



## AGENDA

### SPC ON COMMUNITY AND PROTECTIVE SERVICES RE: CIVIC PARTNERS ANNUAL REPORT MEETING

October 20, 2020, 9:30 AM  
IN THE COUNCIL CHAMBER

Members

Councillor G-C. Carra, Chair  
Councillor E. Woolley, Vice-Chair  
Councillor S. Chu  
Councillor D. Colley-Urquhart  
Councillor J. Davison  
Councillor J. Farkas  
Councillor J. Magliocca  
Mayor N. Nenshi, Ex-Officio

#### ***SPECIAL NOTES:***

*Public are encouraged to follow Council and Committee meetings using the live stream  
[www.calgary.ca/watchlive](http://www.calgary.ca/watchlive)*

*Public wishing to make a written submission may do so using the public submission form at the following link:  
[Public Submission Form](#)*

*Members may be participating remotely.*

1. CALL TO ORDER
2. OPENING REMARKS
3. CONFIRMATION OF AGENDA
4. CONFIRMATION OF MINUTES  
None
5. CONSENT AGENDA
  - 5.1. DEFERRALS AND PROCEDURAL REQUESTS  
None

5.2. BRIEFINGS  
None

6. POSTPONED REPORTS  
*(including related/supplemental reports)*  
None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

7.1. 2019 Civic Partner Annual Report, CPS2020-1051

8. ITEMS DIRECTLY TO COMMITTEE

8.1. REFERRED REPORTS  
None

8.2. NOTICE(S) OF MOTION  
None

9. URGENT BUSINESS

10. CONFIDENTIAL ITEMS

10.1. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES  
None

10.2. URGENT BUSINESS

11. ADJOURNMENT

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**RECOMMENDATION:**

That the Standing Policy Committee on Community and Protective Services recommends that Council receive this Report for the Corporate Record.

**HIGHLIGHTS**

- The Civic Partner Annual Report provides a snapshot of Civic Partners' key successes and results in 2019, adaptations and operational efficiencies, partnerships, contribution to City strategies, performance measures, how they leveraged The City's investment, and how they allocated The City's funding. Partners managing and operating City-owned assets also report on capital development investments and plans.
- What does this mean to Calgarians? This report is part of a broader accountability framework for Civic Partners that receive operating grants from The City. The report supports transparency and due diligence processes, and provides a detailed report on each Civic Partners' operations in 2019.
- Why does this matter? Civic Partners help meet the needs of Calgarians through the delivery of programs and services, and management and operation of City-owned assets. They leverage resources to multiply The City's funding including earned revenue, grants and donations, and volunteers. Through the investment of capital and operating funding, The City and Calgarians benefit from Partners' knowledge and expertise to deliver more efficient program and services in targeted areas, develop and advance strategies, construct and manage assets, and leverage resources.
- In 2019, Civic Partners reported that The City's operating funding continues to be a critical source of revenue to support sustainability, and was most commonly used to support staff compensation, development and training, and programs and services.
- Facing challenging economic conditions in 2019, Civic Partners continued to find efficiencies in their operations, and sought partnership opportunities to extend the reach of their programs and services.
- Due to the delay of this report, and significant impact of COVID-19, the report includes a snapshot of how Civic Partners adjusted to follow public health measures, and the current state of their operations. Almost all partners pointed to a digital transformation of program and service delivery to meet the needs of Calgarians, that will continue into the future.
- Most recent Council Direction: C2019-0901 Proposed 2019 Budget Reductions. One Calgary 2019-2022 to provide immediate tax relief to non-residential property owners. Council's approval included reductions to Civic Partner base operating grants.
- Strategic Alignment to Council's Citizen Priorities: A prosperous city
- Background and Previous Council Direction is included as Attachment 1.

**DISCUSSION**

The City of Calgary partners with over 500 external organizations to deliver effective programs and services in targeted areas, develop and advance strategies, and construct and manage assets. This report is focused on the 19 Civic Partners with operating funding

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from The City in 2019. A summary of grant funding from 2017 to 2020 is included in Attachment 2. The Civic Partner Annual Report is one component of an accountability framework that also includes the Civic Partner Audit Report (AC2020-1049), ongoing relationship management, and due diligence related to each Partner's agreements.

Civic Partners strengthen economic development, tourism and promotion initiatives; enhance the city's arts and culture landscape; attract visitors from around the world to conventions, cultural attractions, and events; connect communities and build knowledge and skills through access to high quality library services; provide affordable housing, support poverty reduction, and offer Calgarians a wide range sport, recreation, conservation, history, arts, and culture opportunities. Civic Partners contribute to the delivery of eight Lines of Service in One Calgary: Economic Development and Tourism, Library Services, Recreation Opportunities, Community Strategies, Arts and Culture, Affordable Housing, Parks & Open Spaces, and City Planning and Policy.

To develop the Annual Report, each Civic Partner completed a detailed template focused on key results and successes in 2019, operating efficiencies, partnerships, allocation of The City's operating funding, volunteer support, resources leveraged, performance measures, and contribution to Council approved strategies. Partners managing and operating City-owned assets also reported on capital development plans. A sample of the template is included in Attachment 3 and individual Civic Partner Annual Report templates are included in Attachments 4 through 22. The Attachments are in the same order as the presentation schedule for October 20.

As part of the implementation of the *Investing in Partnerships Policy* (CPS2017-01), the Office of Partnerships maintains and updates an inventory of all City partnerships. Data for 2019 indicates that in 2019, The City invested over \$196 million in 515 partnerships, including Civic Partner investments of \$108 million in operating funding and \$12.5 million in capital funding (Attachment 2). Civic Partners leveraged and multiplied this investment through other revenue streams including earned revenue, donations, corporate sponsorships, and grants.

The City's operating funding is a critical, flexible source of revenue for Civic Partner operations. The majority of Civic Partners reported that the operating grant funding is used to support organizational capacity to deliver programs and services by investing in staff compensation, development and training. Other commonly reported uses included programs and services, professional and consulting fees, advertising and promotion, and office supplies.

In 2019, Civic Partners continued to have a high level of support from Calgarians. More than 11,082 Calgarians generously donated over 366,958 hours to Civic Partner operations through volunteering as board members, on committees and in day to day support for programs and services.

To adjust to the challenging economic environment in 2019, Civic Partners continued to adapt their operations to find efficiencies. Strategies varied, but included self-serve options at the Calgary Public Library to enable staff to focus on other activities, a new ParksFest initiative launched by Parks Foundation to increase community fundraising, and shifting training and tools online including Tourism Calgary's White Hat Academy, and TELUS Spark's increased focused on earned revenue opportunities in their retail space.

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Partnerships also played a critical role in broadening the reach of programs and services, and leverage limited resources. For example, through partnerships in 2019, Civic Partners engaged with the Indigenous community through Indigenous-led walking tours at Fort Calgary; Arts Commons' partnership with Making Treaty 7 Cultural Society; and a Historian in Residence program between Heritage Calgary and the Calgary Public Library focused on the diverse social, cultural, and built history of Calgary, Treaty 7 and Métis Region 3.

### **COVID-19 Update and Impact**

Due to the delay of this report, and significant impact of COVID-19 on Civic Partners, this year's template also included a snapshot of the impact of the pandemic and an update on service demand that mirror reporting to Council for City-led services. COVID-19 had a significant impact on most Civic Partners, with most severe financial implications for partners operating a facility.

Civic Partners implemented a variety of changes in 2020 to adjust to COVID-19 public health measures including increased online programs and services, contactless options, outdoor events, self guided tours and programs, and offering online programs to audiences beyond Calgary. Most partners reported that the pandemic led to a digital transformation of their programs, services and operations that will continue into the future.

Partners also reported that the closure of facilities during the pandemic provided an opportunity to complete lifecycle work, undertake deep cleaning and inventory processes, implement new systems and policies, and focus on adjusting strategies.

In Q3, following Council's approval of up to \$5 million from the Emergency Resiliency Fund to support Civic and Community Partners, grants were awarded to ten of the Civic Partners included in this report to support their immediate and re-opening needs related to COVID-19. Details about grants will be available on calgary.ca in Q4 2020.

### **STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)**

- ☐ Public Engagement was undertaken
- ☒ Public Communication or Engagement was not required
- ☐ Public/Stakeholders were informed
- ☒ Stakeholder dialogue/relations were undertaken

Ongoing, two-way communication with partners is critical to maintain effective, mutually beneficial relationships. Information provided by Civic Partners in their annual report templates is the basis for this report. Full templates submitted by each Civic Partner are included starting with Attachment 4 in the proposed order of presentations on October 20.

### **IMPLICATIONS**

#### **Social**

Civic Partners play an integral role in maintaining a high quality of life for Calgarians by operating cultural attractions; offering educational programming in the arts and culture, conservation, history and the sciences; offering a variety of recreational and sport opportunities; gathering business, arts and culture leaders to collectively build a stronger

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Calgary; and providing opportunities to learn, gather, and discover. They offer services, facilities and public spaces and embrace diversity, inclusiveness and creativity. They support low-income Calgarians to access to programs through a variety of internal subsidy programs.

### **Environmental**

Civic Partners engage in environmental stewardship and community sustainability strategies such as public education and awareness related to conservation, public spaces, and natural resources. They continue to review their operational practices to reduce consumption of resources and their impact on the environment and consider adaptive strategies in capital projects.

### **Economic**

All Civic Partners contribute to a high quality of life that is the foundation of a healthy and vibrant local economy. Partners that support the Economic Development and Tourism Line of Service provide specific economic development and tourism programs and services that contribute directly to the successful implementation of Calgary in the New Economy: An economic strategy for Calgary.

Civic Partners provide program and services, and operate City-owned assets that contribute significantly to the implementation of programs including the Downtown Strategy, and 9 Block initiative.

### **Service and Financial Implications**

#### Existing operating funding - base

\$107,893,189

Base operating funding allocated to Civic Partners is included under eight Lines of Service in One Calgary. In 2019, almost \$108 million in operating and \$13 million capital was invested.

### **RISK**

Civic Partner annual reporting is one of several accountability mechanisms to mitigate The City's financial and reputational risks related to partnering. Other measures include financial monitoring of performance and risk management practices reported to the Audit Committee (AC2020-1049), regular review of financial statements, and regular review of legal agreements. Partnership Risk is also a City Principal Corporate Risk that is regularly monitored and reported.

### **ATTACHMENTS**

1. Previous Council Direction & Background
2. Civic Partners Grant Funding, 2017-2020
3. Civic Partner Annual Report Template
4. Calgary Heritage Authority (Heritage Calgary)
5. Parks Foundation, Calgary
6. Calgary Sport Council Society (Sport Calgary)
7. Lindsay park Sports Society (Repsol Sport Centre)
8. VCC Initiative Ltd. (Vibrant Communities Calgary)

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9. Calgary Convention Centre Authority (Calgary TELUS Convention Centre)
10. Fort Calgary Preservation Society
11. Calgary Science Centre Society (TELUS Spark)
12. Heritage Park Society
13. Aerospace Museum Association of Calgary (The Hangar Flight Museum)
14. Calgary Zoological Society
15. Tourism Calgary-Convention and Visitors Bureau
16. Calgary Technologies Inc. (Platform Calgary)
17. Calgary Centre for Performing Arts (Arts Commons)
18. Calgary Arts Development Authority
19. Calgary Economic Development Ltd.
20. Calgary Public Library Board
21. Silvera for Seniors

Department Circulation

General Manager	Department	Approve/Consult/Inform
Not applicable		





# Previous Council Direction & Background

## Context

Since 2010, a Civic Partner Annual Report has been presented in the following reports: CPS2010-22, CPS2010-32, CPS2010-36, CPS2010-46, CSP2011-31, CPS2012-0239, CPS2013-0372, CPS2015-0397, CPS2016-0369, CPS2017-0369, CPS2018-0577, and CPS2019-0538.

## Previous Council Direction

The following is a summary of previous Council direction related to Civic Partners.

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
7/23/2019	C2019-0901	Proposed 2019 Budget Reductions One Calgary 2019-2022 to provide immediate tax relief to non-residential property owners. Council's approval included reductions to Civic Partner base operating grants.
11/14/2018	C2018-1158	One Calgary Service Plans and Budgets This report included an amendment to the Calgary Public Library budget, a net zero change to the budget with a .25% of the rate increase to be removed from corporate costs and invested in an economic development and tourism strategy according to the recommended distribution to Calgary Economic Development, Tourism Calgary Special Events Fund, Heritage Park, Calgary Technologies Inc., Inflation, Parks Foundation Calgary; a net zero change to the budget with a .25% of the rate increase to be removed from corporate costs and invested in an economic development and tourism strategy according to the recommended distribution to Calgary Arts Development Authority; and a one time transfer from the Fiscal Stability Reserve of \$2 million in 2019 to be allocated to Calgary Economic Development as bridge financing for operations.
11/27/2017	C2017-1123	Action Plan 2018 Adjustments Bylaws 45M2017 and 46M 2017 Included operating budget reductions. As a result, The Calgary Public Library Board's annual base operating grant was reduced by \$685,000 for 2018.
6/13/2016	PFC2016-0458	Changes to Net Operating Budget Report for information that included a \$484,000 reduction to The Calgary Public Library Board's base operating grant in 2016, 2017 and 2018.

## Bylaws, Regulations, Council Policies

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### **Investing in Partnerships Policy (CPS2017-01)**

The *Investing in Partnerships Policy* classifies City of Calgary partners into categories that drive accountability and other requirements. Civic Partners are partners with are classified into two categories: Strategy Delivery, and Program and Service Delivery. The Policy supports a clear line of sight between The City's investment in a partnership and the results achieved; consolidated data to inform decision-making; greater effectiveness through clearer accountabilities, reporting, and risk management; and greater efficiency and cost-savings through improved knowledge transfer and reduced duplication of Administrative time and effort.

Civic Partner Operating Grant Funding 2017-2020					
Organization Name	2017 Actual	2018 Actual	2019 Actual	2020 Grant Budget	* % of Partner Operating Revenue
<b>Aerospace Museum Association of Calgary</b> (The Hangar Flight Museum)	241,384	250,358	461,358	411,358	39%
<b>Calgary Arts Development Authority Ltd.</b> <i>One time funding</i>	6,150,000 3,000,000	6,400,000 -	12,040,000 -	13,140,000 -	98%
<b>Calgary Centre for Performing Arts</b> (Arts Commons)****	2,490,722	2,564,738	2,479,738	2,546,544	19%
<b>Calgary Convention Centre Authority**</b> (Calgary TELUS Convention Centre) <i>One time funding</i>	1,951,000	1,761,309 620,000	1,703,309 425,079	1,749,270	8%
<b>Calgary Economic Development Ltd.</b> <i>One time funding</i>	5,584,179 2,300,000	5,808,765 1,200,000	9,877,765	10,077,765	77%
<b>Calgary Heritage Authority</b>	-	175,000	193,000	343,000	52%
<b>Calgary Public Library Board</b>	47,233,447	51,874,814	52,457,720	50,327,720	79%
<b>Calgary Science Centre Society</b> (TELUS Spark)	2,133,247	2,212,562	2,139,562	2,197,327	14%
<b>Calgary Sport Council Society</b> (Sport Calgary)	445,718	462,210	462,210	444,265	76%
<b>Calgary Technologies Inc.***</b>	799,725	829,459	802,459	824,058	10%
<b>Calgary Zoological Society</b>	7,999,110	8,296,184	8,022,184	8,238,425	16%
<b>Fort Calgary Preservation Society</b>	1,106,443	1,222,210	1,109,210	1,139,097	32%
<b>Heritage Park Society</b> <i>One time funding</i>	3,002,165	3,113,787 600,000	3,494,787	3,614,787	18%
<b>Lindsay Park Sports Society</b> (Repsol Sport Centre)	1,348,620	1,398,762	1,352,762	1,389,180	11%
<b>Parks Foundation, Calgary</b>	200,000	-	193,000	193,000	24%
<b>Silvera for Seniors</b>	1,365,000	1,365,000	5,673,000	6,531,000	21%
<b>Tourism Calgary Convention and Visitors Bureau</b> <i>Special Events Fund</i>	2,710,875	2,961,665	2,703,665 466,000	2,777,001 966,000	21%
<b>VCC Initiatives Ltd.</b> (Vibrant Communities Calgary)	500,000	500,000	484,000	484,000	60%
<b>TOTAL</b>	<b>90,561,635</b>	<b>93,616,824</b>	<b>106,540,809</b>	<b>107,393,797</b>	

\*Per cent of a partner's total operating revenue funded by The City (based on 2019 financial statements)

\*\*Excludes debt funded on behalf of partners

\*\*\*CTI's year end was 2019 March 31

\*\*\*\*Arts Commons' year end was 2019 August 31

<b>Civic Partner Capital Grant Funding 2017-2020</b>				
<b>Organization Name</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Grant Budget</b>
<b>Aero Space Museum of Calgary</b> (The Hangar Flight Museum)	2,500	-	34,635	200,000
Calgary Mosquito Aircraft Preservation Society	64,441	32,831	41,383	30,617
<b>Calgary Public Library Board</b>	4,868,896	4,160,747	2,309,822	3,179,591
<b>Calgary Convention Centre Authority</b> (Calgary TELUS Convention Centre)	1,738,464	953,795	3,916,879	3,943,121
<b>Calgary Science Centre Society</b> (TELUS Spark)	283,705	-	21,420	450,000
<b>Calgary Zoological Society</b>	1,147,519	1,475,352	1,328,596	1,110,000
<b>Calgary Zoological Society - Pandas and Lemurs</b>	8,424,053	330,416	60,508	-
<b>Calgary Centre for Performing Arts</b> (Arts Commons)	2,104,832	7,069,480	1,555,993	2,990,000
<b>Fort Calgary Preservation Society</b>	380,749	330,042	72,715	150,000
<b>Heritage Park Society</b>	1,714,659	2,091,572	1,462,157	2,030,000
<b>Lindsay Park Sports Society</b> (Repsol Sport Centre)	697,347	596,915	497,652	475,000
<b>Parks Foundation, Calgary</b>	1,500,000	250,000	-	-
<b>Silvera for Seniors</b>	-	-	940,318	4,371,014
<b>Vecova</b>	-	-	267,157	-
<b>TOTAL</b>	<b>22,927,165</b>	<b>17,291,150</b>	<b>12,509,236</b>	<b>18,929,343</b>



**CIVIC PARTNER NAME**  
**Civic Partner 2019 Annual Report**

CPS2020-1051  
ATTACHMENT 3

**TEMPLATE B: Due 2020 October 1**

Please send a Word version to [partnerships@calgary.ca](mailto:partnerships@calgary.ca) with a cc. to your Civic Partnership Consultant.

**Organizational Structure:** *Options: Registered under the Societies Act, Incorporated under the Companies Act (Part 9), Canada Not For Profit Corporations Act, Legislated Body under the X Act, also identify Wholly Owned Subsidiary*

**Fiscal Year:**

**Related Subsidiaries or Foundations:**

**Manage/Operate City Owned Asset: Name**

**OR Deliver Council Approved Strategy:**

**City 2019 Operating Grant:**

**City 2019 Capital Grant:**

**STRUCTURE**

**1. Vision, Mission and Mandate:**

**2019 RESULTS**

- 2. What key results did your organization achieve in 2019 that contributed to one or more of the One Calgary Citizen Priorities? (A Prosperous City, A City of Safe & Inspiring Neighbourhoods, A Healthy and Green City, A Well Run City)**
- 3. What quality improvement changes did you make, or operational efficiencies did you find in 2019?**
- 4. What program, service or initiative was most successful in 2019? What lessons learned from this experience can inform future work?**
- 5. What is one success story from 2019 that demonstrates how you worked in partnership with other community, private or public organizations to achieve shared results for Calgary and Calgarians?**

**RESOURCES**

- 6. Please estimate how The City's operating funding was allocated in 2019. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.**

%	Advertising and promotion
%	Programs or services
%	Office supplies and expenses
%	Professional and consulting fees
%	Staff compensation, development and training
%	Fund development
%	Purchased supplies and assets
%	Facility maintenance
%	Evaluation or Research
%	Other, please name:

**7. Did volunteers support your operations in 2019? If yes:**

How many volunteers?	
Estimated total hours provided by volunteers:	

**8. What resources did your organization leverage to support operations in 2019?**

**9. Using the chart below, please report your 2019 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off. *Please identify through BOLD font, 1-2 measures that are most significant and could be presented in a chart.***

	Performance Measure Name	2017 results	2018 results	2019 results	What story does this measure tell about your work?
How much did you do?					
How well did you do it?					
How are Calgarians better off?					

**10. Briefly describe how your key results in 2019 contributed to Council approved strategies (As applicable.)** For example: Calgary in the new economy: An economic strategy for Calgary; Calgary Heritage Strategy; Climate Resiliency Strategy; Resilient Calgary; Enough for All poverty reduction strategy; Cultural Plan for Calgary; Downtown Strategy; Foundations for Hope: Calgary's Corporate Affordable Housing Strategy; Open Spaces Plan; Recreation Master Plan; Sport for Life Policy.

**11. Did your organization receive any awards or recognition in 2019 that you want to highlight?**

**12. CAPITAL AND ASSET MANAGEMENT (for Civic Partners managing City-owned assets)**

**Asset:** *Insert Name of City owned asset managed or operated*

a) Provide a summary of your organization's 2019 capital work, including specific lifecycle/maintenance projects or new capital projects.

b) What funding did your organization leverage to support capital activities in 2019?

**COVID-19 UPDATE**

**13. Briefly describe the key impacts of COVID-19 on your operations to date.**

**14. What operational efficiencies did you implement to address the impact of COVID-19 up to September 1, 2020?**

**15. Were there any program or service changes made during the response to COVID-19 that you plan to integrate into longer term operations? For example, shifting some programming online, or modifications to your delivery model or operations.**

**COVID-19 Service and Impact Demand Update**  
**Reporting for September 2020**

The following information is collected to align with City of Calgary report to Council on the current impact of COVID-19 on delivery of services and programs and may be shared with Council separately from the previous Civic Partner Annual Report Template content.

**Service Impact**

Please choose the one option below that best describes the impact of COVID-19 on your programs or service in the month of September 2020.

<input type="checkbox"/>	<b>Negligible</b>	Minimal to no impact on service. Service is currently operating close to normal.
<input type="checkbox"/>	<b>Minor</b>	Continuing to provide programs and services but some coping strategies required – able to be addressed with existing strategies and resources.
<input type="checkbox"/>	<b>Moderate</b>	Some challenges on ability to achieve objectives. Some delay. Some aspects of the programs or service are only being met in part.
<input type="checkbox"/>	<b>Significant</b>	Difficulties to achieve objectives. Delays or notable aspects of objectives not completed. Falling well-short of normal operations.
<input type="checkbox"/>	<b>Severe</b>	Unable to meet normal objectives due to serious extended disruption. (e.g. full facility closure, major decrease in users)

**Service Impact Narrative:**

Please briefly describe the impact of COVID-19 on your service for the month of September. You may want to include any major issues/events you experienced.

**Current Demand for Service:**

At this point in time, based on what you know right now, what is your best estimate of the current demand for your service compared to typical demand?

<input type="checkbox"/>	Demand is steady, largely business as usual.
<input type="checkbox"/>	Demand has increased notably.
<input type="checkbox"/>	Demand has decreased notably.

**Service Demand Narrative:**

Please provide a supporting narrative that describes how COVID-19 has impacted the demand on your programs or services for September 2020. This may include any new program or service impacts that your organization has faced in the past month.



