Rejuvenation Committee
jdoe@ourpark.com
Use the staff directory to help find your park supervisor and his or her phone number. Look under the Parks section for supervisors listed by district and ward. The directory is a frequently updated PDF download.

- Link: [toronto.ca/city_directory/pdf/divisions/parks_forestry_recreation.pdf](http://toronto.ca/city_directory/pdf/divisions/parks_forestry_recreation.pdf)

To find which ward you are located in, visit:

- Link: [http://app.toronto.ca/wards/jsp/wards.jsp](http://app.toronto.ca/wards/jsp/wards.jsp)

For community recreation supervisors, call the relevant recreation facility. You’ll find a list of all recreation facilities, with phone numbers, here:

- Link: [toronto.ca/parks/prd/facilities/index.htm](http://toronto.ca/parks/prd/facilities/index.htm)
Acknowledgements

The Step-by-Step Fundraising Guide would not have been possible without the help and guidance of many dedicated colleagues from across the City of Toronto. Many passionate citizens, volunteers and partners working to make Toronto an even better place also provided invaluable assistance and content. We thank them all.

City of Toronto, Parks, Forestry and Recreation Division:
- General Manager: Jim Hart
- Manager of Public Relations & Issues Management: Rob Andrulevich
- Director, Parks: Richard Ubbens
- Parks Standards & Innovation: Susanne Burkhardt
- Director, Management Services: Ann Ulusoy
- Partnership Development Unit, Past and Present: Rob Richardson, Mari Caravaggio, Trena Cesario, Bernard Oeltjen, Doug Bennet, Rob Myatt, Sandra Franco, Jason Lima, Danielle Ross, Cindy Barr, Leanne Price, Julia Madden
- In memory of Jerry Belan and Vanessa Anderson
- Manager, Customer Service: Mark Lawson
- Parks Development & Capital Projects: Michael Schreiner, Daniel McLaughlin, Peter Didiano, Jennifer Kowalski, Netami Stuart
- Policy & Strategic Planning: Graham Mitchell, Susan Fall, Amanda Wahl

Other City of Toronto Divisions:
- City Manager’s Office: John Gosgnach, Cheryl San Juan – Strategic Communications. Meg Shields – Community Engagement
- Corporate Finance Division: Irene Antochiw – Insurance and Risk Management
- Legal Services: Lisa Strucken, Jasmine Stein
- Toronto Office of Partnerships: Phyllis Berck
- Design Services: Nadia Salvatori, Ted Niles, Debbie Muldoon

Community Groups and Volunteers:
- Diane Buckell, Friends of High Park Zoo
- Lisa Christie, Rotary Peace Park Rejuvenation Committee
- Danielle Eveleigh, Friends of Bloordale Park
- Janine Rechsteiner, Friends of Woodford Park (Jeff Healey Park)
- David Harvey and Anna Hill, Park People
- Arthur Beauregard, Claudia Fazzari and the Board of Directors of the Toronto Parks and Trees Foundation: Cynthia MacDougall - Chair, Andrew Sorbara - Vice-Chair, Ellen Greenwood, Joseph Guzzi, Josh Hayter, Hon Lu, Gillian Mason, Kevin Maynard

Special thanks to Jason Schwartz, City Parks Foundation, New York City, for permission to excerpt and adapt sections of the Foundation’s document Partnerships for Parks (Know Your Councillor, Plan Your Event, Your Bank Account). partnershipsforparks.org
STEP-BY-STEP FUNDRAISING GUIDE

toronto.ca/parks/partnerships