

Annual Report

December, 2014

The **Jerry Forbes Centre for Community Spirit** will become a physical reality in 2016 after seven years of fundraising and significant dedication by volunteers, staff and funding partners. The Board of Directors have made a decision to purchase an existing facility as we see escalation in construction prices and wish to mitigate the risk of failing to raise sufficient funds. In 2014 we moved from a development phase into a transition phase as we searched for tenant prospects to fill an existing space located near the Yellowhead Highway in east Edmonton.

The good news is that most prospective tenant applicants find the location a great fit for their needs and applicant activity indicates the facility will be full. Once we have possession there will be needed modifications to the building. The actual open date is yet to be determined but likely mid-2016. We can take what we have learned in 'piloting' the tenancy phase in 2014 into the next year to be successful in bringing in the right tenant mix. The Jerry Forbes Centre existing project team of one staff and volunteers have a great deal of knowledge and passion to complete this project. With an eye on the future operations we can use this year of transition to ramp up to a successful turn-key ready operation and plan for new governance as an operating facility.

During this transition year an increased amount of resources will be required to complete tasks. This is an exciting time and transformational as the Jerry Forbes Centre wishes to engage tenant partners who share our vision at the same time as we make significant design, governance and policy decisions and put processes in place to manage this transformation. The team will need increased cooperation and communication with new tenant partners, new staff and new volunteers pitching in with the current team.



Message from the Board of Directors



Only those who will risk going too far can possibly find out how far one can go. T.S. Elliot

The Jerry Forbes Centre will be a successful and innovative facility providing affordable space to the non-profit sector in Edmonton because of dedication from all of its participants, past, present and future. Starting with an idea in 2008 and believing in the larger community needs the Jerry Forbes Centre will now serve over 25 great community partners.

A long road has taken us to this point of confidence towards a successful opening in 2016. Thank you to the Board of Directors and committee volunteers for your past year of service. What a journey, what a story, thank you!

Wendy Batty, Chair, Jerry Forbes Centre Foundation

Message from the Project Director



The belief in the “Centre for Collaboration and Excellence in Volunteerism” has taken our project on a winding and successful journey since 2008. The Jerry Forbes Centre will be a reality opening in its doors in 2016.

I look forward to the year of transformation in working with all stakeholders and prospective tenant partners to complete the vision of the Jerry Forbes Centre and move towards a completely operational business Centre.

Thank you to all volunteers who have crossed paths with our project as you can be sure you have left your mark on something that will be very transformational in how our charitable sector provides for its families in Edmonton and Alberta.

Debbie Walker, Project Director, Jerry Forbes Centre Foundation

Summary of Key Activities – to November, 2014

As we move into year seven of this capital project we are nearing the end of our fundraising and moving forward into operations planning and construction. In summary we have enough pledges in place to cover the costs of purchasing this facility. A goal of no mortgage and limited interim financing has taken shape with the following developments this year:

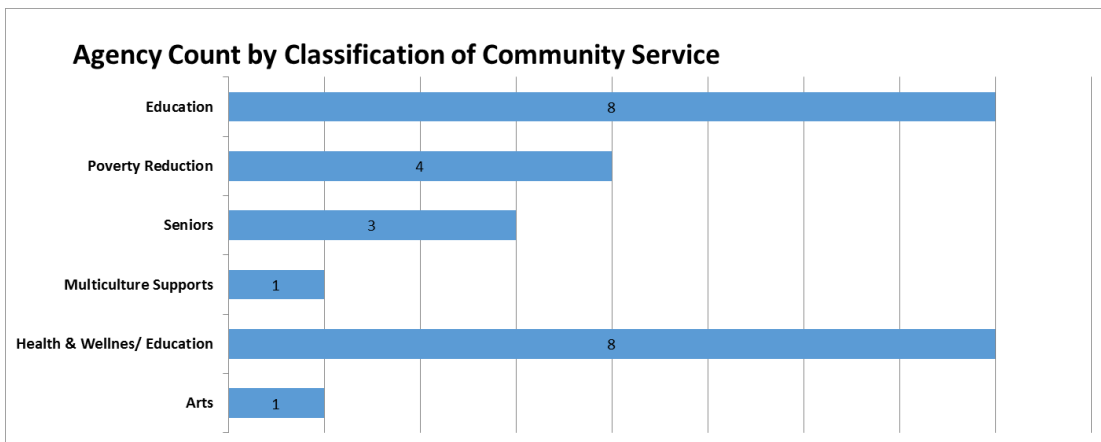
- ◇ Obtained additional funding support from the Province of Alberta to a total of \$ 5 M pledged
- ◇ Obtained funding support from the City of Edmonton to a total of \$ 5 M pledged. Great teamwork made this happen as we looked to mitigate the risk of escalating construction costs by choosing to purchase rather than construct.
- ◇ Offered to purchase a warehouse and office complex that is 90,000 square feet in total and within our budget. This purchase will close in 2015.
- ◇ Operations planning is well underway with a drafted Business Plan that will be updated throughout 2015 and once we have closed our purchase of the facility and gain new costing data.
- ◇ Took part in the ‘Non-profit Centres Network Canadian Perspective’ in May; a conference held in Ottawa and hosted by several local successful non-profit centres.