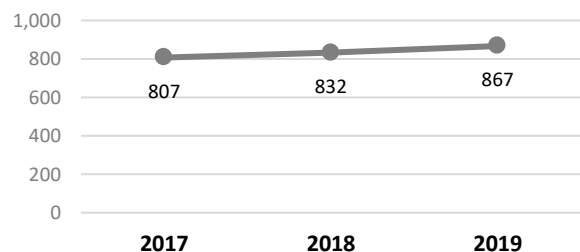
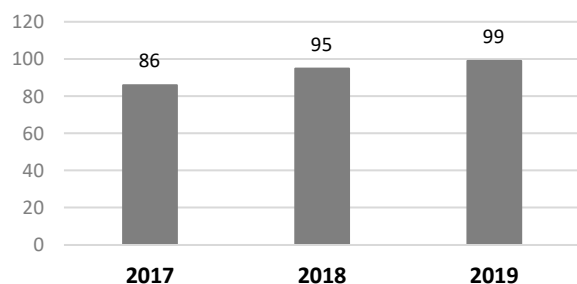
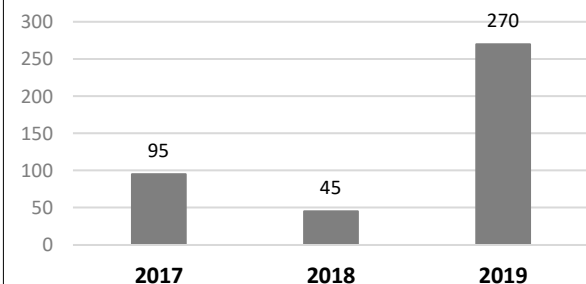


## CIVIC PARTNER 2019 ANNUAL REPORT SNAPSHOT- CALGARY HERITAGE AUTHORITY

**CALGARY HERITAGE AUTHORITY (CHA)****Vision:** To be the voice of all things heritage for Calgarians.**Mission:** To identify, preserve, and promote Calgary's diverse heritage for future generations.**One Calgary Line of Service:** *City Planning and Policy***2019 City Investment**

Operating Grant: \$193,000

CHA Reserve Transfer: \$150,000

**2019 Results****Growth of Inventory of Historical Resources****Total Designated Sites****Walking Tour Attendees****The story behind the numbers**

- Every year the Inventory of Evaluated Historical Resources grows as Calgary continues to get older. Calgarians are beginning to understand the importance of the Inventory and having a record of our heritage assets.
- Designations continue to grow year-over-year. Calgarians are increasingly showing interest in designating their properties for future generations. It also shows that, even with limited tools and incentives, Calgarians still see the benefits of designation.
- Walking tour attendance demonstrates that Calgarians are very keen to learn more about their City and the unique history it has to offer.

**Current state 2020: COVID-19 impact**

- Cancelled all in person events including Heritage Matters and walking tours and delayed the Lion Awards to October 2021.
- Inventory evaluations initially paused due to no access to required research but have started back up and continue to support the City on a number of initiatives including the Chinatown LAP and Cultural Plan, Heritage Conservation Incentives and Tools, Naming and Commemoration, and the Downtown Strategy.
- Continuing to develop self-guided walking tours and looking to host virtual Heritage Matters events in the fall. Exploring options to host more online and virtual tours.

**Service impact:** Moderate**Current demand for service:** Demand has been steady, largely business as usual.



## CALGARY HERITAGE AUTHORITY (HERITAGE CALGARY) Civic Partner 2019 Annual Report

**Organizational Structure:** Legislated Body, Calgary Heritage Authority Act (Alberta)

**Fiscal Year:** December 31, 2019

**Delivers Council Approved Strategy:** Calgary Heritage Strategy

**City 2019 Operating Grant:** \$193,000

Transfer from the Calgary Heritage Authority Reserve: \$150,000

### STRUCTURE

#### 1. Vision, Mission and Mandate:

**Mission:** To be the voice of heritage for Calgarians.

**Vision:** To identify, preserve, and promote Calgary's diverse heritage for future generations.

**Mandate:** Advise Council on all matters relating to Calgary's heritage resources; evaluate potential historic sites; maintain Calgary's Inventory of Evaluated Historic Resources; and promote public awareness of our shared heritage.

### 2019 RESULTS

#### 2. What key results did your organization achieve in 2019 that contributed to one or more of the One Calgary Citizen Priorities? (*A Prosperous City, A City of Safe & Inspiring Neighbourhoods, A Healthy and Green City, A Well Run City*)

##### A Prosperous City

One Calgary Citizen Priorities identify the need to continue building a local economy that is more resilient to changes in commodity prices (P1), particularly through the growth industry of travel and tourism with an enhanced focus on arts and culture (P2). Heritage conservation can lead to higher property values and increased tax revenue, more jobs, revitalized neighbourhoods and economic growth through tourism. In 2019, Heritage Calgary added 23 sites to the Inventory with five sites receiving legal designation as Municipal Historic Resources.

Heritage Calgary continues to work with the City on the implementation of the Guidebook for Greater Communities and other planning initiatives that relate to heritage such as the Green Line.

##### A City of Safe & Inspiring Neighbourhoods

This Citizen Priority (N3) identifies the need to ensure that The City's heritage processes are suitable to improve the protection and enhancement of heritage assets. As a result of the loss of the Enoch Sales House in March 2019, the City started to look at increasing heritage incentives to encourage protection of these assets. In 2019, we continued to work with the City on the subsequently proposed Heritage Conservation and Tool Incentives report.

In 2019, we delivered a rebrand from the Calgary Heritage Authority (CHA) to Heritage Calgary. With the rebrand we have completely refreshed our communications tools and efficacy, and this was the first year that we really invested in curating our online channels. We saw great engagement with Calgarians through our online content across platforms (website, newsletter, social media).



## **CALGARY HERITAGE AUTHORITY (HERITAGE CALGARY) Civic Partner 2019 Annual Report**

We also partnered with the City of Calgary on the Chinatown Context Paper as part of our CIP grant from the Alberta Government to evaluate nine sites in Chinatown for the Inventory, helping connect Calgarians to the history of this vibrant community (N2).

### **A Well Run City**

As identified in One Calgary, “true reconciliation is only possible within an ethical space of engagement and understanding of Indigenous-Canadian history.”

We collaborated with the Mayor’s Office and the Calgary Aboriginal Affairs Committee to write and finalize the text for the Reconciliation Bridge plaque. We delivered the plaque to the Mayor’s Office in early 2020 to be installed on the Reconciliation Bridge. The plaque outlines the history of that site as an important crossing, who Hector-Louis Langevin was, the impact of the residential school system and why the bridge was renamed.

In 2019, work was undertaken to update the criteria in the evaluation system to include sites of cultural significance, which would include Indigenous sites (W5). Recognizing sites significant to Indigenous cultures is a key call to action in the White Goose Flying Report.

### **A Healthy and Green City**

Heritage Calgary commissioned a report in 2018 on the economics of heritage which identifies heritage as environmentally sustainable. The report recognizes that, “Building renewal and re-use capitalizes on materials and energy already invested, reduces construction and demolition waste, and avoids environmental impact associated with new development. The ‘greenest’ building is a building that already exists.” (H2). Efforts to preserve heritage support efforts towards a more resilient local economy and environmentally sustainable communities.

### **3. What quality improvement changes did you make, or operational efficiencies did you find in 2019?**

For a majority of 2019 we continued to share office space with the Parks Foundation Calgary at Haultain School. In October we moved to our own office in the Beltline. The majority of our office furniture was donated by Cenovus thanks to one of our board members. Staff count remained at the same level (two FTEs) for 2019 as 2018.

### **4. What program, service or initiative was most successful in 2019? What lessons learned from this experience can inform future work?**

Our biggest initiative in 2019 was our name change and rebrand from the Calgary Heritage Authority to Heritage Calgary. Our vision and mission now reflect Calgary’s diverse built, cultural, and natural heritage. Like the Elbow and the Bow River, heritage is a constant all Calgarians are connected to and surrounded by. Heritage is a sandstone building that has served as a landmark for a lifetime, or a river-carved landscape that shapes the place where we live. Heritage tells the story of those who first walked here and is the fabric we belong to no matter where we come from.



## CALGARY HERITAGE AUTHORITY (HERITAGE CALGARY) Civic Partner 2019 Annual Report

All our 2019 activities were achieved with a small but mighty team of two staff members.

In 2019, we held two Heritage Matters events which were very successful. Both events were held in partnership with another organization. From this we learned the importance of strengthening connections among communities and audiences, to facilitate inclusivity, greater awareness, and new ideas.

The first event was hosted at the Memorial Park Library. "Heritage Matters: The How-To's of Heritage Conservation" featured architects Matthew Kennedy and Mark Erickson of Studio North; Dave Chalmers of Chalmers Heritage Conservation Ltd., and Lisa Buck, homeowner of the Young House. Speakers discussed various perspectives on the challenges and opportunities of heritage conservation. The event was fully registered with 100 people in attendance.

Our second gathering was hosted by CMLC at the St. Louis Hotel, titled "Heritage Matters: The Warehouse District". Speakers included Harry Sanders, historical consultant, freelance writer, and contract researcher; Bruce Abugov, Lead architect and Founding Partner of Abugov-Kaspar; and Mark Johnson, President of Civitas and member of CMLC's Design Collaborative and Master Planning Team. The speakers discussed the history of the Warehouse District, as well as adaptive re-use and approaches to development and conservation for heritage areas and how heritage preservation and adaptive reuse are essential to urban revitalization.

In 2019, Heritage Calgary led a Jane's Walk on Mid-Century Modern in Downtown West. Despite the cold spring weather, participants were enthusiastic about downtown Calgary's Mid-Century Modern architecture and history. Nearly 100 guests participated in the tour.

As part of Historic Calgary Week in 2019, Heritage Calgary led a walking tour of the ghost signage on Stephen Avenue. The tour took participants down the main street and through the back alleyways to see the ghost signage from Stephen Avenue's past which remains today. Nearly 200 people joined the tour.

### **5. What is one success story from 2019 that demonstrates how you worked in partnership with other community, private or public organizations to achieve shared results for Calgary and Calgarians?**

The Historian in Residence is a six-month paid residency that supports individual researchers working in any genre related to the diverse social, cultural, and built history of Calgary, Treaty 7, and Métis Region 3. They deliver programs and act as mentors to historians, writers, and researchers, advise on research during individual consultations, and curate an exhibit at the Central Library. The Historian in Residence is presented in partnership with the Calgary Public Library. The program began in 2018 with Kevin Allen and continued in 2019 with Jessie Ray Short as the Historian in Residence. The work of these local historians has brought attention to important subjects such as Calgary's LGBTQ+ history and Métis history.

## **RESOURCES**

### **6. Please estimate how The City's operating funding was allocated in 2019. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.**

<b>1%</b>	Advertising and promotion
<b>35%</b>	Programs or services
<b>8%</b>	Office supplies and expenses
<b>5%</b>	Professional and consulting fees
<b>51%</b>	Staff compensation, development and training
<b>0%</b>	Fund development



**CALGARY HERITAGE AUTHORITY (HERITAGE CALGARY)**  
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<b>0%</b>	Purchased supplies and assets
<b>0%</b>	Facility maintenance
<b>0%</b>	Evaluation or Research
<b>%</b>	<i>Other, please name:</i>

**7. Did volunteers support your operations in 2019? If yes:**

<b>How many volunteers?</b>	<b>13</b>
<b>Estimated total hours provided by volunteers:</b>	<b>1400</b>

**8. What resources did your organization leverage to support operations in 2019?**

For each event in 2019 we partnered with other organizations:

- Heritage Matters – Calgary Public Library & CMLC
- Doors Open – Parks Foundation Calgary
- Jane's Walk – Calgary Foundation
- Historic Calgary Week – Chinook Country Historical Society
- Historian in Residence – Calgary Public Library

The evaluations for Chinatown were funded through a CIP grant from the Province. A photo exhibition was also held at the Central Library.

**9. Using the chart below, please report your 2019 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off. *Please identify through BOLD font, 1-2 measures that are most significant and could be presented in a chart.***

	<b>Performance Measure Name</b>	<b>2017 results</b>	<b>2018 results</b>	<b>2019 results</b>	<b>What story does this measure tell about your work?</b>
<b>How much did you do?</b>	<b>Growth of the Inventory</b>	<b>807</b>	<b>832</b>	<b>867</b>	Every year the Inventory continues to grow as Calgary continues to get older. Calgarians are beginning to understand the importance of the Inventory and having a record of our heritage assets.
	Number of Plaques	76	81	<b>87</b>	Plaques help tell the story of that heritage asset; the increase demonstrates that Calgarians see the value of purchasing a heritage plaque.
	<b>Walking Tour Attendees</b>	<b>95</b>	<b>45</b>	<b>270</b>	<b>Calgarians are very keen to learn more about their City and the unique history it has to offer.</b>
<b>How well did you do it?</b>	<b>Total Designated Sites</b>	<b>86</b>	<b>95</b>	<b>99</b>	Designations continue to grow year-over-year. Calgarians are increasingly showing interest in designating their properties for

					future generations. It also shows that, even with limited tools and incentives, Calgarians still see the benefits of designation.
	Lion Awards Sponsorship	NA	\$24,000	NA	Even with a downturn in the economy we were able to deliver a high-quality event to Calgarians with great corporate support.
<b>How are Calgarians better off?</b>	Lion Awards Attendees	325	NA	350	Attendance at the Lion Awards continues to grow as Calgarians' appreciation for their heritage continues to grow.
	Newsletter Subscribers	508	606	780	Our message, and Calgarians' understanding and interest in heritage, continues to grow.
	Media Interviews & Appearances	19	23	39	Our messaging around the importance of heritage is continuing to reach more and more Calgarians.
	Facebook Twitter		760 NA	1330 1030	
	Website Visits		11,813	10,958	Calgarians continue to use our website as a source of information when it comes to heritage in our city.

**10. Briefly describe how your key results in 2019 contributed to Council approved strategies (As applicable.)** For example: Calgary in the new economy: An economic strategy for Calgary; Calgary Heritage Strategy; Climate Resiliency Strategy; Resilient Calgary; Enough for All poverty reduction strategy; Cultural Plan for Calgary; Downtown Strategy; Foundations for Hope: Calgary's Corporate Affordable Housing Strategy; Open Spaces Plan; Recreation Master Plan; Sport for Life Policy.

***Calgary Heritage Strategy:***

We continue to work with Heritage Planning on implementing the Calgary Heritage Strategy. A key piece of the strategy was a funded and resourced Heritage Calgary, which was achieved in 2019 when Heritage Calgary officially became a Civic Partner.

We continue to work with Calgary Parks on the identification and protection of archeological resources on City-owned land.

***Cultural Plan for Calgary***

The City of Calgary Cultural Plan has specific detail around the preservation of built heritage, and its relationship to robust, forward-thinking city building. The plan notes that cultural planning necessarily includes the conservation of historic properties because place is intrinsic to culture.



## CALGARY HERITAGE AUTHORITY (HERITAGE CALGARY) Civic Partner 2019 Annual Report

### ***Downtown Strategy***

We continue to work with the City of Calgary and other stakeholders in a variety of ways including the working group on the Future of Stephen Ave and the PLACE – Industry Engagement Committee.

**11. Did your organization receive any awards or recognition in 2019 that you want to highlight?**  
**NA**

### **12. CAPITAL AND ASSET MANAGEMENT (for Civic Partners managing City-owned assets)**

***Asset: Insert Name of City owned asset managed or operated***

**~~a) Provide a summary of your organization's 2019 capital work, including specific lifecycle/maintenance projects or new capital projects.~~**

**~~b) What funding did your organization leverage to support capital activities in 2019?~~**

### **COVID-19 UPDATE**

**13. Briefly describe the key impacts of COVID-19 on your operations to date.**

All in-person events had to be canceled, including Heritage Matters and walking tours, namely Jane's Walk and Historic Calgary Week. The Lion Awards were slated for October 2020 but have been moved to Oct 2021.

Evaluations for the Inventory were paused because institutions essential to research were closed. This work has restarted now that those institutions have re-opened. During the hiatus, we focused on conducting windshield surveys that will be essential to Inventory Evaluations slated for the remainder of 2021 and into 2022.

Staff worked from home from mid-March until returning to the office on June 22.

**14. What operational efficiencies did you implement to address the impact of COVID-19 up to September 1, 2020?**

Expenditures have been continually monitored and have been kept low. We delayed hiring our inventory person which had been planned for mid/late March until late September. No contracts for evaluations were issued from March until July.

Our summer student grant through the Young Canada Works was originally funded at 69% and increased to 89% of what we had originally submitted.

**15. Were there any program or service changes made during the response to COVID-19 that you plan to integrate into longer term operations? For example, shifting some programming online, or modifications to your delivery model or operations.**

We will continue to create self-guided walking tours for Calgarians to learn more about their communities. We will be looking at having some virtual Heritage Matters in the fall.





**CALGARY HERITAGE AUTHORITY (HERITAGE CALGARY)**  
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We utilized the Inventory to vastly increase our social media content development and output, and created a long-term social media plan to keep our community engaged during months of quarantine. This approach will be integrated into longer term operations.

We are building on these successes by looking at other potential ways of hosting online/virtual tours.

**COVID-19 Service and Impact Demand Update**  
***Reporting for September 2020***

The following information is collected to align with City of Calgary report to Council on the current impact of COVID-19 on delivery of services and programs and may be shared with Council separately from the previous Civic Partner Annual Report Template content.

**Service Impact**

Please choose the one option below that best describes the impact of COVID-19 on your programs or service in the month of September 2020.

<input type="checkbox"/>	<b>Negligible</b>	Minimal to no impact on service. Service is currently operating close to normal.
<input type="checkbox"/>	<b>Minor</b>	Continuing to provide programs and services but some coping strategies required – able to be addressed with existing strategies and resources.
<input checked="" type="checkbox"/>	<b>Moderate</b>	Some challenges on ability to achieve objectives. Some delay. Some aspects of the programs or service are only being met in part.
<input type="checkbox"/>	<b>Significant</b>	Difficulties to achieve objectives. Delays or notable aspects of objectives not completed. Falling well-short of normal operations.
<input type="checkbox"/>	<b>Severe</b>	Unable to meet normal objectives due to serious extended disruption. (e.g. full facility closure, major decrease in users)

**Service Impact Narrative:**

Please briefly describe the impact of COVID-19 on your service for the month of September. You may want to include any major issues/events you experienced.

Some archives and resources that are used for evaluations remain closed which limits our researcher's ability to access some historical materials.

Planning for the Lion Awards would have kicked into high gear for September and October.

The completed transition of responsibility for the Inventory was delayed due to the staff person not joining us until Sept 24.

Access to PPE and other supplies to return to the office was challenging to procure.

**Current Demand for Service:**

At this point in time, based on what you know right now, what is your best estimate of the current demand for your service compared to typical demand?





**CALGARY HERITAGE AUTHORITY (HERITAGE CALGARY)**  
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<input checked="" type="checkbox"/>	Demand is steady, largely business as usual.
<input type="checkbox"/>	Demand has increased notably.
<input type="checkbox"/>	Demand has decreased notably.

**Service Demand Narrative:**

Please provide a supporting narrative that describes how COVID-19 has impacted the demand on your programs or services for September 2020. This may include any new program or service impacts that your organization has faced in the past month.

Not much has changed in terms of service demand. We continue to receive regular inquiries from members of the public as it relates to our work on the Inventory and history & heritage in general. Evaluations have started back up and we continue to support the City on a number of initiatives from the Chinatown LAP & Cultural Plan, Heritage Conservation Incentives & Tools, Naming and Commemoration, and the Downtown Strategy.



## CIVIC PARTNER 2019 ANNUAL REPORT SNAPSHOT- PARKS FOUNDATION, CALGARY

### PARKS FOUNDATION, CALGARY

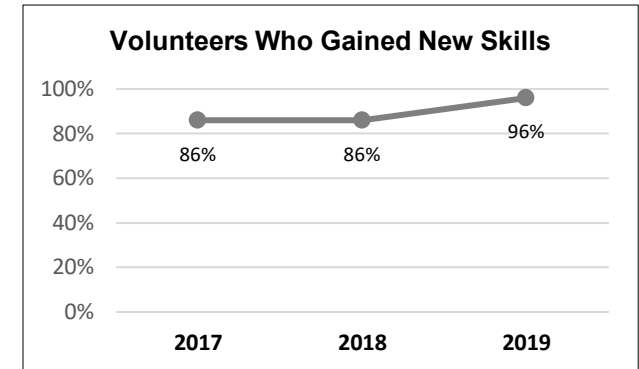
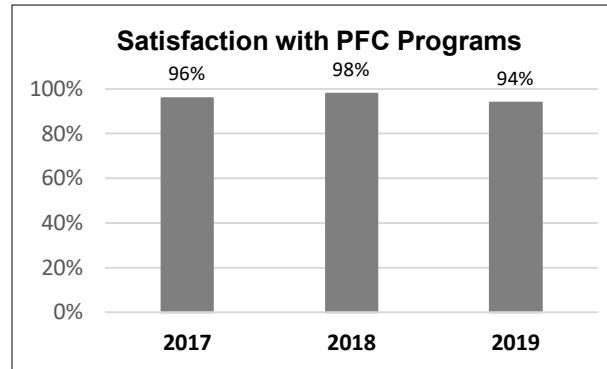
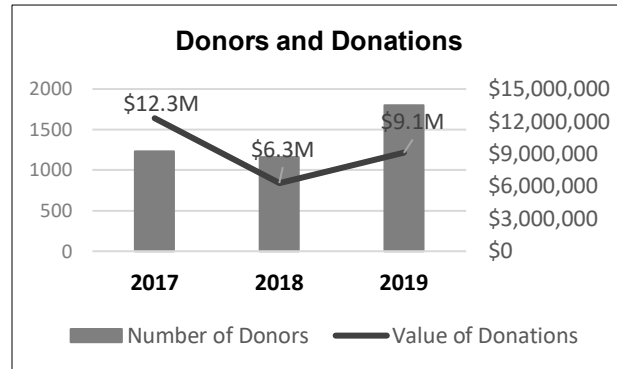
**Mission:** We exist so all Calgarians can enjoy a healthy lifestyle by providing easily accessible and unique, sport and green spaces.

**One Calgary Line of Service: Parks and Open Spaces**

### 2019 City Investment

Operating Grant: \$193,000

### 2019 Results



### The story behind the numbers

- In 2019, donors and grants contributed \$9.1 million to Parks Foundation Calgary. Of that amount, \$1.4 million came from The City of Calgary and was allocated to ten different initiatives (parks and programs).
- Satisfaction rate with Parks Foundation Calgary remains consistently high.
- Community group volunteers report they are learning new skills that they can use on future projects and initiatives that they undertake.

### Current state 2020: COVID-19 impact

- All aspects of operations were impacted by COVID-19: contributions, office administration, communication, program operation and project delivery.
- As of September 2020, donations to Parks Foundation Calgary had fallen 42 per cent (\$2.5 million) year over year.
- Invested in online work management and conferencing tools, and plan to sustain tools into the future. Our staff have improved their remote communication skills and these learnings are expected to enhance our ability to serve partners and clients over the long term.

**Service impact:** Moderate

**Current demand for services:** Demand has increased notably



## **Parks Foundation, Calgary Civic Partner 2019 Annual Report**

**Organizational Structure:** Independent External Organization

**Fiscal Year:** December 31, 2019

**City 2019 Operating Grant:** \$193,000

### **STRUCTURE**

#### **1. Vision, Mission and Mandate:**

**Vision:** Since its establishment in 1985 as a non-profit organization, Parks Foundation Calgary (the "PFC") has worked to create thriving communities and public spaces.

**Mission:** We exist so all Calgarians can enjoy a healthy lifestyle by providing easily accessible and unique, sport and green spaces.

**Mandate:** To implement a mechanism for Calgarians to participate in the development of parks and sport by providing a framework for soliciting funds, and encouraging collaboration between government, community and individuals.

### **2019 RESULTS**

#### **2. What key results did your organization achieve in 2019 that contributed to one or more of the One Calgary Citizen Priorities? (*A Prosperous City, A City of Safe & Inspiring Neighbourhoods, A Healthy and Green City, A Well Run City*)** (A Prosperous City, A City of Inspiring Neighbourhoods, or A Healthy and Green City?)

##### Council Priority: A Prosperous City

At Parks Foundation Calgary, we help make Calgary a great city for its residents by encouraging healthy lifestyle, providing easily accessible, unique, recreational, sport and green spaces. Through enhancing our city's green and recreation spaces, we help make Calgary an even more attractive place to live, visit and start a business.

Each year, we partner and collaborate with over 100 community organizations. Through our 2019 satisfaction survey, over 80% of these partners reported that their projects connected multiple sectors, including different levels of government, communities, local businesses or funders.

##### Council Priority: A City of Inspiring Neighbourhoods

Through our Building Communities Program, 12 playground projects were supported with grants and assistance in 2019. Since 2009, over 180 projects have been constructed under this grant and support program. The Building Communities Program is a catalyst that brings together residents of a community or school organization to improve playgrounds and natural areas in their respective communities. Neighbourhoods are inspired and new community capacity is built through this process.



## **Parks Foundation, Calgary Civic Partner 2019 Annual Report**

With Parks Foundation Calgary's Dedication Program, 68 memorial benches and picnic tables were donated in Calgary parks and along pathways in 2019. The program is an outlet for Calgarians to celebrate a loved one or family milestone. The benches and tables are treasured by those who donate them and bring a sense of community to those who use them to sit and relax while enjoying our city parks and pathways.

Parks Foundation Calgary's Project Gift Administration Program supported 32 new and 96 ongoing community driven projects in 2019, providing free administration services for community projects such as playgrounds, sport upgrades or community hubs. This program inspires strong neighbourhoods where community residents come together to improve their area, thereby creating further community capacity.

All of these programs help create inspiring neighbourhoods, transformed by communities with the support of Parks Foundation. Over 80% of our partners report that their project helped improve their community's public spaces and opportunities for citizen connection. Over 90% said their project was in response to a community need.

### Council Priority: A Healthy and Green City

Through construction of the 138 km Rotary/Mattamy Greenway pathway and park amenities, Parks Foundation Calgary brought more opportunities for outdoor activity and sport to Calgarians. Recreation contributes to health and wellness, both physical fitness and mental health, as well as social wellbeing. The Rotary/Mattamy Greenway connects 55 communities where over 400,000 Calgarians live. Free to everyone and available 365 days a year, this pathway system is used for recreation and is also a mode of transportation for residents who chose to bike, walk or run to get from one place to another in Calgary.

Parks Foundation Calgary's Amateur Sport Grant Program, a partnership with the Calgary Flames and the Saddledome Foundation, approved grants of over \$373,000 to local amateur sport organizations in 2019. This program contributes funds for capital elements in non-profit sport organizations, providing better equipment and supplies, allowing residents to participate in healthy sporting activity.

In 2019, the Stella Conceptual Drawing Grant Program awarded \$5,000 each in seed money to 9 community organizations, allowing them to complete a professional project drawing. This program supports projects that will enhance Calgary's park spaces, providing opportunities for volunteer groups to enhance their surroundings.

The various programs of Parks Foundation Calgary provide overall support to community building projects, assisting from start to finish. Often, this support makes the difference between projects moving forward or not. The many successful projects that Parks Foundation Calgary supports, including playgrounds, parks and pathways, ensure Calgarians have access to nature and healthy and active lifestyles, with no additional municipal funding required.



## **Parks Foundation, Calgary Civic Partner 2019 Annual Report**

### **3. What quality improvement changes did you make, or operational efficiencies did you find in 2019?**

In 2019, Parks Foundation Calgary continued to execute on its Strategic Plan, focusing external communications and donor relationships. Branding and communications standards were established and new communication practices were implemented. This involved making upgrades to Parks Foundation Calgary's website and donor database.

### **4. What program, service or initiative was most successful in 2019? What lessons learned from this experience can inform future work?**

At Parks Foundation Calgary, we strive to increase community capacity by teaching community members how to successfully complete park projects. In 2019, Parks Foundation Calgary designed and distributed a new resource for communities called the "Community Resources 101 Guide". The Guide contained detailed training information on:

- a) Identifying the needs and opportunities of your community
- b) Project permissions and approvals
- c) Project management and budgeting
- d) Fundraising and grants
- e) Communication and building partnerships

In 2019, 96% of community groups surveyed by Parks Foundation said we helped them learn new skills that they can use on future projects and initiatives that they undertake.

### **5. What is one success story from 2019 that demonstrates how you worked in partnership with other community, private or public organizations to achieve shared results for Calgary and Calgarians?**

In 2019, Parks Foundation celebrated the 10th anniversary of our Building Communities Program, a program that assists community park projects by providing grants, advice, administrative support and volunteers. To celebrate and share the impact of community-led initiatives, Parks Foundation Calgary promoted the fundraising efforts of local community projects with "ParksFest". Over a six month period, ParksFest raised the profile of nine communities through a unique video campaign, which allowed them to raise additional funds, build skills and complete their projects faster than would have otherwise been possible. This campaign ended at our ParksFest summer event that attracted over 1,000 attendees. Thanks to the generosity of Pembina Pipelines Corporation and our other funding partners, a total of \$62,000 of additional dollars were injected into these community projects through the "Energize Awards".

A community member who participated in ParksFest and the Energize Awards said:

*"I wanted to personally take a moment to thank you all for what you have done to help us get that much closer to building a playground. [...] Furthermore, I wanted to let you know that the vision for the energize awards was wonderful, and a fun way to earn money for our project that wasn't just writing a grant. I thoroughly enjoyed myself, and enjoyed challenging myself to write a script. Thank you for putting on such a fantastic event in ParksFest. I was thrilled to see so many people there, and it really energized us..."*

## RESOURCES

6. Please estimate how The City's operating funding was allocated in 2019. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.

4%	Advertising and promotion
%	Programs or services
12%	Office supplies and expenses
11%	Professional and consulting fees
66%	Staff compensation, development and training
%	Fund development
%	Purchased supplies and assets
3%	Facility maintenance
0%	Evaluation or Research
4%	Other, please name: Insurance (2%); Depreciation Expense (2%)

7. Did volunteers support your operations in 2019? If yes:

How many volunteers?	1,460
Estimated total hours provided by volunteers:	7,636

8. What resources did your organization leverage to support operations in 2019?

In 2019, operational costs were funded by a combination of City of Calgary grant, investment income, management fees, donations and other income.

9. Using the chart below, please report your 2019 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off. **Please identify through BOLD font, 1-2 measures that are most significant and could be presented in a chart.**

	Performance Measure	2017 results	2018 results	2019 results	What story does this measure tell about your work?
How much did you do?	# Building Communities grants awarded	17	16	12	Community and sport groups continue to value grant programs.
	# PFC Amateur Sport grants awarded	18	18	10	
	# new community projects supported by the Project Gift Administration (PGA)	24	50	32	Communities continue to take advantage of Parks Foundation Calgary's programs
	# <u>continuous</u> projects supported by PGA	71	94	96	
	*Total disbursements to PFC projects	\$10.0M	\$8.6M	\$8.6M	Construction on Rotary/Mattamy Greenway and community-led projects
How well did you do	# Donors/contributors \$ Donor/contributors	1,235 \$12.3M	1,164 \$6.3M	1,803 \$9.1M	In 2019, donors and granters contributed \$9.1 million to Parks

## Parks Foundation, Calgary Civic Partner 2019 Annual Report

it?	<p>*Return on Investment of City dollars (city dollars compared to total disbursements to projects)</p> <p><b>Satisfaction rate of PFC program partners and users</b></p>	\$1 to \$5.1	\$1 to \$5.3	\$1 to \$6.5	<p>Foundation Calgary. Of that \$9.1 million, \$1.4 million came from The City of Calgary and was allocated to 10 different initiatives (parks and programs).</p> <p>Satisfaction rate with Parks Foundation Calgary remains consistently high.</p>
<b>How are Calgarians better off?</b>	<p>Number of youth who were impacted by park and playground grants and supports given (Building Communities Program)</p> <p>Number of athletes who will have new sport equipment or facilities (Amateur Sport Grant Program)</p> <p><b>Percentage of community volunteers who said they gained new skills from working with PFC (capacity building)</b></p>	17,000	21,000	19,000	<p>Through Parks Foundation Calgary's grant and support programs, thousands of children, families and athletes are helped. They will have new opportunities to play outside and engage in sport.</p> <p>Community groups are learning new skills that they can use on future projects and initiatives that they undertake.</p>
		72,000	35,000	46,000	
		86%	86%	96%	

\*Note: Disbursements to project and return on investment reflect project completion cost, not asset value.

**10. Briefly describe how your key results in 2019 contributed to Council approved strategies (As applicable.)** For example: Calgary in the new economy: An economic strategy for Calgary; Calgary Heritage Strategy; Climate Resiliency Strategy; Resilient Calgary; Enough for All poverty reduction strategy; Cultural Plan for Calgary; Downtown Strategy; Foundations for Hope: Calgary's Corporate Affordable Housing Strategy; Open Spaces Plan; Recreation Master Plan; Sport for Life Policy.

### ***Open Space Plan***

Through its programs and park projects, Parks Foundation Calgary contributed to the progress on the Open Space Plan mandate by helping provide and maintain the integrity of a high-quality and diverse park and open space system. We strive to provide a safe, aesthetic and comfortable environment through quality landscape development, and protect and enhance natural environment areas. Parks Foundation Calgary supports projects that contribute towards the development and operation of an environmentally sustainable city. We act in partnership with various levels of government and community to encourage the provision of high-quality open space and recreational opportunities for Calgarians.

Through our Building Communities Program, 12 playground projects were supported with grants and assistance in 2019. Since 2009, over 180 projects have been constructed under this grant and support program. The Building Communities Program is a catalyst that brings together residents of a community or school organization to improve playgrounds and natural areas in their respective communities. Neighbourhoods are inspired and new community capacity is built through this process.





## **Parks Foundation, Calgary Civic Partner 2019 Annual Report**

Through construction of the 138 km Rotary/Mattamy Greenway pathway and park amenities, Parks Foundation Calgary brought more opportunities for outdoor activity and sport to Calgarians. Recreation contributes to health and wellness, both physical fitness and mental health, as well as social wellbeing. The Rotary/Mattamy Greenway connects 55 communities where over 400,000 Calgarians live. Free to everyone and available 365 days a year, this pathway system is used for recreation and is also a mode of transportation for residents who chose to bike, walk or run to get from one place to another in Calgary.

In 2019, the Stella Conceptual Drawing Grant Program awarded \$5,000 each in seed money to 9 community organizations, allowing them to complete a professional project drawing. This program supports projects that will enhance Calgary's park spaces, providing opportunities for volunteer groups to enhance their surroundings.

### ***Sport for Life Policy***

Through its programs and projects, Parks Foundation Calgary helps develop and enhance recreation and sport infrastructure. Parks Foundation Calgary's Amateur Sport Grant Program, a partnership with the Calgary Flames and the Saddledome Foundation, approved grants of over \$373,000 to local amateur sport organizations in 2019. This program contributes funds for capital elements in non-profit sport organizations, providing better equipment and supplies, allowing residents to participate in healthy sporting activity.

The various programs of Parks Foundation Calgary provide overall support to community sport and park projects, assisting from start to finish. Often, this support makes the difference between projects moving forward or not. The many successful projects that Parks Foundation Calgary supports, including playgrounds, parks and sport projects, ensure Calgarians have access to nature and healthy and active lifestyles, with no additional municipal funding required.

### **11. Did your organization receive any awards or recognition in 2019 that you want to highlight?**

Parks Foundation Calgary presented best practices in fundraising and partnership development at two conferences: Park People's National Conference and at the Alberta Recreation and Parks Association (ARPA) Conference. In 2019, Parks Foundation Calgary was an official media partner of Corus Entertainment, profiling and promoting the park fundraising efforts of communities across Calgary.

### **12. CAPITAL AND ASSET MANAGEMENT (for Civic Partners managing City-owned assets)**

**Asset:** *Insert Name of City owned asset managed or operated*  
(Not applicable)

- a) Provide a summary of your organization's 2019 capital work, including specific lifecycle/maintenance projects or new capital projects.**

Rotary/Mattamy Greenway



## **Parks Foundation, Calgary Civic Partner 2019 Annual Report**

Construction continued on the 138 km Rotary/Mattamy Greenway. Along the Rotary/Mattamy Greenway in the community of Copperfield, a new wetland boardwalk, wooden bird blind viewing area, seating area and pathway sections were completed.

### David Richardson Memorial Disc Golf Park

Opened in June 2018, this 18-hole disc golf course is located on a 27-acre site in Calgary's northwest and is considered one of the best disc golf facilities in North America. Disc golf is a low-cost sport open to participants of all ages and abilities. In 2019, the Foundation continued maintenance and oversight of the park, leading up to its transition to the Calgary Parks in fall 2019.

### Manmeet Singh Bhullar Park

Completed in October 2018, this new park is located in the northeast community of Taradale. It features five distinct groves of trees, large seating areas and a commemorative plaza. The park is a much needed amenity in an area of Calgary that is underserved in parks. In 2019, the Foundation continued maintenance and oversight of the park, leading up to its transition to the Calgary Parks planned for summer 2020.

### Building Communities Program – Community-Led Projects

In 2019, 12 new projects were funded under Parks Foundation Calgary's Building Communities Program, including traditional and inclusive playgrounds, as well as outdoor learning spaces. The Building Communities Program provides grants to community-led projects, and also provides projects with essential administrative support and project management guidance.

### Future Projects – 2020

In 2019, the Foundation worked on fundraising, concept design and future development of projects planned for 2020: Flyover Park (Bridgeland-Riverside community), the Bicycle Pump Track (South Glenmore Park) and the Quinterria Legacy Garden (South Glenmore Park).

## **b) What funding did your organization leverage to support capital activities in 2019?**

Parks Foundation Calgary leverages support from a variety of sources in order to complete park and pathway projects. Our funding partners include all levels of government, Calgary Foundation, Saddledome Foundation, Pembina Pipelines, family endowment funds, corporations, community associations and many individual donors.

In 2019, donors and granters contributed a total of \$9.1 million to Parks Foundation Calgary. Of that \$9.1 million, \$1.4 million was contributed by The City of Calgary, and per The City's direction, was allocated to ten Parks Foundation Calgary park and program initiatives.

## **COVID-19 UPDATE**

### **13. Briefly describe the key impacts of COVID-19 on your operations to date.**



## **Parks Foundation, Calgary Civic Partner 2019 Annual Report**

All aspects of Parks Foundation Calgary's operations were impacted by COVID-19: contributions, office administration, communication, program operation and project delivery. As of September 2020, donations to Parks Foundation Calgary had fallen 42% (\$2.5 million) year over year.

In March 2020, the majority of our office staff were transitioned out of the office to work remotely. Health and safety was a key priority and we adjusted to delivering services under a new circumstances.

### **14. What operational efficiencies did you implement to address the impact of COVID-19 up to September 1, 2020?**

Parks Foundation Calgary upgraded remote communications capabilities to ensure we could support our staff, community partners and donors. We also purchased new information technology resources (computers, cameras, etc.) in order to make remote work possible. Since our office building remained partially open (for insurance and security reasons) it was important to enhance sanitizing procedures, develop new distance protocols and purchase personal protective equipment.

### **15. Were there any program or service changes made during the response to COVID-19 that you plan to integrate into longer term operations? For example, shifting some programming online, or modifications to your delivery model or operations.**

Parks Foundation Calgary invested in online work management and conferencing tools, and we plan to sustain those tools in future. Our staff have improved their remote communication skills and these learnings are expected to enhance our ability to serve partners and clients over the long term.

## **COVID-19 Service and Impact Demand Update Reporting for September 2020**

The following information is collected to align with City of Calgary report to Council on the current impact of COVID-19 on delivery of services and programs and may be shared with Council separately from the previous Civic Partner Annual Report Template content.

### **Service Impact**

Please choose the one option below that best describes the impact of COVID-19 on your programs or service in the month of September 2020.

<input type="checkbox"/>	<b>Negligible</b>	Minimal to no impact on service. Service is currently operating close to normal.
<input type="checkbox"/>	<b>Minor</b>	Continuing to provide programs and services but some coping strategies required – able to be addressed with existing strategies and resources.



## Parks Foundation, Calgary Civic Partner 2019 Annual Report

<input checked="" type="checkbox"/>	<b>Moderate</b>	Some challenges on ability to achieve objectives. Some delay. Some aspects of the programs or service are only being met in part.
<input type="checkbox"/>	<b>Significant</b>	Difficulties to achieve objectives. Delays or notable aspects of objectives not completed. Falling well-short of normal operations.
<input type="checkbox"/>	<b>Severe</b>	Unable to meet normal objectives due to serious extended disruption. (e.g. full facility closure, major decrease in users)

### **Service Impact Narrative:**

Please briefly describe the impact of COVID-19 on your service for the month of September. You may want to include any major issues/events you experienced.

The impacts of COVID-19 have been consistent over the period of March 2020 to present. September 2020 was not unique. Since the pandemic began, all aspects of Parks Foundation Calgary's operations have been negatively impacted: administration, programs communication, program operation and project delivery.

### **Current Demand for Service:**

At this point in time, based on what you know right now, what is your best estimate of the current demand for your service compared to typical demand?

<input type="checkbox"/>	Demand is steady, largely business as usual.
<input checked="" type="checkbox"/>	Demand has increased notably.
<input type="checkbox"/>	Demand has decreased notably.

### **Service Demand Narrative:**

Please provide a supporting narrative that describes how COVID-19 has impacted the demand on your programs or services for September 2020. This may include any new program or service impacts that your organization has faced in the past month.

Demand for fundraising help from Parks Foundation Calgary has been strong, particularly in light of decreased grant availability from many traditional granters (government, foundations, corporate, etc.). Communities and sport groups rely on casino funding, which was not available for several months due to COVID-19 related shut downs. Sport Calgary has reported that about half of all Calgary sport organizations feel they can only sustain operations for six months or less without further assistance, and rent is their number one cost concern. Further, 97 per cent of respondents said they experienced a



## **Parks Foundation, Calgary Civic Partner 2019 Annual Report**

decrease in revenue from fees, and 74 per cent have experienced a decrease in revenue from fundraising, grants or sponsorship.

In September, Parks Foundation Calgary launched the "Calgary Flames Support for Sport Program". The Calgary Flames Support for Sport Program provides sport groups with a dedicated fundraising platform. To further support fundraising, the Calgary Flames Foundation is providing \$200,000 in matching funds through its COVID-19 Community Support Program, by giving a 50% top-up to groups for every dollar they raise on the platform, up to \$5,000 per organization. All donations will be eligible to receive a tax receipt. The program will run this fall, ending on December 31, 2020.



## CIVIC PARTNER 2019 ANNUAL REPORT SNAPSHOT- CALGARY SPORT COUNCIL SOCIETY (SPORT CALGARY)

### CALGARY SPORT COUNCIL SOCIETY (SPORT CALGARY)

**Vision:** To be the voice for amateur sport.

**Mission:** Sport Calgary assists, supports, and influences the growth of sport in Calgary.

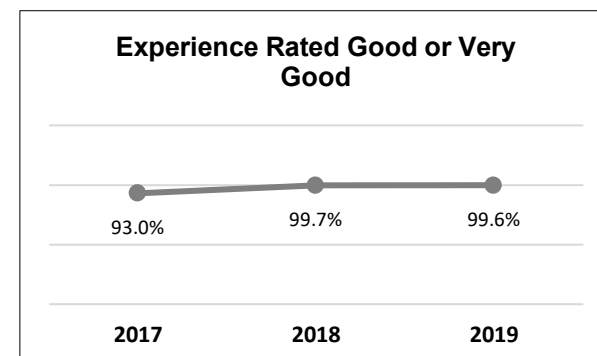
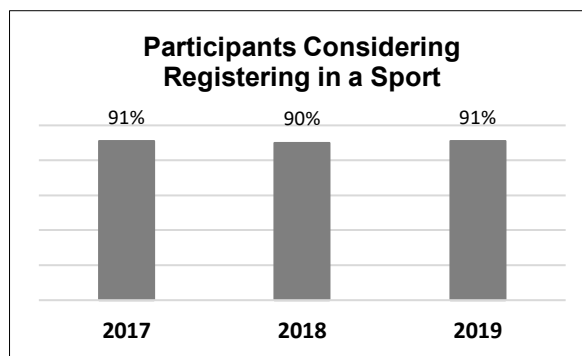
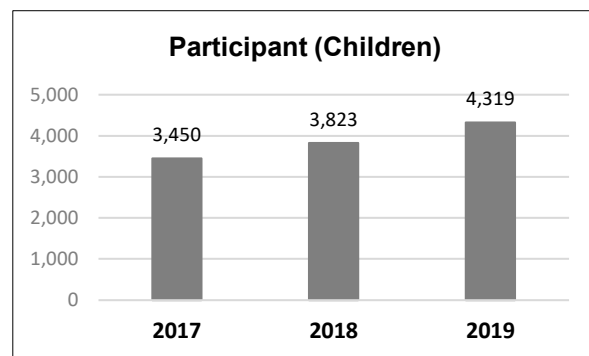
**One Calgary Line of Service: Recreation Opportunities**

### 2019 City Investment

Operating Grant: \$462,210

City owned asset? No

### 2019 Results: All Day One Sport Event



### The story behind the numbers

- Indicators show the growth, popularity and influence of the All Sport One Day event. The event has set new records for participation each year.
- Post-event survey results show the quality of experience provided at the event. All Day One Sport allows families and children to try new activities, which can lead to life-long passions.
- All Day One Sport is effective in encouraging children to get active and participate in community recreation and sport.
- In 2019, Sport Calgary played a lead role in advocating for new major sport infrastructure in our city, in partnership with local grassroots sport.

### Current state 2020: COVID-19 impact

- Celebration of Sport event has been postponed to Spring 2021, and are instead hosting online events focused on "Return to Sport" and "Mental Health/Resilience. All Sport One Day event cancelled in June.
- Increased requests for information from Sport Calgary members. This includes questions about operations, insurance, facility rentals, participant retention, fundraising, and other topics.
- Reviewed 2020 budget and cut discretionary costs

**Service impact:** Moderate

**Current demand for service:** Demand has increased notably

**Organizational Structure:** Independent External Organization

**Fiscal Year:** December 31, 2019

**Contribute to Delivery of Council Approved Strategy:** Sport For Life Policy

**City 2019 Operating Grant:** \$462,210

## **STRUCTURE**

### **1. Vision, Mission and Mandate:**

**Mission:** Sport Calgary assists, supports, and influences the growth of sport in Calgary.

**Vision and Mandate:** Sport Calgary is the voice for sport in Calgary. We are a volunteer non-profit society, representing sport in the city of Calgary. As an advocate of sport, we strive to assist, support and influence the growth of sport in Calgary by:

- Playing a lead role in the implementation of the Calgary Sport for Life Policy, and ensuring it continues to create a vision for sport in Calgary from introductory to high-performance levels.
- Continually identifying and assessing the needs of the sport community and facility stakeholders.
- Encouraging development and enhancement of appropriate facilities and the efficient utilization of current facilities.
- Fostering collaboration within the sport community and coordination of resources amongst stakeholders to develop and enhance facilities.
- Increasing the profile of sport in Calgary, and advocating the values and benefits of sport.
- Facilitating education and training opportunities for athletes, coaches, officials, administrators, parents and volunteers.
- Acting as a resource for sport organizations.
- Encouraging the hosting of sport events and sport tourism in Calgary.

## **2019 RESULTS**

### **2. What key results did your organization achieve in 2019 that contributed to one or more of the One Calgary Citizen Priorities? (*A Prosperous City, A City of Safe & Inspiring Neighbourhoods, A Healthy and Green City, A Well Run City*)**

#### **A City of Safe & Inspiring Neighbourhoods**

*Every Calgarian lives in a safe, mixed and just neighbourhood, and has the opportunity to participate in civic life.*

- Hosted the tenth annual All Sport One Day in June 2019, providing free sport opportunities for over 4300 children. This event introduced children ages six to seventeen to over 80 exciting sport discovery sessions offered by 91 volunteer sport organizations at 20 facilities throughout Calgary.
- Hosted the fourth annual All Sport One City, a free initiative that encourages adult Calgarians to become more active in sport. This year saw further growth, with high growth expected to continue in future years as the event becomes known to Calgarians.
- Engaged several facility-type advisory groups, allowing those groups to make their collective position clear on issues relevant to facility supply and demand.
- Provided governance assistance to sport and community associations.



- Advocated and promoted the Respect in Sport initiative that trains Calgary sport organizations' youth leaders to recognize, understand and respond to issues of bullying, abuse, harassment and discrimination. This partnership includes parents, coaches, athletes, referees and participants, and impacts hundreds of thousands of Calgarians in many diverse groups.
- Championed Sport for Life Policy that was unanimously passed by City Council in May 2018. Advocated for its vision to enrich quality of life, ensure sustainable and accessible opportunities, and position Calgary as a leader in the sport development industry.
- Acted as a key stakeholder and central source to the sport community, functioning as a liaison and facilitator for connections between sport organizations in Calgary.

## **A Healthy and Green City**

*We steward our air, land, and water while encouraging healthy lifestyles for all Calgarians.*

- Joined the Calgary Multisport Fieldhouse Society in advocating for a new multisport fieldhouse that meets the must-have requirements of its stakeholders; represented the sport community as a member of the Foothills Athletic Park Redevelopment Assessment Committee (FAPRAC).
- Played a lead role in the continued implementation of the *10 Year Strategic Plan for Sport Facility Development and Enhancement*.
- Continued a working relationship with PLAY Calgary, a cross-sectoral collective supporting physical literacy, physical activity, and the Canadian Sport for Life framework. Sport Calgary committed to assisting in a leadership and communications role.
- Continued a working relationship with Parks Foundation Calgary on the development of the Sport for Calgary Foundation, as well as other initiatives.

## **A Prosperous City**

*Calgary continues to grow as a magnet for talent, a place where there is opportunity for all, and the best place in Canada to start and grow a business.*

- Promoted our *Economic Significance of Amateur Sport in Calgary* research report, which examined the economic significance of amateur sport at a municipal level. The report was widely referenced by fellow Civic Partners, based on the GDP, wage, salary, and volunteer impacts presented.
- Promoted the economic value of sport and its effects on Calgary's local economy.
- Ensured sport infrastructure needs are represented, through the facility demand study and consultative processes. A Global Liveability ranking from the Economist Intelligence Unit in 2019 ranked Calgary as the best city in Canada. Of the thirty factors affecting the ranking, approximately half are influenced by the quality of local sport and recreation.
- Supported the implementation of the Event and Festival Policy as a member of the Event Advisory Committee.
- Worked with Tourism Calgary to encourage and facilitate sport tourism in Calgary.
- Actively supported Active City with the support of the development of an "Active Economy" framework, with active well-being at the heart of all economic drivers.