Heartwood House, Ottawa, Ontario – May 2014 NCN Conference

⏏ We have over 25 confirmed applicants and are now likely to house over 30 charities in a larger warehouse space than originally expected. Occupancy is close to 90 % with current applicants. JFC team used three approaches to confirm current interest and obtain tenant applications in the Centre. A focus group was held on September 25th, an online survey and individual meetings were held in October and November. It is with confidence we can conclude the market demand for shared space in the Jerry Forbes Centre. There is excitement even with those who are waiting until we announce the location before they apply. The NE location is preferred over the Roper Road location and tenants fall into service priorities of:

1. Education
2. Poverty Reduction
3. Seniors
4. Multicultural Supports
5. Arts



2015 – Goals for coming Year

Project Office – re-engage with a new purpose to retro-fit the purchased facility

- ◇ Prioritize work, approve a budget and formalize communications with Stakeholder groups
- ◇ Work with Board and re-engage Committees to complete the tenant engagement and development phase of the project
- ◇ Modify infrastructure of staff, volunteers and I.T. for success during this transition year

Capital Campaign Committee – contract person

- ◇ Formalize in writing 3 major funding agreements with: 1) Government of Alberta, 2) City of Edmonton, 3) Social Enterprise Fund (interim financing)
- ◇ Complete capital campaign by raising remaining approximate \$3.5 Million from private and corporate donors

Centre Policy and Management Committee – add staff, volunteers in order advance Tenants

This work is significant in JFC achieving its mission and working towards the vision of collaboration, innovation and excellence in volunteerism. This will take additional resources as we ramp up.

- ◇ Work with prospective Tenants to move them forward to intent-to-lease and lease
- ◇ Modify the drafted Operations Plan and Operations Manual for the Centre complete with Operations Costing model and staffing and I.T. plan and shared spaces and services policies.

Design Committee – Contract a Manager to oversee the Jerry Forbes Centre modification

- ◇ Strike this new Committee and hire contracted help to work as Project Manager for new Design and Renovations required.

Marketing & Communications Committee – re-engage or contract staff

- ◇ Upgrade all materials, newsletters and proposals, plan and implement new communications strategies to keep Jerry Forbes Centre top of mind as we move toward our public announcement
- ◇ Website upgrade to add required functions as we move toward operations and bookings for sharing of resources; if possible add intranet site for internal stakeholders/volunteers to communicate and create an active Jerry Forbes tenant community for greatest success.

Governance & Finance Committee – look for expert advisors in Property Management

- ◇ Strategic plan for moving from a capital project into an operating multi-tenant facility; includes policy and governance, HR transitioning, I.T., all hardware/software and data infrastructure requirements
- ◇ Financial infrastructure for operations, lease agreements and shared space revenue tracking, collections etc. (Contract help may be required in addition to active Finance Committee)

Board of Directors and Members of Society

Board of Directors	Position	Occupation	Board Term Dates- Jan. 2012 to:
Wendy E. Batty	Director, Chairperson, Member	Executive Director, Christmas Bureau of Edmonton	2016
Brian G. Farrell	Director, Treasurer, Member	Chartered Accountant, Partner, Myers Norris Penny LLP	2016
R. Gordon Whitehead	Director, Secretary, Member	Retired	2015
Terrance M. O'Flynn	Director, Member	President, Prism Flow Products	2015
Ivan Sawchuk	Director, Member	Retired	2015
Additional Members of Society			
Andrew A. England	Member	Vice President, Business, Agriculture and Corporate Credit, ATB Financial	
Daryl Hooke	Member	New Media Manager, Corus Entertainment	
Martin Forbes	Member	Consultant, Radiowise	