## **3. What quality improvement changes did you make, or operational efficiencies did you find in 2019?**

Sport Calgary introduced an improved annual member survey, that allows us to better understand the needs and concerns of our member organizations. Feedback received to date has been positive, and we will continue to revise and improve the quality of the survey in future years.

We completed an annual review of our approved budget, with revisions to cut discretionary costs to reflect the temporary decrease in municipal funding, with a goal of approaching break-even results for the year. Reviewed within the context of our board-approved 2020-23 Strategic Plan and associated activities and KPIs.

**4. What program, service or initiative was most successful in 2019? What lessons learned from this experience can inform future work?**

Hosted the tenth annual All Sport One Day in June 2019, providing free sport opportunities for over 4300 children. This event introduced children ages six to seventeen to over 80 exciting sport discovery sessions offered by 91 volunteer sport organizations at 20 facilities throughout Calgary. This included 15 fully adaptable sports and 25 partially adaptable sports.

Our performance measures show the continuing growth, popularity and influence of our All Sport One Day event. All Sport One Day has set new records for participation each year. Thousands of young people from across the city were able to participate in this free annual event, helping connect families to facilities and sport organizations.

All Day One Sport allows families and children to try new activities, which can lead to life-long passions. The event has become an annual tradition that parents and sports organizations look forward to each year. Many families have shared how All Sport One Day encouraged their children to be physically active in personally meaningful activities.

**5. What is one success story from 2019 that demonstrates how you worked in partnership with other community, private or public organizations to achieve shared results for Calgary and Calgarians?**

Sport Calgary advocated for many important causes over the past year.

Perhaps most notably, Sport Calgary played a lead role this year in advocating for new major sport infrastructure in our city, in partnership with local grassroots sport.

In the early months of the year, Sport Calgary strongly advocated for funding approval for a multisport fieldhouse. This multi-purpose facility will accommodate play, practice, training, and competition in multiple sports and activities for people of all ages and abilities. Led by the grassroots efforts of Sport Calgary member organization Calgary Multisport Fieldhouse Society (CMFS), the case for a fieldhouse is clear.

The project received approval in March, and Sport Calgary continues to represent the local sport community as a member of the City of Calgary's Foothills Athletic Park Redevelopment Advisory Committee (FAPRAC) as an active and vocal presence.

As well, in July, Sport Calgary voiced its strong support for the construction of a new public sports and entertainment event centre, as jointly announced on July 22, 2019 by the City of Calgary, Calgary Sports and Entertainment Corporation (CSEC) and Calgary Stampede.

**RESOURCES**

6. Please estimate how The City's operating funding was allocated in 2019. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.

0.46%	Advertising and promotion
5.92%	Programs or services
1.21%	Office supplies and expenses
19.22%	Professional and consulting fees
58.98%	Staff compensation, development and training
4.00%	Fund development
0.54%	Purchased supplies and assets
0.02%	Facility maintenance
3.24%	Evaluation or Research
6.04%	Other, please name: Rent (+utilities)

7. Did volunteers support your operations in 2019? If yes:

How many volunteers?	Approximately 650
Estimated total hours provided by volunteers:	4,875

8. What resources did your organization leverage to support operations in 2019?

Sport Calgary's primary source of funding continued to be the City of Calgary, although the ratio of municipal funding to external sponsorship has been reduced. In 2019, 72% of Sport Calgary's total revenues came from the City of Calgary, compared to 91% in 2015.

This reflects the increased focus on securing alternative revenue streams such as sponsorships. We understand the need to diversify funding sources, and the importance of ensuring the organization's financial stability into the future.

Other sources of funding for the fiscal year included Student Temporary Employment Program (STEP) grants through the Government of Alberta and an expanded list of various individual and corporate sponsors. Diversity of funding sources remains a priority for our organization.

Other sources of leveraged support include relationships with local, provincial, and national sport organizations, as well as considerable effort and contributions from partners, members and volunteers.

9. Using the chart below, please report your 2019 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off. *Please identify through BOLD font, 1-2 measures that are most significant and could be presented in a chart.*

	Performance Measure Name	2017 results	2018 results	2019 results	What story does this measure tell about your work?
How much did you do?	Children attending	3450	3823	4319	These indicators show the growth, popularity and influence of our All Sport One Day event. All Sport One Day has set new records for participation each year. Thousands of young people from across the city were able to participate in this free annual event, helping connect families to
	Total sport orgs.	71	81	91	
	Participating facilities	14	17	20	

					facilities and sport organizations.
<b>How well did you do it?</b>	<i>Post-event survey</i> <ul style="list-style-type: none"> <li>Rated experience “good” or “very good”</li> <li>Intention to participate next year</li> </ul>	93% 94%	99.7% 98.8%	99.6% 98.9%	These post-event survey results show the quality of experience provided at the event. All Day One Sport allows families and children to try new activities, which can lead to life-long passions. The event has become an annual tradition that parents and sports organizations look forward to each year.
<b>How are Calgarians better off?</b>	<i>Post-event survey</i> <ul style="list-style-type: none"> <li>Considering registering in a sport</li> </ul>	91%	90%	91%	This indicator shows how effective All Day One Sport can be in encouraging children to get active and participate in community recreation and sport. Many families have shared how All Sport One Day encouraged their children to be physically active in personally meaningful activities.

**10. Briefly describe how your key results in 2019 contributed to Council approved strategies (As applicable.)** For example: Calgary in the new economy: An economic strategy for Calgary; Calgary Heritage Strategy; Climate Resiliency Strategy; Resilient Calgary; Enough for All poverty reduction strategy; Cultural Plan for Calgary; Downtown Strategy; Foundations for Hope: Calgary’s Corporate Affordable Housing Strategy; Open Spaces Plan; Recreation Master Plan; Sport for Life Policy.

***Calgary in the new economy: an updated economic strategy for Calgary:*** Promoted the *Economic Significance of Amateur Sport in Calgary* research report, which examined the economic significance of amateur sport at a municipal level. The report was widely referenced by fellow Civic Partners, based on the GDP, wage, salary, and volunteer impacts presented.

Ensured sport infrastructure needs are represented, through the facility demand study and consultative processes. A Global Liveability ranking from the Economist Intelligence Unit in 2019 ranked Calgary as the best city in Canada, and fourth worldwide. Of the thirty factors affecting the ranking, approximately half are influenced by the quality of local sport and recreation.

Promoted the economic value of sport and its effects on Calgary’s local economy. Worked with Tourism Calgary to encourage and facilitate sport tourism in Calgary.

***Cultural Plan for Calgary:*** Supported the implementation of the Event and Festival Policy as a member of the Event Advisory Committee.

***Enough for All Poverty Reduction Strategy:*** Hosted the tenth annual All Sport One Day in June 2019, providing free sport opportunities for over 4300 children. This event introduced children ages six to seventeen to over 80 exciting sport discovery sessions offered by 91 volunteer sport organizations at 20 facilities throughout Calgary. From post-event surveys we know that this event provides low-income Calgarians with a cost-effective option to try out new sport activities.



## Calgary Sport Council Society (Sport Calgary) Civic Partner 2019 Annual Report

Hosted the fourth annual All Sport One City, a free initiative that encourages adult Calgarians to become more active in sport. This year saw further growth, with high growth expected to continue in future years as the event becomes known to Calgarians. From post-event surveys we know that this event provides low-income Calgarians with a cost-effective option to try out new sport activities.

Collaborated with Parks Foundation Calgary to continue development of a "Sport for Calgary Foundation" that will focus on poverty reduction through access to sport.

**Sport for Life Policy: Sport Calgary is a steward of the strategy**, and is tasked with a specific mandate in the Policy. As per the Policy, Sport Calgary is a strategy delivery Partner that:

1. advises The City of Calgary in the advancement of Clauses 5.1, 5.2 and 5.3;
2. builds the capacity of local sport organizations through education, training, and best practices; and
3. leads an advisory committee consisting of members of the Sport Sector that will:
  - i. coordinate efforts to build an integrated sport delivery system;
  - ii. contribute to the advancement of Sport in alignment with this Council policy; and
  - iii. promote the value of Sport to Calgarians.

Sport Calgary has taken a proactive role in ensuring that these goals are met. Our mandate under the Policy is fully aligned with our updated *2020-23 Strategic Plan*, which has specific actions and measurable KPIs to ensure accountability. The mandate is also aligned with our annual business plans and budgets, as well as ongoing operations.

Specific measurable KPIs of the Sport for Life Policy have been included in "Schedule A" of Sport Calgary's 2019-2023 Funding Agreement with the City of Calgary.

Our organization acts as a central resource to the sport community, functioning as a liaison and facilitator for connections between sport organizations in Calgary. Sport organizations are also able to contact Sport Calgary for assistance with grant applications and governance best practices, including organizational bylaws. We have a zero-tolerance stance on sexual harassment, bullying, and discrimination in sport.

Sport Calgary has advocated for many important causes over the past year. This included the support for a new multisport Fieldhouse at Foothills Athletic Park, improved safety measures for women in Canadian sport, and broad civic investment in community-level infrastructure. We assisted with the Special Olympics Provincial Games, Red Deer 2019 Canada Games, Respect Group, and local Indigenous schools.

Calgary's Sport for Life was endorsed by the sport community and approved by City Council in 2018 as a means to grow, foster and encourage sport and sport opportunities in the city of Calgary.

**Open Spaces Plan:** Promoted both structured and unstructured play opportunities within Calgary's parks and recreation system.

Collaborated with Parks Foundation Calgary to begin development of "Sport for Calgary Foundation".



## Calgary Sport Council Society (Sport Calgary) Civic Partner 2019 Annual Report

**Recreation Master Plan:** Sport Calgary continues to advocate and support the 2010-2020 Recreation Master Plan, with its mission of enriching Calgarians' lives through recreation. The Master Plan considers the changing demographics of our diverse city, and calls for public value and accessibility in all projects, a stance that Sport Calgary fully supports.

Joined the Calgary Multisport Fieldhouse Society in advocating for a new multisport fieldhouse that meets the must-have requirements of its stakeholders, including public value and accessibility.

### **11. Did your organization receive any awards or recognition in 2019 that you want to highlight?**

N/A

### **12. CAPITAL AND ASSET MANAGEMENT (for Civic Partners managing City-owned assets)**

**Asset:** *Insert Name of City owned asset managed or operated*

**Provide a summary of your organization's 2019 capital work, including specific lifecycle/maintenance projects or new capital projects.**

N/A

#### **a) What funding did your organization leverage to support capital activities in 2019?**

N/A

### **COVID-19 UPDATE**

#### **13. Briefly describe the key impacts of COVID-19 on your operations to date.**

As with all organizations, COVID has affected Sport Calgary greatly.

Sport Calgary staff have been working remotely since mid-March. We are using online collaboration software (Microsoft Teams, Zoom, Squarespace, etc.) to ensure no disruption in our services to members.

In a normal year, late summer is when we would be finalizing invoices for our corporate Celebration of Sport sponsors. However, as expected, more than half of our existing sponsors will not be able to support the event this year. We are making every effort to preserve these relationships, so that these sponsors can support us again in future years.

Celebration of Sport has been postponed from October 2020 to Spring 2021, and we are hosting multiple online events/panels focused on "Return to Sport" and "Mental Health/Resilience".

Our signature annual event, All Sport One Day, was cancelled in June due to COVID. While not a surprise, it was obviously extremely disappointing for us and for thousands of local kids who discover new sports at our sessions.



Our new plan is to have an “All Sport One Day: Extended Edition” in October. This new format will look closer to the week-long All Sport One City schedule we run in January.

It is almost certain that no new attendance records will be set this year (after a few years of record growth), as most sport groups are focusing on Return to Play protocols during Phase 2. However, we will support whichever sport groups are able to participate, and actively promote their sessions (including helping them secure physical space).

**14. What operational efficiencies did you implement to address the impact of COVID-19 up to September 1, 2020?**

Complete review of approved 2020 Budget, with revisions to cut discretionary costs to the lowest possible levels, with a goal of approaching break-even results for the year. Reviewed within context of board-approved *2020-23 Strategic Plan* and associated activities and KPIs.

Sport Calgary is committed to doing its part to remain sustainable during this unprecedented crisis.

**15. Were there any program or service changes made during the response to COVID-19 that you plan to integrate into longer term operations? For example, shifting some programming online, or modifications to your delivery model or operations.**

Celebration of Sport added two new pre-events this year that were online panels focused on “Return to Sport” and “Mental Health/Resilience”. These types of pre-events will likely continue in future years.

Sport Calgary has been holding weekly “virtual coffees” with members over Microsoft Teams.

During our annual strategic planning session in September, we used Google suite products to collect insights and recommendations from the Board in advance of a virtual facilitated session. This advance collection of information will be used in future years.

**COVID-19 Service and Impact Demand Update**  
***Reporting for September 2020***

The following information is collected to align with City of Calgary report to Council on the current impact of COVID-19 on delivery of services and programs and may be shared with Council separately from the previous Civic Partner Annual Report Template content.

**Service Impact**

Please choose the one option below that best describes the impact of COVID-19 on your programs or service in the month of September 2020.

<input type="checkbox"/>	<b>Negligible</b>	Minimal to no impact on service. Service is currently operating close to normal.
<input type="checkbox"/>	<b>Minor</b>	Continuing to provide programs and services but some coping strategies required – able to be addressed with existing strategies and resources.
<input checked="" type="checkbox"/>	<b>Moderate</b>	Some challenges on ability to achieve objectives. Some delay. Some aspects of the programs or service are only being met in part.

<input type="checkbox"/>	<b>Significant</b>	Difficulties to achieve objectives. Delays or notable aspects of objectives not completed. Falling well-short of normal operations.
<input type="checkbox"/>	<b>Severe</b>	Unable to meet normal objectives due to serious extended disruption. (e.g. full facility closure, major decrease in users)

**Service Impact Narrative:**

Please briefly describe the impact of COVID-19 on your service for the month of September. You may want to include any major issues/events you experienced.

Sport Calgary has made the transition to using more online models of service delivery over the past six months, and will continue to do so for the duration of the pandemic.

Celebration of Sport has been postponed from October 2020 to Spring 2021, and we are hosting multiple online events/panels focused on "Return to Sport" and "Mental Health/Resilience".

Our signature annual event, All Sport One Day, was cancelled in June due to COVID. While not a surprise, it was obviously extremely disappointing for us and for thousands of local kids who discover new sports at our sessions.

Our new plan is to have an "All Sport One Day: Extended Edition" in October. This new format will look closer to the week-long All Sport One City schedule we run in January.

**Current Demand for Service:**

At this point in time, based on what you know right now, what is your best estimate of the current demand for your service compared to typical demand?

<input type="checkbox"/>	Demand is steady, largely business as usual.
<input checked="" type="checkbox"/>	Demand has increased notably.
<input type="checkbox"/>	Demand has decreased notably.

**Service Demand Narrative:**

*Please provide a supporting narrative that describes how COVID-19 has impacted the demand on your programs or services for September 2020. This may include any new program or service impacts that your organization has faced in the past month.*

We have seen an increase in requests for information from Sport Calgary members. This includes questions about operations, insurance, facility rentals, participant retention, fundraising, and much more. Sport Calgary is seen as a trusted, knowledgeable resource to the local sport community and the increase in member enquiries reflects this.





## **Calgary Sport Council Society (Sport Calgary) Civic Partner 2019 Annual Report**

As a result of the increase in requests, we've moved to a bi-weekly schedule for member newsletters, to ensure our members have the latest aggregated information from across the sport and health sectors.



## CIVIC PARTNER 2019 ANNUAL REPORT SNAPSHOT- LINDSAY PARK SPORTS SOCIETY (REPSOL SPORT CENTRE)

### LINDSAY PARK SPORTS SOCIETY (REPSOL SPORT CENTRE)

**Mission:** Passionate about sport - and people.

**Vision:** Repsol Sport Centre is a world class sport and fitness facility that inspires individuals and teams to achieve their goals and dreams through innovation, expertise and passion.

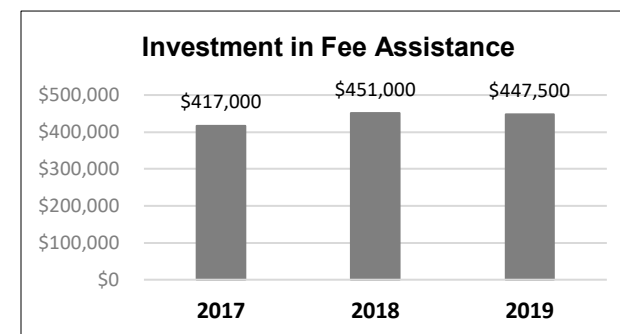
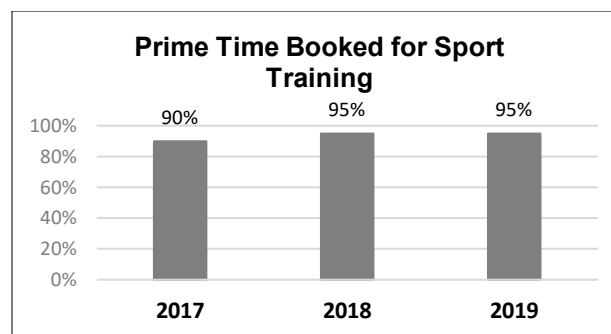
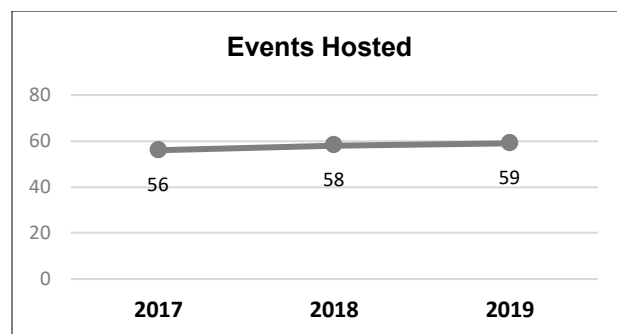
### 2019 City Investment

Operating Grant:\$1,352,762

Capital Grant: \$497,652

City owned facility? Yes

### How did they do in 2019?



### The story behind the numbers

- Repsol Sport Centre drives economic growth through event tourism including hosting 59 events in 2019 including provincial national and international competitions.
- Repsol Sport Centre is visited by approximately 4000 to 5000 people a day, and 1.5 million people annually.
- Dollars invested in the Fee Assistance Program supports Calgarians to access the recreation programs and services offered by Repsol.

### Current state 2020: COVID-19 impact

- Significant impact on all revenue streams including annual memberships, drop in participants, program registrations, facility bookings and tenant rent. Revenues are down an average of 25 per cent, and in some areas as much as 95 per cent.
- Operational changes include reduced hours, rotating pool closures, smaller employee pool, virtual offerings, and space allocation changes.
- Reduced costs through changes to employee levels, review of vendor contracts, reduced utility costs during closure, undertook capital project during daytime hours to reduce overtime costs.

**Service impact:** Significant

**Current demand for service:** Demand has decreased notably.



## LINDSAY PARK SPORTS SOCIETY (REPSOL SPORT CENTRE) Civic Partner 2019 Annual Report

**Organizational Structure:** Independent External Organization

**Fiscal Year:** December 31, 2019

**Related Subsidiaries or Foundations:**

**Manage/Operate City Owned Asset:** Repsol Sport Centre

**City 2019 Operating Grant:** \$1,352,762

**City 2019 Capital Grant:** \$497,652

### STRUCTURE

#### 1. Vision, Mission and Mandate:

**Vision:** Repsol Sport Centre is a world class sport and fitness facility that inspires individuals and teams to achieve their goals and dreams through innovation, expertise and passion.

**Mission:** Passionate about sport - and people

**Mandate:** That the Centre be developed and used for a training and competition facility and used to provide facilities, programs and services for the fitness and recreational needs of the general public.

### 2019 RESULTS

#### 2. What key results did your organization achieve in 2019 that contributed to one or more of the One Calgary Citizen Priorities? (*A Prosperous City, A City of Safe & Inspiring Neighbourhoods, A Healthy and Green City, A Well Run City*)

##### A Prosperous City

- Drive economic growth through event tourism. Repsol Sport Centre hosted more than 55 events in 2019.
- Job creation through expanded facilities and partnership businesses. Repsol Sport Centre employees approximately 300 people, supports 36 sport partner businesses, enables four tenant businesses.

##### A City of Safe and Inspiring Neighbourhoods

- Safe public spaces
- Community hub; connecting neighbours – serve as a hub for four community association and downtown commuters. Repsol Sport Centre participates in neighbor Day, Annual River Clean-up, Jane's Walk and provides meeting space to a variety of Community Associations.

##### A Healthy and Green City

- Accessible and affordable recreation. Repsol Sport Centre provided more than \$447,000 in subsidized facility access in 2019.
- Communities that support healthy lifestyles. Repsol Sport Centre is visited by approximately 4000-5000 daily, and 1.5M people annually.
- Public meeting spaces. Repsol Sport Centre is a public meeting place for downtown commuters, people living in the catchment area, four Community Associations, 4500-5000 members, tens of thousands of drop-in users and 8000 athletes.

**3. What quality improvement changes did you make, or operational efficiencies did you find in 2019?**

Repsol Sport Centre engaged in a number of activities to improve the facility and create operational efficiencies. These activities include the following:

- Implemented a new Human Resource Information System (HRIS)
- Explored a Facility Management Software change (ongoing)
- Reviewed and updated a number of internal policy and procedure documents
- Engaged Ernst and Young to produce a Digital Transformation and IT Strategy for Repsol Sport Centre
- Worked with Creative Coaching on a Leadership Development Program for the Senior Leadership team
- Engaged Boutique Consultant, Anita Angelini, to help define what World Class means to RSC in an effort to better deliver on mission, vision and value goals

**4. What program, service or initiative was most successful in 2019? What lessons learned from this experience can inform future work?**

An investment in the development of the Senior Leadership team, to fast-track High Performance Leadership, positioned the Centre to better capitalize on opportunities and respond to challenges. The consulting work led better decision, improved relationship and clarity related to strategy, amongst other things.

**5. What is one success story from 2019 that demonstrates how you worked in partnership with other community, private or public organizations to achieve shared results for Calgary and Calgarians?**

Repsol Sport Centre led a collaborative engagement process with aquatic Provincial Sport Organizations (PSO's), the Calgary YMCA and City of Edmonton Administration for the purpose of aligning training and competition schedules, event calendars, allocation processes, etc. to maximize opportunities for participants, facilities and sport organizations.

**RESOURCES**

**6. Please estimate how The City's operating funding was allocated in 2019. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.**

%	Advertising and promotion
<b>90%</b>	Programs or services
%	Office supplies and expenses
%	Professional and consulting fees
%	Staff compensation, development and training
%	Fund development
%	Purchased supplies and assets
<b>10%</b>	Facility maintenance
%	Evaluation or Research
%	Other, please name:

**7. Did volunteers support your operations in 2019? If yes:**

<b>How many volunteers?</b>	<b>500</b>
<b>Estimated total hours provided by volunteers:</b>	<b>8000</b>

**8. What resources did your organization leverage to support operations in 2019?**

The following resources have been leveraged to support operational activities:

- Sponsorship
- Relationships with Provincial Sport Organization's, National Sport Organization's, and sport partners
- Relationships with four neighboring community associations
- Relationship with City of Calgary Ward Councilors, City of Calgary Administration, the Office of the Partnerships, the Civic Partnership Liaison
- Partnership with Repsol Inc.
- Parks Foundation Calgary
- Sport Calgary
- Calgary Sport Tourism Authority
- Relationships with other facility operators
- Canadian Tire Jump Start Programs
- Recreation Leadership Network

**9. Using the chart below, please report your 2019 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off. Please identify through **BOLD font**, 1-2 measures that are most significant and could be presented in a chart.**

Performance Measure	2016 results	2017 results	2018 results	2019 results
Number of participant visits	1.5 million (approximate)	1.5 million (approximate)	1.5 million (approximate)	1.5 million (approximate)
Dollars invested into the Fee Assistance Program so that Calgarians may utilize Recreation programs and services offered by Repsol	\$371,000	\$417,000	\$451,000	\$447,500
Number of events including provincial, national and international competitions hosted at Repsol Sport Centre	56	56	58	59
Percentage of prime time hours allocated for sport training booked	90 per cent <sup>1</sup>	90 per cent <sup>2</sup>	95 per cent <sup>3</sup>	95 per cent <sup>4</sup>
# of athletes trained on site	8000 (approximately)	8000 (approximately)	8000 (approximately)	8000 (approximately)

<sup>1</sup> Aquatics at 99% and Dry land at 85%

<sup>2</sup> Aquatics at 99% and Dry land at 85%

<sup>3</sup> Aquatics at 99% and Dry land at 90%

<sup>4</sup> Aquatics at 99% and Dry land at 90%

Percentage of visits to Repsol in comparison to visits to like facilities across Canada	30 to 50 per cent more visits to Repsol	30 to 50 per cent more visits to Repsol	30 to 50 per cent more visits to Repsol	30 to 50 per cent more visits to Repsol
Percentage of municipal tax dollars invested in the Repsol operating budget when compared to like facilities across Canada	30 to 50 per cent less invested in Repsol	30 to 50 per cent less invested in Repsol	30 to 50 per cent less invested in Repsol	30 to 50 per cent less invested in Repsol
Percentage of available competition and event weekend spaces booked	100 per cent	100 per cent	100 per cent	100 per cent
Percentage of members that are satisfied with Aquatic and Dry land services and programs offered at Repsol Sport Centre.	86%	85%	93%	86% (aquatics) <i>Note: Dryland reporting not captured in 2019</i>
Social media ranking/satisfaction level(Ave rating - Yelp, FaceBook, Google reviews, Trip Advisor)	86%	86.5%	88.5%	88%

**10. Briefly describe how your key results in 2019 contributed to Council approved strategies (As applicable.)** For example: Calgary in the new economy: An economic strategy for Calgary; Calgary Heritage Strategy; Climate Resiliency Strategy; Resilient Calgary; Enough for All poverty reduction strategy; Cultural Plan for Calgary; Downtown Strategy; Foundations for Hope: Calgary's Corporate Affordable Housing Strategy; Open Spaces Plan; Recreation Master Plan; Sport for Life Policy.

***Calgary in the new economy: an updated economic strategy for Calgary:*** "Key Initiative: expand and enhance tourism culture and recreation assets"

*"Continue to build on livability assets that reflect our diversity throughout the city."*

- Repsol provides recreational options for people living and working in the Core. Surrounded by four vibrant communities included Erlton, Rideau Roxboro, Mission Cliff Bungalow and Lindsay Park, Repsol Sport Centre serves 4000-5000 people daily and approximately 1.5M people annually. The facility's proximately to two train stations, cycle rack and pathway system means the Centre can support customers from throughout the City.
- *Experiences and events showcasing Calgary as the "Ultimate Host City".* Annually, Repsol Sport Centre hosted 59 events in 2019 with the local, provincial, national and international competitions.

***Cultural Plan for Calgary:*** The world of sport was largely excluded (see page 21) from the cultural plan, however the intersection of culture and sport are contemplated in the Sport for Life Policy.

***Enough for All Poverty Reduction Strategy:*** In 2019, Repsol Sport Centre provided approximately \$447,000 in fee assistance support to ensure all interested Calgarians can access the facility.

### ***Sport for Life Policy***

Repsol contributes to the following commitments to Calgarians:

- Design and deliver programs that are equitable, inclusive an accessible

- Design and deliver programs that align with long-term athlete development
- Provide quality sport experiences
- Removes barriers that prevent underrepresented groups from participating and enjoying sport
- Enhances amenities to accommodate sanctionable sporting events
- Enhance infrastructure to (a) deliver introduction to Sport and Recreational Sport; and (b) deliver competitive sport and high performance sport
- Allocates amenities in a fair, equitable and transparent manner
- Promotes Legacy from events

### ***Recreation Master Plan***

The Recreation Master Plan recognizes that partnerships and collaborations “*as vital to the development of a broad and responsive recreation service continuum, to a Recreation for LIFE service approach, and to building complete communities.*” The Sport for Life Policy recognizes that Sport Centres such as Repsol Sport Centre deliver in core recreational mandate of physical literacy and active for life while also providing important space for supporting sporting excellence.

### **11. Did your organization receive any awards or recognition in 2019 that you want to highlight?**

Repsol Sport Centre was honoured to receive the *Perry Cavanagh Sport Leadership Award* from Sport Calgary. The award recognizes and celebrates the outstanding contributions of a sport club or organization, which has made a significant positive contribution to the betterment of sport in Calgary.

### **12. CAPITAL AND ASSET MANAGEMENT (for Civic Partners managing City-owned assets)**

#### **Asset: Repsol Sport Centre**

**Provide a summary of your organization’s 2019 capital work, including specific lifecycle/maintenance projects or new capital projects.**

In 2019, the Lindsay Park Sport Society and Repsol Sport Centre invested approximately \$1,500,000 in capital development, of which more than \$1,100,000 came from Centre funds.

Areas of investment included:

1. Building modification – approx. \$1.1M including upgrades to pumps and motors, HVAC systems, chlorine systems, fire hydrants
2. Program equipment – approx. \$350,000 including accessible lifts, water wheelchairs, security equipment and fitness equipment
3. Sport performance equipment - \$50,000 including equipment and technology

#### **a) What funding did your organization leverage to support capital activities in 2019?**

For every dollar invested by The City of Calgary into capital development, approximately three times that amount was leveraged<sup>5</sup>. Resources are leveraged against earned revenue, grants, private donations, in-kind gifts and volunteer work. Repsol Sport Centre collaborated with many groups to leverage The City’s investment including: Repsol Canada, Pepsi, Parks Foundation Calgary, Canadian Tire Jump Start® and sport partners.

<sup>5</sup> Includes both a 2:1 dollar match and a 1:1 match of human resources/in-kind contributions.



## **COVID-19 UPDATE**

### **13. Briefly describe the key impacts of COVID-19 on your operations to date.**

It is difficult to summarize the impacts of Covid-19 in a short paragraph. What's more, as the pandemic is ongoing, the full impact cannot be fully measured or known.

At a broad level, Covid-19 has had a major impact on all revenue streams including annual membership, drop-in participants, program registration, facility bookings and tenant rent. Revenues are down on average 25%, and in some areas as much as 95%.

Covid-19 has impacted employees. More than 90% of employees were placed on a temporary layoff for more than three months, with RSC returning the Approximately 80% of staff to work upon reopening.

Covid-19 has impacted the Centre's ability to balance the dual mandate and deliver services to all stakeholders.

On a more positive note, RSC has leveraged support programs and drastically cut costs to manage through the pandemic however, should relief programs such as the Canada Emergency Wage Subsidy (CEWS) end, and should revenue streams remain low, the greater impact will be felt in 2021.

### **14. What operational efficiencies did you implement to address the impact of COVID-19 up to September 1, 2020?**

The following steps were taken to address the impact of Covid-19:

- Placed approximately 95% of RSC employees on a temporary layoff
- Worked with every vendor to reduce service contracts and associated costs
- Leveraged the facility closure to drastically reduce utility consumption
- Emphasized the importance of community and stayed connected with stakeholders
- Undertook planned capital projects during daytime hours to reduce overtime costs by evening and overnight work that is typically charged at a premium

### **15. Were there any program or service changes made during the response to COVID-19 that you plan to integrate into longer term operations? For example, shifting some programming online, or modifications to your delivery model or operations.**

Repsol Sport Centre has introduced a number of operational changes to manage the ongoing impact of Covid-19. Major changes include:

- Reduced operating hours
- Rotating pool closures (in part impacted by new LSS lifeguarding ratio standards)
- Working with a smaller employee pool
- Virtual offerings to complement existing membership (not replace it)
- Space allocation adjustments between public and sport users



**LINDSAY PARK SPORTS SOCIETY (REPSOL SPORT CENTRE)**  
**Civic Partner 2019 Annual Report**

**COVID-19 Service and Impact Demand Update**  
***Reporting for September 2020***

The following information is collected to align with City of Calgary report to Council on the current impact of COVID-19 on delivery of services and programs and may be shared with Council separately from the previous Civic Partner Annual Report Template content.

**Service Impact**

Please choose the one option below that best describes the impact of COVID-19 on your programs or service in the month of September 2020.

<input type="checkbox"/>	<b>Negligible</b>	Minimal to no impact on service. Service is currently operating close to normal.
<input type="checkbox"/>	<b>Minor</b>	Continuing to provide programs and services but some coping strategies required – able to be addressed with existing strategies and resources.
<input type="checkbox"/>	<b>Moderate</b>	Some challenges on ability to achieve objectives. Some delay. Some aspects of the programs or service are only being met in part.
<input checked="" type="checkbox"/>	<b>Significant</b>	Difficulties to achieve objectives. Delays or notable aspects of objectives not completed. Falling well-short of normal operations.
<input type="checkbox"/>	<b>Severe</b>	Unable to meet normal objectives due to serious extended disruption. (e.g. full facility closure, major decrease in users)

**Service Impact Narrative:**

**Please briefly describe the impact of COVID-19 on your service for the month of September. You may want to include any major issues/events you experienced.**

Covid-19 has impacted every aspect of Repsol Sport Centre operations. Hours of operation, space allocation, program offerings, staffing levels, capacity numbers, etc. have all been effected. Activity and participation have dropped on average by 25%, with some areas dropping as much as 95%.

A major challenge we see in the not too distant future is the elimination of the CEWS program. To date, this program that supports employee wages, has made the difference between ongoing sustainability and a deficit.

**Current Demand for Service:**

At this point in time, based on what you know right now, what is your best estimate of the current demand for your service compared to typical demand?



**LINDSAY PARK SPORTS SOCIETY (REPSOL SPORT CENTRE)**  
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<input type="checkbox"/>	Demand is steady, largely business as usual.
<input type="checkbox"/>	Demand has increased notably.
<input checked="" type="checkbox"/>	Demand has decreased notably.

**Service Demand Narrative:**

**Please provide a supporting narrative that describes how COVID-19 has impacted the demand on your programs or services for September 2020. This may include any new program or service impacts that your organization has faced in the past month.**

The following areas illustrate the impact Covid-19 has had on Repsol Programs and Services:

- Cancellation of all events for the remainder of 2020 and likely carrying into 2021.
- Elimination of many dry land sport programs
- 95% reduction in drop-in activity
- Program capacity lowered due to physical distancing requirements, etc.



## CIVIC PARTNER 2019 ANNUAL REPORT SNAPSHOT- VCC INITIATIVES LTD (VIBRANT COMMUNITIES CALGARY)

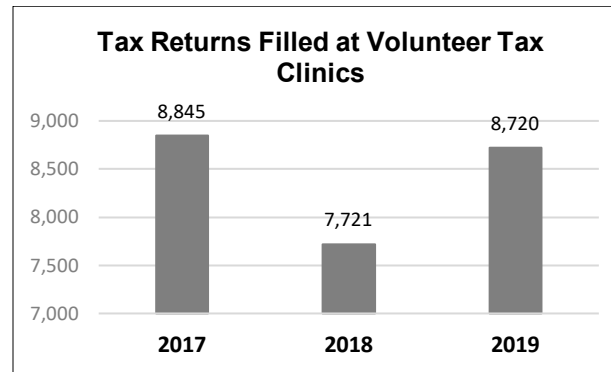
### VCC INITIATIVES LTD. (VIBRANT COMMUNITIES CALGARY)

**Mandate:** VCC works to achieve a substantial and sustained reduction in the number of Calgarians living in poverty.

### 2019 City Investment

Operating Grant: \$484,000  
City owned asset? No

### 2019 Results



### The story behind the numbers

- Tax return figures represent part of the impact that the Financial Empowerment Collaborative programs (led by Momentum) have on the financial wellbeing of Calgarians.
- The Financial Empowerment Lever in the strategy prioritizes increases in income and financial assets while reducing debt. Six sample opportunities and three TRC calls to action are included. The Aspire brand and website launched in mid-2019 to better establish the Financial Empowerment Collaborative.
- 325 tax clinics filing 8,270 returns resulted in over \$43M in benefits, and the ability for new or previously lapsed filers to access ongoing benefits accessed through filing.

### Current state 2020: COVID-19 impact

- Pivoted strategies and resource allocations to respond to the pandemic, and participated in numerous response and recovery task forces, planning groups and research efforts.
- Moved operations online including community engagement and knowledge dissemination.
- COVID-related priorities include food security, health, affordable housing, and income supports. Dedicated resources to Seven Brothers Circle (formerly the COVID-19 Task Force) in the areas of technology, housing and basic needs.

**Service Impact:** Minor

**Current demand for service:** Demand has increased notably



**Organizational Structure:** Independent External Organization

**Fiscal Year:** Ended December 31, 2019

**Delivers Council Approved Strategy:** Enough for All Poverty Reduction Strategy

**City 2019 Operating Grant:** \$484,000

## **STRUCTURE**

### **Vision, Mission and Mandate:**

Vibrant Communities Calgary (VCC) is a non-profit organization that engages Calgarians in advocating long-term strategies that address the root causes of poverty in Calgary. We work to make poverty history in our city.

VCC works to achieve a substantial and sustained reduction in the number of Calgarians living in poverty.

VCC works to grow the social, economic, and political engagement of Calgarians in their community. Vibrant Communities Calgary believes that everyone has a right to fully participate in their communities.

VCC believes that there are important systemic factors that contribute to poverty and that the whole community has a vital role to play in changing these conditions. Change occurs through engagement, inspiration, and action. VCC values leadership, collaboration social justice and pragmatism. As of January 1, 2015 VCC, stewards Calgary's community-driven poverty reduction strategy: Enough for All (E4A), which was refreshed in 2019 as Enough for All 2.0.

## **2019 RESULTS**

### **1. What key results did your organization achieve in 2019 that contributed to one or more of the One Calgary Citizen Priorities? (A Prosperous City, A City of Safe & Inspiring Neighbourhoods, A Healthy and Green City, A Well Run City)**

The following are highlights outlined in the Enough for All 2.0 2019 Evaluation Report that align with One Calgary Citizen Priorities:

**1) Community Hubs:** In 2019, 43,919 Calgarians engaged through Community Hubs. There are five Community Hubs in Calgary: Bowness, Greater Forest Lawn, North of McKnight, Sunalta and Village Square. The Hubs are designed to create welcoming and inclusive community gathering spaces for Calgarians to help foster connections to increase social inclusion and economic participation. Programs in each location vary depending on community priorities but include art programs, access to basic needs, lending libraries, employment, skill development, and financial supports like matched savings programs and tax clinics.

Results reported in the 2019 mid-term report showed that:

47% of people accessing the Hubs were newcomers to Canada

81% of people who accessed a Hub said the Hub made a positive difference in their lives

86% of volunteers reported an increased sense of community belonging

100% of volunteers believe the Hub has helped them build supportive relationships

96% of site partners reported that community social workers in the Hub sites have an impact on participants

**2) Low Income Transit Pass:** The continued uptake and success of The City of Calgary's sliding scale Low Income Transit Pass and Fair Entry program significantly reduced monthly expenses for low income Calgarians. Fair entry subsidies are provided specifically through recreation, the property tax assistance program, seniors home maintenance program and a no cost spay/neuter program for pets. In 2019 106,000 Calgarians accessed the Fair Entry program and 98% reported that it made their life better.

Advocacy efforts led by E4A Champions and stakeholders including Keep Calgary Strong, included presentations to city council and strong social and mainstream media presence. It was announced in November of 2019 that City of Calgary will "address the funding gap needed for the Low-Income Transit Pass to remain at the 2019 sliding scale discount structure".

**3) Truth and Reconciliation:** In the area of Truth and Reconciliation, Funding was secured in 2019 for the Indigenous Gathering Place (IGP) for Calgary, which was a project identified by VCC's Indigenous Advisory Committee in 2018. The objectives of policy work for this initiative were for:

- The City of Calgary IGP Society to identify a suitable site as per the Business Plan prepared by the IGP Society.
- The Government of Alberta to approve the IGP's application for funding from the federal infrastructure grant, Investing in Canada Infrastructure Program.

## **2. What quality improvement changes did you make, or operational efficiencies did you find in 2019?**

The Enough for All 2.0 refreshed strategy, implemented in 2019, renewed the evaluation framework for which all work would be aligned to and assessed against the following metrics:

- Capacity Change: Increasing local capacity to work together to develop concrete initiatives to reduce any aspect of poverty
- Awareness & Will Change: Increasing the public's awareness of, and support for, tackling a particular cause of poverty
- Programmatic Change: Concrete programs, services, and supports that help Calgarians 'beat the odds' in a key area
- Systemic & Policy Change: Changes in policies, regulations, investments, structures, and practices that help 'change the odds'

This shift in way of working increased both operational efficiency and quality of strategic implementation work in VCC's stewardship role of Enough for All 2.0.

## **3. What program, service or initiative was most successful in 2019? What lessons learned from this experience can inform future work?**

The largest success for VCC in 2019 included the development process and the launch of the refreshed E4A 2.0 strategy and examples of increased collaboration and expansion of networks across sectors. Citywide initiatives like Financial Empowerment/Aspire, Thrive and Community Hubs have scaled up, some beyond their original 'host' organization and target numbers. In 2019, more than 55,000 people participated in these initiatives. The addition and proposed addition of more than 400 new affordable housing units in several Calgary communities and a 32% drop-in rates of homelessness are other

examples of capacity building work that is having an impact.

Enough for All 2.0 Champions reported multiple reasons for their commitment to the E4A strategy including wanting to be part of a collective effort to reduce poverty, that their organization's vision and mission are aligned with the strategy and they believe that the E4A Strategy will be successful in reducing city-wide poverty.

In relation to informing future work, VCC believes it is critical to invest time and resources in ensuring that multiple stakeholders are consulted and investing in city-wide strategies to ensure long term buy-in and success.

#### **4.What is one success story from 2019 that demonstrates how you worked in partnership with other community, private or public organizations to achieve shared results for Calgary and Calgarians?**

The Justice Lever of Enough for All 2.0 is described as: "Calgarians need the knowledge, resources and capability to understand and address their legal issues and deserve a legal system that does not contribute to or cause poverty." There are six sample opportunities and eight TRC Calls to action noted in the strategy. The Justice Sector Constellation, which is comprised of several legally focused organizations in Calgary and backboneed by VCC for this work, contributed the following in 2019:

*"What if every community worker, lawyer and social worker understood how the factors that make someone vulnerable to poverty can make them vulnerable to legal issues and how having legal issues can make someone vulnerable to poverty? What if they understood the challenges faced by vulnerable populations as they try to address their legal issues?"*

The mission of the Justice Sector Constellation is to intervene at the intersection of poverty and the legal system so that everyone facing a legal issue can access the justice sector resources and services he or she needs. To that end, in addition to other projects furthered in 2019, the Constellation commissioned a Poverty and the Law Module, to sensitize students, professionals and other service providers to the issues that arise at the intersection of poverty and the legal system, to better equip them to serve their clients and communities. Development of the module is being funded by the Catalyst Fund of Enough for All, Calgary's poverty reduction strategy. The Module was completed in early 2020 and is already embedded in several academic institutions within the City as required learning for legal professionals.

#### **RESOURCES**

- 1. Please estimate how The City's operating funding was allocated in 2019. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.**

<b>2.1%</b>	Advertising and promotion
<b>14.8%</b>	Programs or services
<b>2.2%</b>	Office supplies and expenses
<b>22.8%</b>	Professional and consulting fees
<b>56.9%</b>	Staff compensation, development and training
<b>0%</b>	Fund development
<b>0.5%</b>	Purchased supplies and assets
<b>3.8%</b>	Facility maintenance
<b>0%</b>	Evaluation or Research
<b>16.8%</b>	Other, please name: <i>Charitable Agency Agreement</i>



**2. Did volunteers support your operations in 2019? If yes:**

How many volunteers?	40
Estimated total hours provided by volunteers:	600

**3. What resources did your organization leverage to support operations in 2019?**

N/A

**4. Using the chart below, please report your 2019 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off. Please identify through BOLD font, 1-2 measures that are most significant and could be presented in a chart. \***

	Performance Measure Name	2017 results	2018 results	2019 results	What story does this measure tell about your work?
How much did you do?	<b>Tax Returns filled at Volunteer Tax Clinics</b>	8845	7721	8720	These figures represent part of the impact that the Financial Empowerment Collaborative programs (led by Momentum) have on the financial wellbeing of Calgarians.
How well did you do it?	The Financial Empowerment Lever in the strategy prioritizes increases in income and financial assets while reducing debt. Six sample opportunities and three TRC calls to action are included. The Aspire brand and website launched in mid-2019 to better establish the Financial Empowerment Collaborative.				
How are Calgarians better off?	325 tax clinics filing 8,270 returns resulted in over \$43M in benefits, and the ability for new or previously lapsed filers to access ongoing benefits accessed through filing.				

***\*Additional data related to performance measures are available in the Enough for All 2.0 Evaluation Report. Due to delays in provincial and national data due to COVID19, comparative statistics to previous years for 2019 were not available for this report.***

**5. Briefly describe how your key results in 2019 contributed to Council approved strategies (As applicable.)** For example: Calgary in the new economy: An economic strategy for Calgary; Calgary Heritage Strategy; Climate Resiliency Strategy; Resilient Calgary; Enough for All poverty reduction strategy; Cultural Plan for Calgary; Downtown Strategy; Foundations for Hope: Calgary's Corporate Affordable Housing Strategy; Open Spaces Plan; Recreation Master Plan; Sport for Life Policy.

**Calgary in the new economy: An economic strategy for Calgary:** Enough for All is a key component of Calgary's Economic Strategy and supports the strategy's focus on being inclusive across its four pillars, particularly under Talent and Place. VCC was involved in the updating of the economic strategy, and a representative of Calgary Economic Development participated on the E4A Refresh Steering Committee to enhance and support alignment. The goals of E4A 2.0 align and deliver on the economic strategy: *All Calgarians live in a strong, supportive and inclusive community; All Calgarians have sufficient income and assets to thrive; and All indigenous people are equal participants in Calgary's future.*

**Foundations for Hope:** Calgary's Corporate Affordable Housing Strategy: "Housing" is identified in E4A



2.0 as a Lever of Change, and notes that access to affordable and appropriate housing decreases the likelihood that families and individuals will fall into or remain in poverty.

**Recreation Master Plan:** Enough for All 2.0 identified “physical and mental health” as a Lever of Change. When an individual’s physical, mental and social health are compromised, their chances of falling into poverty are increased.

**Other: Truth and Reconciliation:** One of three goals of E4A 2.0 is that *All Indigenous People are equal participants in Calgary’s future*, which is aligned with The City of Calgary’s approach in the Indigenous Policy (i.e., that The City will strive to learn from and work with Indigenous communities, grounded in the spirit and intent of reconciliation).

As part of E4A, an Indigenous Poverty Reduction Strategy was developed and it is being implemented, including work focused on establishing an Indigenous Gathering Place. Ongoing engagement of Elders and Indigenous knowledge keepers is part of how Enough for All 2.0 will move forward.

**Did your organization receive any awards or recognition in 2019 that you want to highlight?**

N/A

## **6. CAPITAL AND ASSET MANAGEMENT (for Civic Partners managing City-owned assets)**

**Asset:** *Insert Name of City owned asset managed or operated*

- a) **Provide a summary of your organization’s 2019 capital work, including specific lifecycle/maintenance projects or new capital projects.**

N/A

- b) **What funding did your organization leverage to support capital activities in 2019?**

N/A

## **COVID-19 UPDATE**

### **7. Briefly describe the key impacts of COVID-19 on your operations to date.**

COVID19 has experienced operational impacts in the areas of strategy and resource allocation throughout the pandemic, though as VCC is not a service provider, these impacts have been manageable. The key operational impacts to date include: pivoting VCC’s work to response and support for the first 5 months of the pandemic (deviation from initial 2020 plan) and talent/resource impact to the team as we participated in numerous COVID19 response and recovery task forces, planning groups, and research efforts.

### **8. What operational efficiencies did you implement to address the impact of COVID-19 up to September 1, 2020?**

VCC underwent a rapid re-prioritization process to ensure that staff could devote their full attention to rapidly developing priorities that emerged during COVID19, and that continue to emerge. These included

but were not limited to the Food Security, Health, Affordable Housing, and Income Support levers of change within the strategy as well as significant anti-racism work. Additionally, VCC dedicated and continues to dedicate significant resources to the Seven Brothers Circle (formerly the Indigenous COVID19 Task Force) in the areas of Technology, Housing, and Basic Needs.

**9. Were there any program or service changes made during the response to COVID-19 that you plan to integrate into longer term operations? For example, shifting some programming online, or modifications to your delivery model or operations.**

VCC moved the entirety of its operations online, including community engagement activities, knowledge dissemination, etc. This migration has given the opportunity to engage with a broader segment of the community who may have experienced barriers to in-person participation in the past (i.e. accessibility, cost of transportation, etc.).