Eight (8) Members of the Society and where appointed from:

- | | |
|-------------------------|------------------------------|
| 1. Wendy E. Batty | CHED Santas Anonymous |
| 2. Ivan Sawchuk | Christmas Bureau of Edmonton |
| 3. Brian Farrell, | Community-at-large |
| 4. R. Gordon Whitehead, | Community-at-large |
| 5. Terrance M. O'Flynn | Community-at-large |
| 6. Andrew A. England | Christmas Bureau of Edmonton |
| 7. Daryl Hooke | CHED Santas Anonymous |
| 8. Martin Forbes | Community-at-large |

Current Committee Volunteers

New Volunteers

During the past fiscal year the project was supported by several new volunteers. Success would not be within our reach without new energy from Bev Munro, Marlene Hamdon, Greg Bounds and Bernice Gordon. Welcome to the team, what a difference more brain power has made! In addition to the Board of Directors above, the following committees were very active:

Centre Policy and Management Committee

Ivan Sawchuk, Retired
Products

Wendy Batty, Exec. Director Christmas Bureau
Greg Bounds, Retired

Terry O'Flynn, President, Prism Flow

Russ Dahms, Exec. Director, ECVO
Bernice Gordon, Lana Nordlund

Governance & Finance Committee

Ivan Sawchuk, Retired
Wendy Batty, Exec. Director, Christmas Bureau

Brian Farrell, Partner, MNP LLP
Greg Bounds, Russ Dahms

Financial Report - Jerry Forbes Centre Foundation as at August 31, 2014

	<u>2014</u>	<u>2013</u>
ASSETS		
Cash (Note 3)	\$ 2,141,284	\$ 2,197,229
Goods and Services Tax receivable	4 904	3,568
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	2,146,188	2,200,797
Deferred Costs (Note 4)	443,517	439,546
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	<u>\$ 2,589,705</u>	<u>\$ 2,640,343</u>
 <u>LIABILITIES AND NET ASSETS</u>		
Current Liabilities		
Accounts payable and accrued liabilities	\$ 5,099	\$ 10,471
Employee payroll deductions payable	2,653	2,708
Vacation payable	2,139	5,509
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	9,891	18,688
Deferred Contributions (Note 5)	1,652,249	1,605,868
Net Assets		
Unrestricted	927,565	1,015,787
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	<u>\$ 2,589,705</u>	<u>\$ 2,640,343</u>

Frequently Asked Questions in Fiscal 2014:

1. **What is your total budget for this project and how much is for the building construction/land and how much is for administration? (in Millions)**

Capital Building Construction Costs	14.80 (69%)
Land	3.25 (15%)
Endowment/Reserve to be raised	1.00 (5%)
<u>Administration</u>	<u>2.30 (11%)</u>
Total	21.35

2. **Who are your funders and supporters?**

We anticipate success with \$5.25 Million of capital costs from the Provincial government and \$5.25 from the Municipal government (with \$3.25 value of land being a part of their gift). The remaining balance of funds raised to date and going forward will be through various individual and corporate donors. Our project was initially funded in the feasibility and business case development phases by (2008- 2012) by four charities; Christmas Bureau of Edmonton, CHED Santas Anonymous, Rotary Club of Edmonton South and the Kinsmen Club of Edmonton. Please refer to our website for a complete list of supports.

3. **Have you hired your construction team or will this be tendered?**

NO, we have not hired the construction team. To-date we completed hired the following Contractors

a. Owner's Representative: MHPM was hired as the Jerry Forbes Centre's project manager to guide the process and oversee detailed design and construction and the contracts for all consultants. This was done through a competitive Request for Proposal (RFP) process in the fall 2011.

b. Architecture & Engineering Consultants: Group2 Architecture Engineering and Williams Engineering were hired in 2009/2010 to complete the schematic design.

4. **When will you begin construction?**

Our objective as a Board is to construct once we have raised 100% of the capital funds required. That will mean that the timeline to construct will be delayed until funding commitments are completely executed.

5. **What kind of Charities do you foresee using this facility?**

CHED Santas Anonymous and the Christmas Bureau of Edmonton have committed to space in the new facility. We have many social and human service organizations who have expressed interest in the Centre, however, due to timing and unknown construction/occupancy dates we are not able to solidify the tenants at this time.