**COVID-19 Service and Impact Demand Update**  
***Reporting for September 2020***

The following information is collected to align with City of Calgary report to Council on the current impact of COVID-19 on delivery of services and programs and may be shared with Council separately from the previous Civic Partner Annual Report Template content.

**Service Impact**

Please choose the one option below that best describes the impact of COVID-19 on your programs or service in the month of September 2020.

<input type="checkbox"/>	<b>Negligible</b>	Minimal to no impact on service. Service is currently operating close to normal.
<input checked="" type="checkbox"/>	<b>Minor</b>	Continuing to provide programs and services but some coping strategies required – able to be addressed with existing strategies and resources.
<input type="checkbox"/>	<b>Moderate</b>	Some challenges on ability to achieve objectives. Some delay. Some aspects of the programs or service are only being met in part.
<input type="checkbox"/>	<b>Significant</b>	Difficulties to achieve objectives. Delays or notable aspects of objectives not completed. Falling well-short of normal operations.
<input type="checkbox"/>	<b>Severe</b>	Unable to meet normal objectives due to serious extended disruption. (e.g. full facility closure, major decrease in users)

**Service Impact Narrative:**

Please briefly describe the impact of COVID-19 on your service for the month of September. You may want to include any major issues/events you experienced.

While VCC continues to experience a considerable increase in workload due to COVID19, these have not had a significant impact in ability to implement the Enough for All 2.0 strategy from a service perspective as we are not a front-line organization.

**Current Demand for Service:**



**VCC Initiatives Ltd. (Vibrant Communities Calgary)**  
**Civic Partner 2019 Annual Report**

At this point in time, based on what you know right now, what is your best estimate of the current demand for your service compared to typical demand?

<input type="checkbox"/>	Demand is steady, largely business as usual.
<input checked="" type="checkbox"/>	Demand has increased notably.
<input type="checkbox"/>	Demand has decreased notably.

**Service Demand Narrative:**

Please provide a supporting narrative that describes how COVID-19 has impacted the demand on your programs or services for September 2020. This may include any new program or service impacts that your organization has faced in the past month.

COVID19 has significantly highlighted inequities that existed prior to the pandemic and put thousands of Calgarians at additional risk of poverty in our community. These negative downstream impacts have affected every Lever of Change within the Enough for All 2.0 Strategy. VCC's work moving forward has been focused on researching and understanding the impacts of COVID19 to Calgarians living in poverty, and creating new strategies centered on Enough for All 2.0 that meets these new realities.

## CIVIC PARTNER 2019 ANNUAL REPORT SNAPSHOT- CALGARY CONVENTION CENTRE AUTHORITY (CALGARY TELUS CONVENTION CENTRE)

### CALGARY CONVENTION CENTRE AUTHORITY (CALGARY TELUS CONVENTION CENTRE)

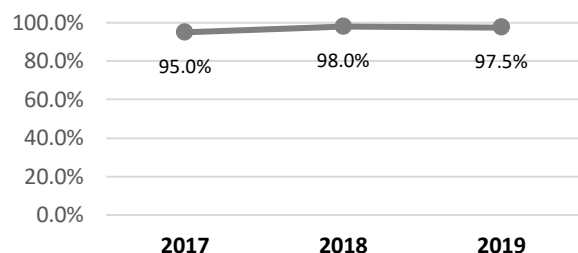
**Mandate:** To manage, market and operate the Calgary TELUS Convention Centre in an efficient and market-competitive manner in order to maximize overall economic benefits to the city of Calgary while maintaining financial performance with an acceptable range.

### 2019 City Investment

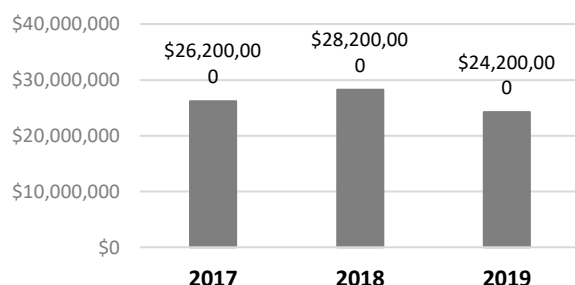
Operating Grant: \$1,703,309  
One Time Funding: \$425,079  
Capital Grant: \$3,916,879  
City owned asset? Yes

### 2019 Results

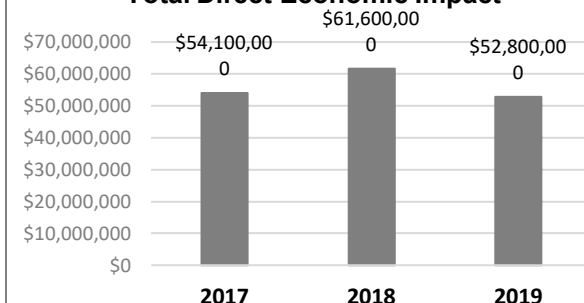
#### Client Satisfaction: Would You Book Again?



#### Non-local Economic Impact



#### Total Direct Economic Impact



### The story behind the numbers

- Client satisfaction reflects an enhanced city reputation and experiences leave a good impression with visitors.
- Direct economic impact registers spending tied to the delegates specifically.
- Total economic impact includes indirect and induced impact that refers to spending by businesses which are affected by the meetings and conventions happening at the CTCC.

### Current state 2020: COVID-19 impact

- Facility closed to the public in March and events have been cancelled, postponed or rescheduled to the fourth quarter of 2020 or into 2021.
- On March 30, announced plans to act as an overflow emergency shelter to June 30, 2020 to support the Calgary Drop In Centre.
- Formed a Relaunch Task Force to develop procedures to mitigate COVID-19 transfer.
- Not having the ability to host events has significantly impacted our revenue stream which causes tremendous strain on our organization and fiscal responsibilities.

**Service impact:** Significant

**Current demand for service:** Demand has decreased notably



**Calgary Convention Centre Authority  
(Calgary TELUS Convention Centre)  
Civic Partner Annual Report 2019**

**Organizational Structure:** Legislated Body: Calgary Convention Centre Authority Act (Alberta)

**Fiscal Year:** December 31, 2019

**Manage/Operate City Owned Asset:** Calgary TELUS Convention Centre

**City 2019 Operating Grant:** \$1,703,309

**One time funding:** \$425,079

**City 2019 Capital Grant:** \$3,916,879 (including \$166,923 for MRR Reserve)

## **STRUCTURE**

### **1. Vision, Mission and Mandate:**

To manage, market and operate the Calgary TELUS Convention Centre in an efficient and market-competitive manner in order to maximize overall economic benefits to the city of Calgary while maintaining financial performance within an acceptable range.

The Calgary TELUS Convention Centre is Calgary's meeting place which brings the community together in a central hub to connect, learn, innovate, celebrate, support and grow.

The Calgary TELUS Convention Centre connects Calgary with the global community; leveraging our assets to create opportunities that impact the lives of Calgarians and Canadians.

## **2019 RESULTS**

### **2. What key results did your organization achieve in 2019 that contributed to one or more of the [One Calgary Citizen Priorities](#)? (A Prosperous City, A City of Safe & Inspiring Neighbourhoods, A Healthy and Green City, A Well Run City)**

#### **A Prosperous City:**

The Calgary TELUS Convention Centre is an economic driver for Calgary. Convention business promotes significant financial boosts to numerous downtown and citywide businesses including hotels, restaurants, transportation, retailers, attractions and post-secondary educational institutions.

In 2019 the CTCC hosted 267 events bringing 132,133 local delegates and 24,327 non-local delegates with approximate economic benefit to the city of Calgary of \$111M.

Through our partnerships with Tourism Calgary, Travel Alberta, Meetings and Conventions Calgary, The Calgary Stampede, The Calgary Downtown Association, Calgary Economic Development, and the Calgary Hotel Association, the Calgary TELUS Convention Centre is working hard to promote synergies and resources for the benefit of improving Calgary's image and reputation as a quality convention city. Research has proven that convention attendees can promote future city investment, encourage leisure travel and foster repeat business, further improving economic success. Our neighbourhood comes to life when people are here so the increased occupancy and activation is a great target for us.

#### **A City of Safe & Inspiring Neighbourhoods:**

The CTCC is a community hub, a business catalyst and an international welcome centre since 1974. It was built on the vision of our City leaders when they designed the Convention Centre to connect with the Glenbow Museum and the now Marriott Hotel. The CTCC was delivering experiences then and we are doing the same today in a collaborative manner with Civic Partners and neighbouring businesses.

Together, we provide a unique experience with mixed-use meeting space of nearly 300,000 sq. ft. It makes the most of our neighbourhood while offering our clients a flexible and customizable offering. In addition, we are situated on a Canadian Historic Site and District; Stephen Avenue.

While maintaining a customized client focus, our Security team has been contributing to a safe environment for our employees, clients and the public. The Calgary TELUS Convention Centre is committed to providing consistent and relevant training to all members of our in-house Security Services team, ensuring each member is adequately equipped with the skills and knowledge to effectively respond to a variety of duties and incidents.

### **A Healthy and Green City:**

The CTCC is operated in an efficient and environmentally sustainable way and is a positive contributor to our city's economic success and green city initiatives. In 2019, waste stations throughout the centre were upgraded to a four stream system, allowing for waste, recycling, composting and beverage containers to be disposed of separately.

Staff training was completed to align with City of Calgary waste programs. Of our tracked waste, in 2019 we diverted 55.7% of waste away from the land fill, compared to 40.4% in 2018. This resulted in an increase of waste being recycled. In an effort to reduce outside air infiltration, the majority of the exterior doors in the Centre were outfitted with new weather-stripping and sweeps. Additionally, the south building HVAC units were equipped with variable frequency drives to both attain positive pressure, thereby also reducing outside air infiltration and reducing energy consumption.

### **3. What quality improvement changes did you make, or operational efficiencies did you find in 2019?**

Quality improvements included completing critical life-cycle maintenance, improved room settings, unique creative spaces, public spaces and upgraded technology. We also offered a Guest Services Concierge Program, gala and wedding promotions, partnered with an event producer to develop 5 owned events, added an in-house Décor service provider to enhance client offerings and started cross-selling with in-house partners.

Operational efficiencies included the following:

- Completed over 34 Capital Projects
- Acquired large area stand-on vacuums in improved optimization and efficiency
- Completed 75% of the Firewall System design/configuration/server lifecycle
- Implemented KPIs and Performance Evaluations for All Staff
- Crossed trained front line staff
- Implemented an Enterprise Risk Management System
- Established an Asset Management Assessment and Framework
- Implemented ROI per Event Calculator
- Launched a new website
- Completed MCC Migration to Tourism Calgary

### **4. What program, service or initiative was most successful in 2019? What lessons learned from this experience can inform future work?**

In 2019, the Centre incorporated the mission statement and new brand "We host professional, customized and personalized experiences...All Ways" which is what the CTCC strived to achieve for every event, be it a small intimate meeting to a gala or a city-wide convention. The Centre focused on hospitality, prosperity and enlightened growth so that each guest left with an appreciation for the experience they just had. The Centre also offered a program called Event Canvas where the CTCC aspired to be an upper market brand, that is sophisticated, urban, human and customer centric; where



people buy-in to being involved in a process that considers their desires, goals, and reasons for having an event. The program asks the client “why are you doing this?” and how can the Centre help make your event come true while respecting any budgetary constraints. The Centre offered a co-creation model that looked to partner with clients/buyers/designers/producers to make well informed, appropriate decisions towards creating success as defined by the customer.

The CTCC also hosted our second annual community event, the Garden Party. This event is a focused event designed to enroll our buyers in engaging with us to book business, distinguish our reputation, increase our social and political capital and strategically generate brand ambassadors in the Event community to endorse the perception that the Centre is an upper mid-market, urban boutique and sophisticated downtown experience centre. Primary lessons learned for CTCC was that in order to have transparent and trusting relationships that exemplify and support our brand, we have to involve our clients in the comprehensive hosting process.

**5. What is one success story from 2019 that demonstrates how you worked in partnership with other community, private or public organizations to achieve shared results for Calgary and Calgarians?**

The CTCC has embraced a new vision of being customer-focused and proactive in our approach to building the business through a variety of channels including new preferred supplier contracts, a focus on our ideal local event, a focus on Europe as our primary market and partnering on strategic events that drive economic impact. With the successful migration of Meetings Conventions Calgary to Tourism Calgary in the fall, we continue to work closely with our various civic partners to encourage a Team Calgary approach to the convention industry in Calgary.

Beginning in 2016, we have been working with the Daughters of the Nile organization to bring their annual convention to Calgary. In collaboration with Meetings & Conventions Calgary, we commenced the bid to host the 2021 Supreme Session at the Calgary TELUS Convention Centre. Competing against Edmonton and Red Deer as alternate venues for the event, we needed to showcase why Calgary was the destination for their event. From showcasing various sites of the property to working in tandem with the MCC and our partner hotels, we were able to secure the contract in 2019 and will be welcoming over 1500 delegates to Calgary for the 2021 Supreme Session. This bid represents over 3500 guest rooms for the city.

**6. Please estimate how The City’s operating funding was allocated in 2019. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.**

%	Advertising and promotion
%	Programs or services
%	Office supplies and expenses
%	Professional and consulting fees
%	Staff compensation, development and training
%	Fund development
%	Purchased supplies and assets
<b>100%</b>	Facility maintenance
%	Evaluation or Research



%	Other, please name:
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**7. Did volunteers support your operations in 2019? If yes:**

How many volunteers?	125
Estimated total hours provided by volunteers:	2,250

**8. What resources did your organization leverage to support operations in 2019?**

Resources are used to achieve earned revenues, which provide the majority of the funds required to operate the Centre. Other funding is received to provide services to the Glenbow and to the retail spaces in the Centre, which supports labor efficiencies. The \$1,703,000 operating grant received from the City of Calgary helped to offset the cost of building maintenance. The Centre will continue to practice good stewardship, including the use of available capital dollars to focus on operating efficiencies, and for the completion of capital projects which contribute to the overall appeal of the building to the client base.

The CTCC leverages resources to increase business potential and champions by partnering with;

- Meetings & Conventions Calgary
- Calgary Hotel Association
- Calgary Economic Development
- Calgary Stampede
- Tourism Calgary
- Travel Alberta
- Calgary Downtown Association
- Calgary Chamber of Commerce
- Energy Cities Alliance
- Business Events Canada
- Meetings Mean Business Canada
- Professional Convention Management Association
- Meeting Professionals International
- International Congress and Convention Association
- International Association of Venue Managers
- International Association of Convention Centres
- International Live Events Association
- International Leadership Association

**9. Using the chart below, please report your 2019 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off. Please identify through **BOLD font**, 1-2 measures that are most significant and could be presented in a chart.**

	Performance Measure Name	2017 results	2018 results	2019 results	What story does this measure tell about your work?
How much did you do?					
How well did you do	<b>Satisfaction Surveys</b> Metric used "Would you book again"	<b>95%</b>	<b>98%</b>	<b>97.5%</b>	City reputation enhanced; experience leaves good

it?					impression with visitors.
How are Calgarians better off?	<b>Economic Impact</b>				Direct economic impact registers spending tied to the delegates specifically. Indirect and Induced impact refers to spending by businesses which are affected by the meetings and conventions happening at the CTCC.
	Local <sup>1</sup>	18.0M	22.4M	28.6M	
	Non-Local <sup>2</sup>	26.2M	28.2M	24.2M	
	Exhibitor <sup>2</sup>	9.9M	10.9M	N/A	
	Total Direct	54.1M	61.6M	52.8M	
	Indirect <sup>3</sup>	35.7M	40.7M		
	Induced <sup>3</sup>	27.7M	31.5M	36.5M	
	Grand Total	117.5M	133.8M	22.3M 111.6M	

**10. Briefly describe how your key results in 2019 contributed to Council approved strategies (As applicable.)** For example: Calgary in the new economy: An economic strategy for Calgary; Calgary Heritage Strategy; Climate Resiliency Strategy; Resilient Calgary; Enough for All poverty reduction strategy; Cultural Plan for Calgary; Downtown Strategy; Foundations for Hope: Calgary's Corporate Affordable Housing Strategy; Open Spaces Plan; Recreation Master Plan; Sport for Life Policy.

Strategy	Key Results
<p><b><u>Calgary in the new economy: an updated economic strategy for Calgary</u></b></p> <p>Convention marketing is a business-to-business process. This fact aligns us well with Calgary Economic Development and the strategies embedded in Calgary's Economic strategy. The CTCC has aligned its marketing focus to the industry pillars of this strategy and established an event creation initiative that also works to align events that we are building to the industry strengths of Calgary. We have also embraced the focus in the strategy on "Place", working with our neighbours to engage in new ways to activate the area and present it as an experiential opportunity unique in North America.</p>	<p>With increased support from the City, the CTCC leveraged the attraction of key events that align with the city's economic strategy and create economic impact and jobs for Calgarians. We deployed the funding to create new jobs in the hospitality sector and sustain our ratio of 19:1 (\$19 of economic impact for Calgary for every dollar invested with the CTCC). For clarity, this impact tracks new dollars coming into our city that would not arise without these strategic events being attracted to the Convention Centre.</p> <p>In 2019 the CTCC achieved the following;</p> <ul style="list-style-type: none"> <li>• Built Experience Rooms</li> <li>• Created Social Spaces</li> <li>• Updated Meeting Technology</li> <li>• Enhance Food Services</li> <li>• Increased Visibility &amp; Accessibility</li> <li>• Focused on selling in new markets – settling on Europe</li> <li>• Enhanced air quality and building envelope for improved operational efficiencies</li> </ul>

<sup>1</sup> Estimated based on average spend of \$150 per local delegate per day

<sup>2</sup> Based on "Measuring the Economic Impact of the Calgary TELUS Convention Centre: 2016 Fiscal Year", Sentis, June 2017

<sup>3</sup> Calculated from "The Economic Contribution of Business Events in Canada" MPI Foundation, July 2014

<p><b><u>Cultural Plan for Calgary</u></b></p> <p>The CTCC resides on the National Historic Site of Stephen Avenue. We are proud of this heritage and proud of our location, straddling one of Canada's signature turn of the century shopping districts. Building on this history and the fact that the CTCC was Canada's first purpose built convention centre, it is important that we connect with the culture surrounding us. "This involves engaging with the Calgary Downtown Association, Glenbow Museum, Arts Commons and the Calgary Tower to provide delegate experiences that are one of a kind.</p>	<p>The CTCC is the backbone of our community and has been here supporting businesses and community minded individuals since 1974. We have been through the economic highs and lows and have thrived through both. This has been thanks to the world-class talent, the competitive cost of doing business and a lifestyle that provides good work-life balance for employees.</p>
<p>The CTCC was tasked to assist City Administration's planning department on the Stephen Avenue Redevelopment Plan. Discussions and collaboration are continuing with respect to this project.</p> <p>The CTCC has continued to support the 9 Block pilot in innovative and inexpensive ideas aimed at improving vibrancy and safety in one of Calgary's downtown hubs – where government, business, learning, and arts and culture meet.</p>	<p>The Calgary TELUS Convention Centre (CTCC) leadership team has identified a number of opportunities for improvement in the Convention Centre's neighbourhood, which we need assistance from the City of Calgary to support in 2019-2020. These potential projects align with The City's interest and vision for historic Stephen Avenue, from Olympic Plaza to 11th Street SW, as a unique destination that can adapt rapidly to evolving modes of entertainment, retail, communications, technology and mobility; these improvements will help set the stage for Calgary to become Canada's second busiest convention city by 2028.</p>

**11. Did your organization receive any awards or recognition in 2019 that you want to highlight?**

In 2019 the CTCC was named an Ultimate Host City Designate by Tourism Calgary. This designation is awarded to an exclusive group of city builders, community contributors and destination influencers. As an Ultimate Host City Designate, CTCC is a key contributor to the success of Calgary's Destination Strategy. This vision is one that cannot be achieved by any single organization, and CTCC's efforts are bringing the city closer to turning this vision into a reality.

Additionally, in 2019, the National Air Filtration Association awarded the Centre the NAFA Clean Air Award. The award recognizes leadership and excellence in air filtration with the use of high efficiency filtration products and good maintenance practices thus maintaining a clean and healthy indoor work environment while reducing overall cost to the operating line.

**12. CAPITAL AND ASSET MANAGEMENT (for Civic Partners managing City-owned assets)**

**Asset:** *Calgary TELUS Convention Centre*

**Provide a summary of your organization's 2019 capital work, including specific lifecycle/maintenance projects or new capital projects.**

Portable Room Divider Replacement	\$50,090.00
Stand-On Vacuum and Scrubber Upgrade	\$64,601.75
Waste Station Upgrade	\$49,996.34
Aerial Lift Replacement	\$78,148.01
South Boiler Blowdown Tank and Pipe Replacement	\$19,090.00
South Boiler Steam Header Valve Replacement	\$25,283.00
Building Management System Replacement Phase 1	\$15,500.00
Elevator and Escalator Upgrades	\$55,954.00
South Breaker Replacement Phase 2	\$31,676.95
Computer Upgrades	\$26,543.04
Software Upgrades	\$12,272.71
Upper Select Boardroom Phase 2	\$11,009.46
Security Camera Upgrade Phase 2	\$38,700.00
Office Equipment Upgrades	\$72,898.00
North Building Lighting Control Upgrade Phase 2	\$5,500.00
Total	3,917,603.12

**a) What funding did your organization leverage to support capital activities in 2019?**

Operating Reserves

- Operating surpluses are transferred to the reserve fund - \$82,068 was transferred in 2019. \$166,923 was funded by the major replacement reserve.

City of Calgary

- Capital funding \$3,733,313

Leases

- Furniture and Equipment valued at \$454,085 was leased.

**COVID-19 UPDATE**

**13. Briefly describe the key impacts of COVID-19 on your operations to date.**

On March 11 2020, the World Health Organization characterized the outbreak of a strain of the novel coronavirus (“COVID-19”) as a pandemic which has resulted in a series of public health and emergency measures that have been put in place to combat the spread of the virus. As a result, on March 23, 2020, the Authority was closed to the public until further notice and events have been rescheduled to the fourth quarter of 2020 or into 2021. On March 30, 2020, the Authority announced that the Centre will transform into an overflow emergency shelter through to June 30, 2020 to support the Calgary Drop-In Centre during the COVID-19 outbreak. The Authority continues to hold discussions with The City, and monitors and assess the impact COVID-19 will have on operations. As the duration and impact of COVID-19 is unknown at this time, it is not possible to reliably estimate the impact that the length and severity of COVID-19 will have on the financial results and condition of the Authority in future periods.

**14. What operational efficiencies did you implement to address the impact of COVID-19 up to September 1, 2020?**

With the announcement of the pandemic, the CTCC made the decision to have staff work remotely from home. A reduction in staff was completed as the number of events were cancelled, postponed or rescheduled. Key members within each department were maintained on staff, however a large portion of the labour team were temporarily laid off. An immediate halt to travel, work trips and in person meetings was mandated.

The CTCC quickly formed a Relaunch Taskforce to address COVID concerns and to develop the procedures needed to mitigate an outbreak at the centre, including increased cleaning and sanitization schedule, implementation of touch-free amenities, venue modification (traffic flow, signage, barriers, etc.), improved ventilation, reimagined menus, food safety procedures, screening measures, PPE and a Welcome Ambassador Program. Additionally, the CTCC completed extensive work to obtain GBAC STAR Program accreditation. In accordance with the Mask Bylaw, staff are required to wear masks through the building including common office space. When possible and safe to do so, several systems were taken offline.

**15. Were there any program or service changes made during the response to COVID-19 that you plan to integrate into longer term operations? For example, shifting some programming online, or modifications to your delivery model or operations.**

**COVID-19 Service and Impact Demand Update  
Reporting for September 2020**

The following information is collected to align with City of Calgary report to Council on the current impact of COVID-19 on delivery of services and programs and may be shared with Council separately from the previous Civic Partner Annual Report Template content.

**Service Impact**

Please choose the one option below that best describes the impact of COVID-19 on your programs or service in the month of September 2020.

<input type="checkbox"/>	<b>Negligible</b>	Minimal to no impact on service. Service is currently operating close to normal.
--------------------------	-------------------	--

<input type="checkbox"/>	<b>Minor</b>	Continuing to provide programs and services but some coping strategies required – able to be addressed with existing strategies and resources.
<input type="checkbox"/>	<b>Moderate</b>	Some challenges on ability to achieve objectives. Some delay. Some aspects of the programs or service are only being met in part.
<input checked="" type="checkbox"/>	<b>Significant</b>	Difficulties to achieve objectives. Delays or notable aspects of objectives not completed. Falling well-short of normal operations.
<input checked="" type="checkbox"/>	<b>Severe</b>	Unable to meet normal objectives due to serious extended disruption. (e.g. full facility closure, major decrease in users)

### **Service Impact Narrative:**

COVID-19 has inferred many required changes to our operations. We intend to continue to remain flexible with the ability for administration staff to work remotely. Events in the future will have a diverse approach as hybrid events are a way of the future. Being able to meet in person and offering hybrid events simultaneously has helped those who are remote to be engaged.

Psychological safety and well-being in teams has never been more important than it is today. A concerted effort will be placed on methodology of work and frequency of human connection.

Collaboration with industry and local partners has improved tremendously with all working together for the need to return to business. It is our desire to ensure this new level of collaboration is at the forefront of all of our business operations now and in the future.

### **Current Demand for Service:**

At this point in time, based on what you know right now, what is your best estimate of the current demand for your service compared to typical demand?

<input type="checkbox"/>	Demand is steady, largely business as usual.
<input type="checkbox"/>	Demand has increased notably.
<input checked="" type="checkbox"/>	Demand has decreased notably.

### **Service Demand Narrative:**

Please provide a supporting narrative that describes how COVID-19 has impacted the demand on your programs or services for September 2020. This may include any new program or service impacts that your organization has faced in the past month.

COVID-19 has had a dramatic negative impact of CTCC, inferring on every aspect of live events. While every effort has been made to maintain good relationships with our clients, events are tumbling forward in the events calendar to 2021 and 2022 or are being fully cancelled. Not having the ability to host



**Calgary Convention Centre Authority  
(Calgary TELUS Convention Centre)  
Civic Partner Annual Report 2019**

events has significantly impacted our revenue stream which causes tremendous strain on our organization and fiscal responsibilities.





## CIVIC PARTNER 2019 ANNUAL REPORT SNAPSHOT- FORT CALGARY PRESERVATION SOCIETY

### FORT CALGARY PRESERVATION SOCIETY (FORT CALGARY)

**Mission:** To create a place where people and history intersect to rebuild Fort Calgary as the centre of Calgary.

*Registered Charity*

**One Calgary Line of Service: Economic Development and Tourism**

### 2019 City Investment

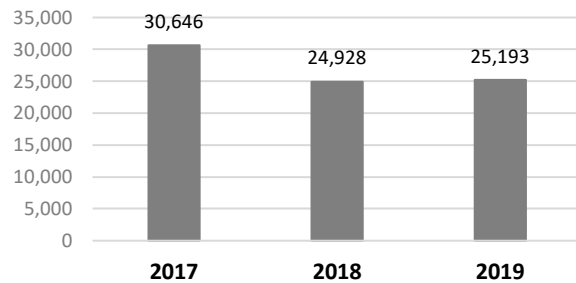
Operating Grant: \$1,109,210

Capital Grant: \$72,715

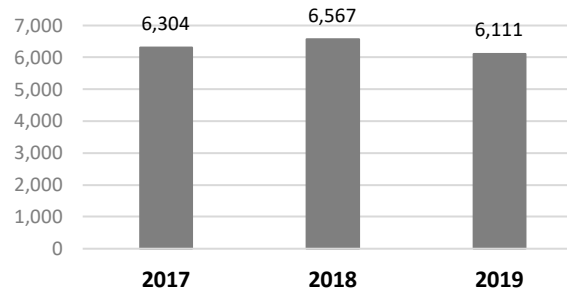
City owned asset? Yes

### 2019 Results

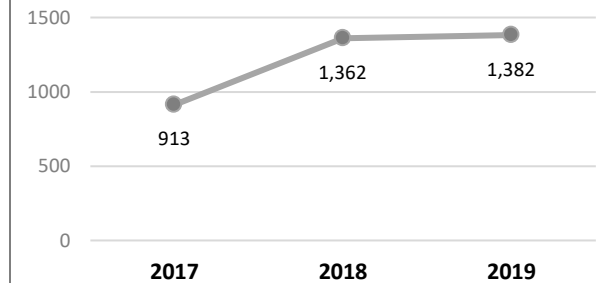
**Annual Visitors**



**Education Program Participants**



**Number of Private Events**



### The story behind the numbers

- Annual overall visitor numbers are reasonably steady, and trend about 55 per cent Calgarians, 25 per cent students and 20 per cent tourists.
- Again in 2019 school programs sold out in days. Teachers routinely report the curriculum-connected programs addressing Indigenous and local history are important. Demand exceeds capacity to supply at this time.
- Private rentals are busiest in the October to December period. Only bookings of 100+ guests generate net revenue.

### Current state 2020: COVID-19 impact

- Facility closed in March and all public and school programs cancelled, along with food and beverage operations.
- Costs were reduced by 43 per cent through a review of all contracts, agreements and expenses.
- Programs moved online. Closure was an opportunity to focus on planning, collections management, and finance review.
- To major changes to be integrated longer term include stronger digital program offerings and retooled food and beverage offering.

**Service impact:** Severe

**Current demand for service:** Demand has decreased notably



## FORT CALGARY PRESERVATION SOCIETY Civic Partner 2019 Audit Report

**Organizational Structure:** Independent External Organization

**Fiscal Year:** December 31, 2019

**Manage/Operate City Owned Asset:** Fort Calgary

**City 2019 Operating Grant:** \$1,109,210

**City 2019 Capital Grant:** \$72,715

### STRUCTURE

#### 1. Vision, Mission and Mandate:

*Note these are updated with unanimous Board approval as of March 18, 2020:*

Vision: Fort Calgary – histories, peoples, futures – reconnected.

Mission: Sharing the histories and cultures of this place, with Calgarians and the world, to deepen understanding of the past and shape the future.

#### Position Statement:

Situated where the Bow and Elbow Rivers meet in Treaty 7 territory, the place that we now call Fort Calgary National Historic Site has played a central role in both ancient and more recent histories of this region. The site is rooted in place-stories and memory practices of the Blackfoot, Iyârhe Nakoda, Tsuut'ina and Métis peoples; the land was a natural gathering place to hunt, trade, and hold ceremony. Later, due to the land's natural topography and social significance, it was where the North West Mounted Police built Fort Calgary in 1875. Recognized as a National Historic Site in 1925, it served as a train yard until 1975 when the lands were bought by the City of Calgary. Today it is at the heart of the city.

We recognize that Fort Calgary is a layered place. It has multiple histories. We seek to demonstrate our commitment to reconciliation through the adoption of the Truth and Reconciliation Commission's guiding principles.

As caretakers of this unique National Historic Site, we aim to present these histories in an honest way to connect people by deepening their understanding, enhancing their curiosity, and informing their context for contemporary life.

### 2019 RESULTS

#### 2. What key results did your organization achieve in 2019 that contributed to one or more of the One Calgary Citizen Priorities? (*A Prosperous City, A City of Safe & Inspiring Neighbourhoods, A Healthy and Green City, A Well Run City*)

##### A Prosperous City:

*P1: Cost-effective service delivery.* As a civic partner, the Fort Calgary Preservation Society manages and operates several City-owned assets, including the historic buildings of the Deane House, Hunt House and Métis Cabin, as well as the reproduction barracks and interpretive centre, and the related museum collections. Through 2019, following the change in leadership in August we began two new processes in strategic planning and financial review to ensure all programs and operations are delivered as cost-effectively as possible. The results of this exercise materialized in 2020 with significant savings to base operating costs.

*P2: Tourism growth.* In line with the Winter City and Event strategy, the fall 2019 planning cycle moved the Fort to a deliberate strategy to focus on aligning Fort Calgary program strategy with city events and festivals.



## FORT CALGARY PRESERVATION SOCIETY Civic Partner 2019 Audit Report

*P4: Affordability.* In summer 2019 admission for youth 12 and under was free on Wednesdays; attendance at and participating in Walk for Reconciliation was free and approximately 70 people attended; Canada Day programming was free and approximately 4,000 people attended; 507 students accessed school programs and bussing through the Fort's Equal Access Initiative.

*H6: Prioritize green space.* Fort Calgary stewards approximately 40 acres on behalf of the City. In 2019 we initiated a planning conversation with several City departments to develop site use guidelines for community events and public programming on the park.

### Well Run City:

*W5: Reconciliation:* In summer 2019 Fort Calgary hosted the 10<sup>th</sup> annual Walk for Reconciliation, which brought a broad community together to honour those affected by residential schools and intergenerational trauma and take purposeful steps toward healing and reconciling. Heritage Day and Canada Day programs included Indigenous artifacts, Métis fingerweaving, and performances.

In fall 2019, a group of approximately 15 staff and Board members attended a two-day Active Reconciliation retreat funded by the Calgary Foundation. This informed strategic planning conversations which began shortly thereafter in 2019. Fort Calgary is now committed to sharing a broader, deeper and more complex history of the significance the place where Fort Calgary is located: at Mohkínssis (in Blackfoot); Wíchíspa (in Stoney); or Guts'ists'i (in Tsuut'ina) in Treaty 7 territory, home of the Blackfoot Nations, Stoney-Nakoda Nations, Tsuut'ina Nation, and the Métis Nation of Alberta, Region 3.

### **3. What quality improvement changes did you make, or operational efficiencies did you find in 2019?**

The most significant change for Fort Calgary was in the change in leadership and increased domain expertise in three areas:

- In August a new Programs Officer with a PhD in history joined, her expertise informs design and delivery of community programs and experiences.
- In late August, the Fort again transitioned to a new President & CEO. She has 20 years' museum operations experience and significant museum capital project expertise. She immediately focused on the development of a new strategic vision and plan. The new plan was adopted in March 2020. This process led to a crystallization of purpose and vision, which has provided stability during COVID-19.
- In October, a designated accountant was added to provide financial expertise to review systems and processes, to analyse all lines of the operation, and to improve both internal and external reporting. This work has led to greater certainty and improved capacity for cost containment through COVID-19.

### **4. What program, service or initiative was most successful in 2019? What lessons learned from this experience can inform future work?**



## FORT CALGARY PRESERVATION SOCIETY Civic Partner 2019 Audit Report

In July, Fort Calgary partnered with the Calgary Stampede to deliver an Indigenous-led walking tour along the Elbow River. Tour members also received free entry to the Stampede and a tour of Elbow River Camp. This pilot program involved two walking tours with 45 total participants. Fort Calgary recruited a group from the East Village Seniors Centre to participate in the pilot, which saw full subscription and participants reported positive experiences and that they learned new content about this area.

While small, this pilot was the first Indigenous-based partnership between Stampede and Fort Calgary, and we learned that there is strong public demand for increased programming that highlights land-based knowledge and highlights the meaningful connection between two historic spaces in the city. It also emphasized the importance of building program-based partnerships with other cultural institutions in Calgary.

### 5. What is one success story from 2019 that demonstrates how you worked in partnership with other community, private or public organizations to achieve shared results for Calgary and Calgarians?

The annual Walk for Reconciliation is the result of partnership with four other organizations:

- Aspen Family
- Aboriginal Friendship Centre of Calgary
- Sunrise Community Link Resource Centre
- The Alex

This was the 10<sup>th</sup> year of partnership that brings economically and socially diverse communities together in a program that engages Calgarians in better understanding the impact of residential schools and what active reconciliation looks like.

Although it rained on the day of the program, over 70 people attended. Among the many positive results of this program are building connections among urban Indigenous peoples and connecting Indigenous people who live on reserve with programs and organizations within Calgary. Additionally, connecting non-Indigenous Calgarians seeking to learn more about Indigenous cultures, histories, and people with knowledgeable people through curated events such as Walk for Reconciliation furthers our shared goal of diverse education opportunities and meeting calls from the TRC.

## RESOURCES

### 6. Please estimate how The City's operating funding was allocated in 2019. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.

2%	Advertising and promotion
	Programs or services
4%	Office supplies and expenses
6%	Professional and consulting fees
59%	Staff compensation, development and training
	Fund development
	Purchased supplies and assets
29%	Facility maintenance



# FORT CALGARY PRESERVATION SOCIETY Civic Partner 2019 Audit Report

	Evaluation or Research
	Other, please name: n/a

## 7. Did volunteers support your operations in 2019? If yes:

How many volunteers?	38
Estimated total hours provided by volunteers:	1,320

## 8. What resources did your organization leverage to support operations in 2019?

- Park Plus
- Deane House restaurant
- Young Canada Works & Canada Summer Jobs
- Casino funds
- Calgary Foundation
- Equal Access Program (Fort Calgary endowment fund)
- Rupertsland Institute
- Government of Canada – Celebrate Canada Day
- Lifeways retail partnership
- University of Calgary – MBA students
- Volunteers

## 9. Using the chart below, please report your 2019 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off. *Please identify through BOLD font, 1-2 measures that are most significant and could be presented in a chart.*

Performance Measure Name	2017 results	2018 results	2019 results	What story does this measure tell about your work?
<b>How much did you do?</b>				
VISITOR SERVICES: Operate a museum and civic attraction (total visitor numbers annually)	30,646	24,928	25,193	Annual overall visitor numbers are reasonably steady, and trend about 55% locals, vs. 25% students and 20% tourists.
VISITOR SERVICES: Be a destination of choice for Calgarians (Calgarian visitor numbers annually – a subset of the total)	16,746	13,999	14,319	
ACCESSIBILITY: Provide accessible admission via Equal Access Program	\$17,500	\$20,500	\$8,525	This represents the dollar value of admissions provided through Fort Calgary's Equal Access Pass which is funded through an endowment.
EDUCATION: Offer curriculum-connected education programs and resource kits for grades K-7	6,304	6,567	6,111	Again in 2019 school programs sold out in days. Teachers routinely report the curriculum-connected programs addressing Indigenous and local history are important. Demand exceeds capacity to supply at this time.
FOOD & BEVERAGE: Number of annual events (goal is generate net operating revenue to support	913	1,362	1,382	Private rentals are busiest in the Oct-Dec period. Only bookings of 100+ guests generate net revenue.

Fort programs)				
CULTURAL DEVELOPMENT: Provide exceptional programs that tell the story of our Indigenous roots	n/a	12	7	
<b>How well did you do it?</b>				
<p>"An understanding of how people and land are in continual relationship with each other and how those relationships change over time as land, technology and relationships move towards truth and reconciliation." – Equal Access teacher</p> <p>"They were all excited afterwards about everything they had learned. I should have recorded their comments after you left! They would not stop talking and comparing the information to their lives now. You made a powerful impact on them! Thank you! Thank you! Thank you!" – Grade 4 teacher</p> <p>"Hello, I wanted to take some time to thank you and the event staff at Fort Calgary during our event. [We were] very impressed with service received from Fort Calgary throughout the event. I truly appreciated the attentiveness throughout the event in case we experienced any technical issues. Staff were easy to get a hold of and checked in on the event throughout the time we were there. The food was delicious as well. [We] look forward to having Fort Calgary host future events" – Rental client</p> <p>"An enormous thank you to you and your team for making our event a great success. You made us look great this year! I have so appreciated your tremendous attention to detail from conception to completion of our event, and for going above and beyond for us. From the parking situation, to your almost instantaneous responsiveness to all of my communication, help in selecting just the right size of stage, and the meticulousness of the evening event staff. A heartfelt thanks for making things so easy this year!" – Rental client</p>				
<b>How are Calgarians better off?</b>				
<p>Visitors gain an opportunity to connect with local history and to learn multiple perspectives on the events that have shaped this region</p> <p>Students gain curriculum-connected learning about the place they live</p> <p>Volunteers gain pride of place, sense of purpose, and community for contributing to the city</p> <p>"I just wanted to reach out and say thanks to you and your staff for being so welcoming and friendly to [my client] on his Wednesday afternoon visits, he really appreciates it. He is very passionate about nature, and he is very proud of his time volunteering with Fort Calgary when he did litter pick-up, keeping the green spaces clean, so being able to visit Fort Calgary nowadays is very centering for him. He's a history lover as well, and appreciates being able to view the museum's artifacts. It's great that Fort Calgary is such an inclusive space." – Progressive Alternative Society of Calgary support worker, for a former volunteer on the autism spectrum</p>				

**10. Briefly describe how your key results in 2019 contributed to Council approved strategies (As applicable.)** For example: Calgary in the new economy: An economic strategy for Calgary; Calgary Heritage Strategy; Climate Resiliency Strategy; Resilient Calgary; Enough for All poverty reduction strategy; Cultural Plan for Calgary; Downtown Strategy; Foundations for Hope: Calgary's Corporate Affordable Housing Strategy; Open Spaces Plan; Recreation Master Plan; Sport for Life Policy.

Fort Calgary primarily responds to the Cultural Plan and Calgary Heritage Strategy:

**Cultural Plan:**

- Programs and exhibitions boost cultural economy and are designed to be inclusive. Canada Day programming was created to introduce attendees to history about Fort Calgary and the long Indigenous history of this place. A free program, attendees were from diverse backgrounds



## FORT CALGARY PRESERVATION SOCIETY Civic Partner 2019 Audit Report

including newcomers to Canada. The Canada Day program fostered inclusion in a key civic event.

- More than 300 people attended a fall artisan fair that had diverse vendors including Indigenous artists as well as cultural demonstrations such as Métis fingerweaving and cold-smithing metals.

### Heritage Plan:

- As a National Historic Site, Fort Calgary is committed to enhancing local heritage appreciation and connecting residents to the significance of this place. The land-based Indigenous-led walking tours held in partnership with the Calgary Stampede emphasized this area's natural cultural landscape and provided a new opportunity for public awareness of this shared heritage.
- Fort Calgary is responsible for caring for three designated heritage buildings: the Deane House, the Métis Cabin, and the Hunt House.

### **11. Did your organization receive any awards or recognition in 2019 that you want to highlight?**

n/a

### **12. CAPITAL AND ASSET MANAGEMENT (for Civic Partners managing City-owned assets)**

**Asset:** *Insert Name of City owned asset managed or operated*

**Asset:** Fort Calgary National Historic Site

#### **a) Provide a summary of your organization's 2019 capital work, including specific lifecycle/maintenance projects or new capital projects.**

- Replaced style and rail wood doors
- Repairs to fire and sprinkler systems, and plumbing
- Repairs HVAC and kitchen equipment
- Turf and tree care
- Flushed parking lot storm line

#### **b) What funding did your organization leverage to support capital activities in 2019?**

In 2019 capital funding from the City of Calgary was matched out of capital and operating funds.

### **COVID-19 UPDATE**

#### **13. Briefly describe the key impacts of COVID-19 on your operations to date.**

- Immediate impact in March was the closure of the facility and cancellation of all public programs, school programs, and food and beverage operations. The closure eliminated 82% of potential earned revenues and led to necessary layoffs of 90% of the staff.
- Ongoing operating costs were reduced by 43% through a close review of all contracts, standing agreements and other expenses.



- Programs were moved online in a “digital first” approach, which afforded the team new learning opportunities to grow an offering that will continue past COVID. The team experimented with a variety of free programs: #museumfromhome, new digital exhibitions, new podcast series, new Facebook live series, and other video content to learn what resonated with community. See question 15 below.
- The new strategic plan was approved at the March 18 2020 board meeting – two days after the COVID closure. The team has used the closure period to move the strategic work of the renewal of Fort Calgary forwards, in a more efficient and focused way than would otherwise have been possible, had we also been managing daily operations.
- The period has allowed for valuable runway to rebuild all finance systems, update policies, clean out back of house spaces, inventory all equipment and other holdings, and perform a deep clean.

**14. What operational efficiencies did you implement to address the impact of COVID-19 up to September 1, 2020?**

The two most significant operational efficiencies achieved were in collections and finance:

Collections:

Collections work was a focus, and significant work has been done to improve collections management:

- In the first weeks, a team of food service staff was seconded to complete an inventory of the collections, resulting in 4,521 object records updated.
- Summer Young Canada Works employee assisted the Collections Officer in inventorying and cataloguing items within exhibits, which could not have been done without disrupting guest experience if the museum was open.

Finance:

Part of the finance review included a full analysis of all lines of business. In context of the new strategic plan, all operations were examined to determine relevance to core functions as a National Historic Site and the net cost of business. This – in addition to the elimination of the market for buffet services – led to the determination that the food and beverage business line is no longer viable. A full inventory was completed and materials / supplies are in process of being offered to vision-aligned organizations or sent to the City for auction. This has cleared the Fort of unnecessary / out of use material items and helped other not-for-profits in need. Auctioned items are hoped to generate a modest financial return.

**15. Were there any program or service changes made during the response to COVID-19 that you plan to integrate into longer term operations? For example, shifting some programming online, or modifications to your delivery model or operations.**

There are two major changes due to COVID-19 which will be integrated in the long term:

- A stronger digital program offering
- A retooled food and beverage offering, as part of the new museum planning

Digital programs:



Programs became virtual as quickly as possible, using the COVID-19 closure to develop the team's capacity for digital program design and delivery – with the intent of continuing this offer beyond COVID-19 as a means to expand audiences, and to complement in-person programs once they resume.

- Schools scheduled to visit Fort Calgary through spring were hosted digitally, with virtual walking tours and access to collection items normally be too fragile for school programs.
- *Complex Stories*, a podcast dedicated to investigating the complex layers of Fort Calgary's history, launched in June. Five episodes were released over the summer including interviews with knowledge holders.
- June's *Walk for Reconciliation* program included invited attendees at a socially-distant program that was live-broadcast and available as a video on social media afterward, ensuring the 10<sup>th</sup> year of this program continued.
- *Canada Day*, typically a large in-person gathering, became digital via a new online exhibition, and live video interviews with leading Indigenous thinkers across the country focused on what Canada Day means to Indigenous peoples.
- *Heritage Day* featured a series of live Facebook videos to share collections objects typically too fragile for display or handling.

The summer of virtual programs generated a significant pool of engagement data, which we are using to inform the fall planning cycle for the 2021 offering.

Retooled food and beverage service:

As part of the renewal of Fort Calgary with the new museum build, the Fort plans to expand the public hospitality experience by offering a consistent, quality café-style business model in partnership with a third-party vendor, and develop a new event rental program in partnership with a select list of catering vendors. This is instead of running an internal catering function which draws significant internal resources (human, time, and space), without yielding financial gains.

**COVID-19 Service and Impact Demand Update  
Reporting for September 2020**

The following information is collected to align with City of Calgary report to Council on the current impact of COVID-19 on delivery of services and programs and may be shared with Council separately from the previous Civic Partner Annual Report Template content.

**Service Impact**

Please choose the one option below that best describes the impact of COVID-19 on your programs or service in the month of September 2020.

<input type="checkbox"/>	<b>Negligible</b>	Minimal to no impact on service. Service is currently operating close to normal.
<input type="checkbox"/>	<b>Minor</b>	Continuing to provide programs and services but some coping strategies required – able to be addressed with existing strategies and resources.
<input type="checkbox"/>	<b>Moderate</b>	Some challenges on ability to achieve objectives. Some delay. Some aspects of the programs or service are only being met in part.



## FORT CALGARY PRESERVATION SOCIETY Civic Partner 2019 Audit Report

<input type="checkbox"/>	<b>Significant</b>	Difficulties to achieve objectives. Delays or notable aspects of objectives not completed. Falling well-short of normal operations.
<input checked="" type="checkbox"/>	<b>Severe</b>	Unable to meet normal objectives due to serious extended disruption. (e.g. full facility closure, major decrease in users)

### **Service Impact Narrative:**

Please briefly describe the impact of COVID-19 on your service for the month of September. You may want to include any major issues/events you experienced.

- Affected by clear uncertainty around return to school and school budgets, Fort Calgary's education programs received almost no interest for the 2020/2021 school year. As a result, this program has been paused.
- With the needed staff reduction to contain operating costs, the capacity to deliver public programs or services of any kind is severely limited. In the absence of public demand for access to Fort Calgary, the decision has been made to remain closed until 2021 and use this time to plan responsible, safe, and fiscally prudent programs for next year and beyond.

### **Current Demand for Service:**

At this point in time, based on what you know right now, what is your best estimate of the current demand for your service compared to typical demand?

<input type="checkbox"/>	Demand is steady, largely business as usual.
<input type="checkbox"/>	Demand has increased notably.
<input checked="" type="checkbox"/>	Demand has decreased notably.

### **Service Demand Narrative:**

Please provide a supporting narrative that describes how COVID-19 has impacted the demand on your programs or services for September 2020. This may include any new program or service impacts that your organization has faced in the past month.

Typical service demand in September comes from school programs, tourism, and some other drop-in visitors. Without in-person field trips and in the context of great uncertainty with regard to school programs, there was a significant drop in this service demand. Similarly, there has been very significant drop in demand from tourists and other drop-in visitors. Visitors to the Fort have tended to be in the 60 and older age range, a group disproportionately at risk due to the pandemic. With the drop in tourism and people's hesitancy to travel at this time, service demand from tourists has fallen dramatically.

## CIVIC PARTNER 2019 ANNUAL REPORT SNAPSHOT- CALGARY SCIENCE CENTRE SOCIETY (TELUS SPARK)

### CALGARY SCIENCE CENTRE SOCIETY (TELUS SPARK)

**Purpose:** Spark exists to entertain people of all ages in creative encounters with science, technology and engineering.

**Vision:** Through visits to Spark, and encounters with Spark in the community, people are lifted up by the positive power of curiosity, experimentation and problem-solving.

*Registered Charity*

**One Calgary Line of Service: Economic Development and Tourism**

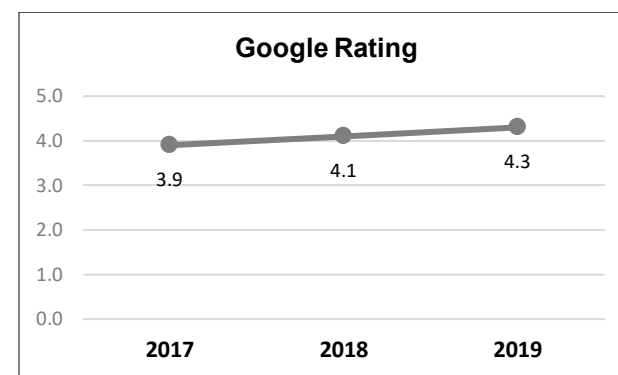
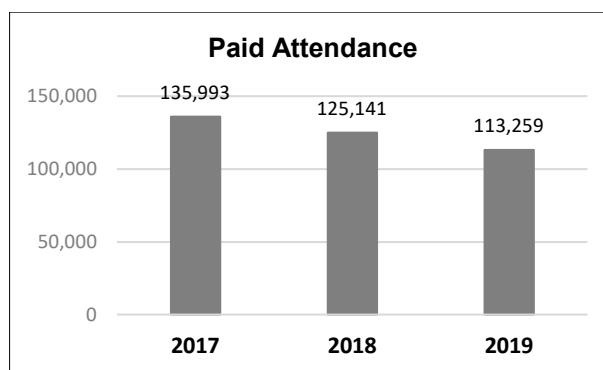
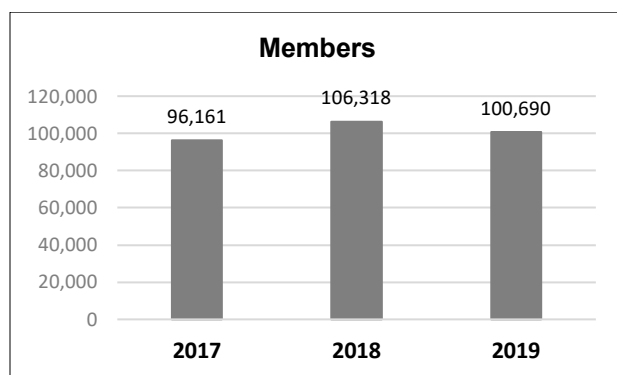
### 2019 City Investment

Operating Grant: \$2,139,562

Capital Grant: \$21,420

City owned asset? Yes

### 2019 Results



### The story behind the numbers

- Stable memberships shows that the science centre well serves a specific community (families with children).
- The declining attendance tells the story of why we needed to launch a new Roadmap that explicitly mandates the science centre to embed and champion Calgary companies and technology. The science centre is a highly visible science and technology hub.
- TELUS Spark's Google Rating is based on almost 4,000 reviews and reflects efforts to improve the visitor experience.

### Current state 2020: COVID-19 impact

- TELUS Spark was closed from March 13 to July 10, leading to approximately \$4 million in lost revenue.
- Re-opening started in July with reduced capacity, reduced hours and outdoor exhibits. In September, the main and second floor galleries upstairs eatery opened. Timed ticketing and social distancing is in place, and attendance is about 25 per cent of regular attendance, and 18 per cent of regular membership levels.
- The changes initiated during the closure, including organizational design work, audit of program quality, commitment to engage a broader range of Calgarians, will be integrated into long term improvement of operations.

**September service impact:** Moderate

**Current demand for service:** Demand has increased notably.



## Calgary Science Centre Society (TELUS Spark) Civic Partner 2019 Annual Report

**Organizational Structure:** Independent External Organization

**Fiscal Year:** December 31, 2019

**Manage/Operate City Owned Asset:** TELUS Spark

**City 2019 Operating Grant:** \$2,139,562

**City 2019 Capital Grant:** \$21,420

### STRUCTURE

#### 1. Vision, Mission and Mandate:

##### Purpose

Spark exists to entertain people of all ages in creative encounters with science, technology and engineering.

##### Vision

Through visits to Spark, and encounters with Spark in the community, people are lifted up by the positive power of curiosity, experimentation and problem-solving.

##### Mandate

Spark helps people of all ages fuel up for the future. At Spark, science, technology and engineering are embedded in cultural experiences. This creates new points of access to the disciplines at the core of innovation.

##### Aspiration

All Calgarians will take pride in their science centre. Through skilled and confident programming, Spark will attract visitors from around the city, province and globe, and immerse them in emotive experiences as they explore ever-evolving, quirky and thought-provoking galleries. By 2025, Spark will be one of the 10 most-worth-visiting science centres in the world.

### 2019 RESULTS

#### 2. What key results did your organization achieve in 2019 that contributed to one or more of the One Calgary Citizen Priorities? (*A Prosperous City, A City of Safe & Inspiring Neighbourhoods, A Healthy and Green City, A Well Run City*)

**A Prosperous City** – In 2019, the Calgary science centre launched a new Roadmap for the 2020s, which explicitly mandates the science centre to embed and champion Calgary companies and technology. The science centre is a highly visible science and technology hub. *It committed in 2019 to renovations that will help shape a new narrative about Calgary that supports and grows local companies, and helps therefore to attract talent and new businesses beyond the energy sector.*

**A City of Safe & Inspiring Neighbourhoods** – Through a partnership with 58 social service agencies, Spark welcomed more than 15,000 Calgarians free of charge with a Community Access

Pass. In addition, Spark began conversations with potential partners including the Stampede, Rivers District, East Village, Zoo, Calgary Economic Development, Tourism Calgary and Travel Alberta about a riverside gondola project that would add a safe riverside tourism experience into the 10-year Destination Strategy for tourism sector development in Calgary. The gondola would link multiple attractions and high-density districts, and amplify the likelihood of retaining tourism traffic to Banff for a night in Calgary. It would solve a last-mile problem that the Calgary science centre will have when it is renovated and attracts a wider range of audiences. (The science centre is not accessible by bus, and challenging to access from the c-train with wheelchair, stroller or in inclement weather, in other words, a good part of the year ☺)

**A Healthy and Green City** – Spark is a LEED gold building. In 2019 we maintained this status with green cleaning products, fixing the grey water flushing system, and we explored a project to install solar panels in the parking lot. We also initiated programming designed to attract audiences that arrive along the bike path, and cheered on Calgarians in the early morning hours along the bike path by the science centre on the Ride Your Bike to Work Day.

**A Well Run City** – Spark strove to be a well run Civic Partner by engaging citizens in how the science centre evolves, and by using the dollars provided by taxpayers in efficient and value-added ways.

### **3. What quality improvement changes did you make, or operational efficiencies did you find in 2019?**

Spark made a significant number of improvements across the (1) visitor experience (2) relevance to Calgarians and (3) internal culture. All were designed to add greater value to Calgary from its one and only science centre under the direction of a new CEO, hired in April 2019.

The list below outlines the area identified for quality improvements, followed by the names of the programs implemented to achieve these improvements.

#### **Reach New Audiences**

- Fiver Fridays -- \$5 admission for 18+ audiences for five Fridays during the back-to-school season with mental health and wellness theme
- Family Fridays -- \$5 admission for children after 5 pm on Friday. New extended hours every Friday night throughout the fall and winter

#### **Make Each Visit Memorable**

- Spark After Dark – new name and brand for monthly nights for adults
- Bill Nye, The Science Guy – partnership event with high-profile speaker at the Jubilee
- 50<sup>th</sup> Anniversary Moon Landing – community destination for important cultural event



- Body Worlds Animals – brought an international attraction

### **Be a Meeting Place for Science and Culture**

- Tech Sector Programming – identified and supported the technology organizations in Calgary with special rates. Provided a free venue for events like the multi-partner Health Hackathon, and helped the Indigenous team preparing for the international First Robotics competition with free meeting space
- Indigenous Engagement Specialist – hired an Indigenous PhD candidate to implement Spark's commitment to reconciliation and the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP)

### **Make Each Visit Easy**

- New Guest Experiences – signage, wayfinding, guide training all added and upgraded
- Simplified Membership – a complicated membership program was made simple and easy.

### **Connect Group Experiences with the Venue**

- K-12 Education Program was audited in full to better connect the school trips to the venue
- Facility Rentals – a commitment was made to add "science centre flair" to every venue booking

### **Offer a Wider Range of Things to Do**

- Bright Spark Design Group – a design group was assembled with external and internal members to renovate the galleries
- Good Chemistry Campaign -- a fundraising plan to support the above was initiated

## **4. What program, service or initiative was most successful in 2019? What lessons learned from this experience can inform future work?**

The Spark store saw an almost doubling in revenue as a result of bringing in a new manager and director from a retail sales background. We are now applying these profitability principles to all elements of the operation. Not only will it increase the ability to self-generate revenue, it also improves the experience for visitors, which they express through their decisions to invest in products and services.

## **5. What is one success story from 2019 that demonstrates how you worked in partnership with other community, private or public organizations to achieve shared results for Calgary and Calgarians?**



# Calgary Science Centre Society (TELUS Spark) Civic Partner 2019 Annual Report

It is hard to select one. Perhaps the one with the highest long-term impact was the partnership with Thin Air Labs, a private organization, along with members from public organizations such as the University of Calgary, to align Spark's renovation with Calgary's cultural and economic goals.

## RESOURCES

6. Please estimate how The City's operating funding was allocated in 2019. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.

%	Advertising and promotion
%	Programs or services
%	Office supplies and expenses
%	Professional and consulting fees
30%	Staff compensation, development and training
%	Fund development
38%	Purchased supplies and assets
32%	Facility maintenance
%	Evaluation or Research
%	Other, please name:

7. Did volunteers support your operations in 2019? If yes:

How many volunteers?	240
Estimated total hours provided by volunteers:	19,559

8. What resources did your organization leverage to support operations in 2019?

Spark generated/leveraged \$4.63 for every dollar of civic funding received from all other sources of revenue. General admission and membership revenues earned \$2.13, school and paid programs earned \$0.56, sponsorships and donations earned \$0.47 and rentals, food beverage, retail store combined earned \$1.44.

9. Using the chart below, please report your 2019 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off. Please identify through **BOLD font**, 1-2 measures that are most significant and could be presented in a chart.

	Performance Measure Name	2017 results	2018 results	2019 results	What story does this measure tell about your work?
How much did you do?	<b>Paid attendance</b>	135,993	125,141	113,259	The declining attendance tells the story of why we needed to launch a new Roadmap for the 2020s.
How well	<b>Google rating</b>	3.9	4.1	4.3	This story shows that hard work to improve the



**Calgary Science Centre Society (TELUS Spark)**  
**Civic Partner 2019 Annual Report**

did you do it?					visitor experience, based on almost 4,000 reviews.
How are Calgarians better off?	<b>Memberships</b>	96,161	106,318	100,690	The stable memberships shows that the science centre well serves a specific community (families with children)

**10. Briefly describe how your key results in 2019 contributed to Council approved strategies (As applicable.)** For example: Calgary in the new economy: An economic strategy for Calgary; Calgary Heritage Strategy; Climate Resiliency Strategy; Resilient Calgary; Enough for All poverty reduction strategy; Cultural Plan for Calgary; Downtown Strategy; Foundations for Hope: Calgary's Corporate Affordable Housing Strategy; Open Spaces Plan; Recreation Master Plan; Sport for Life Policy.

Calgary in the new economy – launched new Roadmap to connect the science centre to the emerging tech economy

Cultural Plan for Calgary – building partnerships through the new Roadmap with more diverse communities as program partners and audiences

Resilient Calgary – develop social cohesion and next generation problem-solvers through a shared commitment to collaborative ways of knowing with science at the core

**11. Did your organization receive any awards or recognition in 2019 that you want to highlight?**

- 2019 Finalist, Canadian Association of Science Centres, Best Program
- 2019 Finalists for the Venue of the Year in the Calgary in Meeting Planners International's Empire Awards
- White Hat Award for Exceptional Service: Volunteer Tourism Hospitality – Taylor Eveleigh
- White Hat Award for Exceptional Service: Attraction – Donna Kipta
- Calgary's Child 2020 Award for Best Museum for Families
- Calgary's Child 2020 Award for Best Place to Take your Kids on a Crummy Day
- Calgary's Child 2020 Honourable Mention for Best City of Calgary Tourist Attraction

**12. CAPITAL AND ASSET MANAGEMENT (for Civic Partners managing City-owned assets)**

**Asset:** Science Centre building at 220 St. George's Drive

**a) Provide a summary of your organization's 2019 capital work, including specific lifecycle/maintenance projects or new capital projects.**

- Two capital projects were approved in 2019 to be funded through the city including the repair of the underground cistern and the building automation upgrade.
- Only the cistern project was completed in 2019 and the building automation project was delayed into 2020

**b) What funding did your organization leverage to support capital activities in 2019?**





- The cistern project cost \$28,560 and 75% was funded through city funding and the additional 25% was funded through Spark's reserves
- The building automation project has a budget of \$200K with 75% to funded by the city and 25% from Spark's reserves.

## **COVID-19 UPDATE**

### **13. Briefly describe the key impacts of COVID-19 on your operations to date.**

The Calgary science centre was closed from March 13 to July 10. Four months of operations represents approximately \$4 million in lost revenue. Spark laid off all but 21 of its staff members within weeks of the closure.

Because of the federal wage subsidy, combined with the City of Calgary operating grant, we were able to bring back people and services. We were very active in the spring with online education support, and used the closure to "come back stronger." This included redoubling of focus on the renovation plan, audit of all education programs, a commitment to reach new audiences where they live, and a close look at the internal culture and capacity to build a world-class science centre in the next five years.

At the beginning of July, we started to re-open. With capacity caps, we welcomed guests in July and August to a feature exhibit and a new outdoor experience. On September 2, we re-opened the main floor galleries for the first time since the covid closure. On September 18, we re-opened the second floor galleries and the upstairs eatery. The entire science centre now re-open fully, with timed ticketing and social distancing in place. Attendance though is at about 25% of required to maintain operations without a subsidy.

### **14. What operational efficiencies did you implement to address the impact of COVID-19 up to September 1, 2020?**

While closed, our operations director wound down the building so it was humming on a bare bones energy budget. It is a very efficient building to begin with, so this was impressive. About a month prior to re-opening to the public, we started to wind back up.

From an HR perspective, we used the opportunity to look at the organizational structure and its ability to deliver on the goal of becoming one of the top 10 most-worth-visiting science centres in the world by 2025. Roles that may have accreted over time but no longer directly supported the clear common goal were eliminated. A significant organizational design process was started, led by an expert consultant.

### **15. Were there any program or service changes made during the response to COVID-19 that you plan to integrate into longer term operations? For example, shifting some programing online, or modifications to your delivery model or operations.**



**Calgary Science Centre Society (TELUS Spark)**  
**Civic Partner 2019 Annual Report**

Yes. The shift to more online programming will be continued as part of a new audience development program (it does not generate sufficient revenue at present to be operated as a sustainable program).

The changes that were initiated during the covid closure – such as the organizational design work, the audit of program quality, the commitment to engage a broader range of Calgarians – will be integrated into long term improvement of operations.

**COVID-19 Service and Impact Demand Update**  
***Reporting for September 2020***

The following information is collected to align with City of Calgary report to Council on the current impact of COVID-19 on delivery of services and programs and may be shared with Council separately from the previous Civic Partner Annual Report Template content.

**Service Impact: Please choose the one option below that best describes the impact of COVID-19 on your programs or service in the month of September 2020.**

<input type="checkbox"/>	<b>Negligible</b>	Minimal to no impact on service. Service is currently operating close to normal.
<input type="checkbox"/>	<b>Minor</b>	Continuing to provide programs and services but some coping strategies required – able to be addressed with existing strategies and resources.
<input checked="" type="checkbox"/>	<b>Moderate</b>	Some challenges on ability to achieve objectives. Some delay. Some aspects of the programs or service are only being met in part.
<input type="checkbox"/>	<b>Significant</b>	Difficulties to achieve objectives. Delays or notable aspects of objectives not completed. Falling well-short of normal operations.
<input type="checkbox"/>	<b>Severe</b>	Unable to meet normal objectives due to serious extended disruption. (e.g. full facility closure, major decrease in users)

**Service Impact Narrative: Please briefly describe the impact of COVID-19 on your service for the month of September. You may want to include any major issues/events you experienced.**

- We are NOT able to offer school programs in person.
- We are NOT able to offer public programming that gathers crowds.
- We are NOT able to fill the theatres within the building due to the need to distance, leading to some unhappy customers on busy days.
- We are NOT able to rent out the venue for conferences, weddings, events, except for groups of 50 or fewer.
- We ARE offering school programs online.
- We ARE offering off-site programming that people can partake in their own small cohorts (guided road trips, drive in).



**Calgary Science Centre Society (TELUS Spark)  
Civic Partner 2019 Annual Report**

- We ARE closing on Mondays and Tuesday for the first time since the science centre opened in this location, maybe even its history.

**Current Demand for Service: At this point in time, based on what you know right now, what is your best estimate of the current demand for your service compared to typical demand?**

<input type="checkbox"/>	Demand is steady, largely business as usual.
<input type="checkbox"/>	Demand has increased notably.
<input checked="" type="checkbox"/>	Demand has decreased notably.

**Service Demand Narrative: Please provide a supporting narrative that describes how COVID-19 has impacted the demand on your programs or services for September 2020. This may include any new program or service impacts that your organization has faced in the past month.**

Since the science centre re-opened in July 2020, attendance has been about 25% of regular paid attendance and 18% of regular membership levels. Worth noting: this is better than the North American industry average of 18% across the board.

This is likely due to two facts:

- 1) We had a popular Body Worlds exhibit in the atrium at the time of the covid closure. We stored it for four months and then re-opened with this feature on offer. The highly interactive and hands-on exhibit galleries stayed closed.
- 2) We hosted a summer Drive-In in the parking lot and it kept the science centre visible

As of September 18, Body Worlds will be gone and all of the exhibit halls will be open again.

New impacts are mounting.

No school field trips are allowed this fall and this dramatically affects one of the largest profit sources for the science centre.

It is unclear if visitors will be comfortable with hands-on exhibits even with covid modifications in place. With the current attendance numbers and the prospect of a fall surge in covid cases, the extension of the wage subsidy will be the primary factor affecting ability to offer services in 2021.



## CIVIC PARTNER 2019 ANNUAL REPORT SNAPSHOT- HERITAGE PARK SOCIETY

### HERITAGE PARK SOCIETY

**Mission:** Connecting people with the settlement of Western Canada and preserving our culture and heritage.

**Vision:** To be recognized as Canada's leading living history museum.

*Registered Charity*

**One Calgary Line of Service: Economic Development and Tourism**

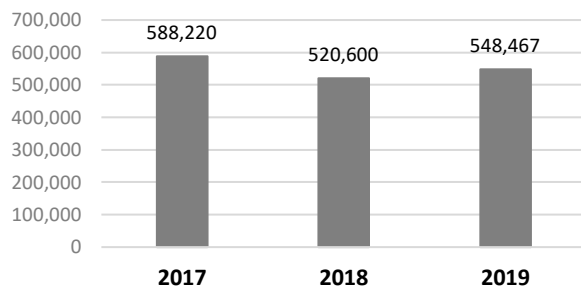
### 2019 City Investment

Operating Grant: \$3,494,787

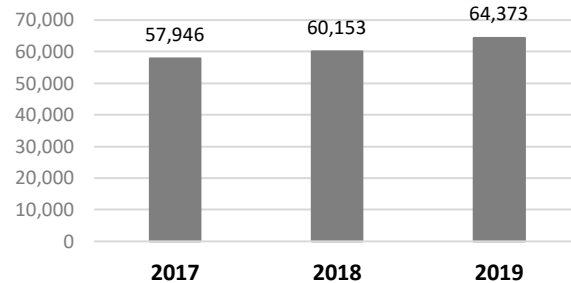
Capital Grant: \$1,462,157

### 2019 Results

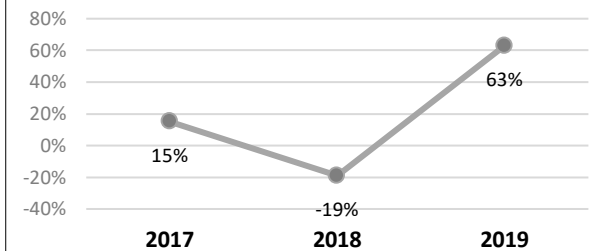
**Total Attendance**



**Education Program Attendees**



**Donations and Sponsorship levels (year over year)**



### The story behind the numbers

- The Park's budget goal for 2019 was to recover 19 per cent of the 22 per cent lost in 2018 when the S.S.Moyie was dry docked, but we didn't hit that goal. BRT construction at our gates created a barrier to entry and likely contributed to the lower result.
- The Park maintains education as one of its core mandates and finds new ways to maximize our offerings each year. 2019 was the second highest education attendance in the Park's history.
- Donation and sponsorship levels increased significantly over 2018 due to the generous contributions of five loyal donors who collectively donated \$1M in operating donations in 2019 to assist the Park.

### Current state 2020: COVID-19 impact

- Park operations shut down on March 16. Phased re-opening started on May 27 with restricted offerings, including no S.S. Moyie or midway rides, dine in options or exhibits that could not support one way flow of guests. Re-opened two midway rides in late summer.
- Experienced an 83 per cent drop in attendance year over year as of August 31 and a 77 per cent drop in non-grant revenue.
- Implemented an online timed entry system that will be continue to be used for events and park entry on high volume days.
- All school trips are cancelled, and instead, the Park offered online lessons at no cost.

**Service impact:** Significant

**Current demand for service:** Demand has decreased notably



## HERITAGE PARK SOCIETY Civic Partner 2019 Audit Report

**Organizational Structure:** Independent External Organization

**Fiscal Year:** December 31, 2019

**Related Subsidiaries or Foundations:** Heritage Park Foundation

**City 2019 Operating Grant:** \$3,494,787

**City 2019 Capital Grant:** \$1,462,157

### STRUCTURE

#### 1. Vision, Mission and Mandate:

**Mission Statement:** Connecting People with the Settlement of Western Canada and Preserving our Culture and Heritage

**Vision:** To be recognized as Canada's leading living history museum.

**Core mandates:** Educating visitors of all ages, and restoration and preservation of historical artifacts.

### 2019 RESULTS

#### 2. What key results did your organization achieve in 2019 that contributed to one or more of the One Calgary Citizen Priorities? (*A Prosperous City, A City of Safe & Inspiring Neighbourhoods, A Healthy and Green City, A Well Run City*)

Significant progress was made on Phase 1 of the Natural Resources Area project. With funding support from corporate and private donors, the City, and the Government of Alberta, we restored and preserved several exhibits and heritage assets including the park warden's cabin, the Dingman oil well and storage tank, narrow gauge railway, and miner's office/cabin. To complete this project in 2020, we are rebuilding the water wheel, completing the mine tunnel, and revitalizing the Indigenous nature trail.

We held consultations with, and received support from, the Métis Nation of Alberta (Zone 3) and the Tsuut'ina Nation in relation to construction of the Natural Resources Centre.

We continued our energy-efficiency initiative to convert incandescent and fluorescent lighting to LED. We replaced end-of-life equipment and vehicles with new, more efficient models. We installed safety flooring and stainless steel countertops in select food outlets to increase food safety and help ensure staff and guest wellbeing.

We partnered with Stampede Talent Search to present local artists during our free summer concert series, Music in the Plaza. This drew a record number of guests in the history of this program – 4800 – to the green space in Heritage Town Square on Wednesday evenings in July and August. This program provided the added benefit of filling the patio at the Selkirk Grille on a night that normally would see fewer diners.

We worked with the Calgary Jewish Federation to celebrate the 10th anniversary of installation of the Montefiore Institute, or as it is affectionately called, the Little Synagogue on the Prairie, at the Park.

In conjunction with the Calgary chapter of Le Dîner en Blanc, the Park produced an elegant outdoor ticketed event in August which saw 1,100 guests, all dressed up in their finest white attire, dine picnic-style inside the Park.

We reached 64,373 students through our school programs. This is the second highest education attendance in the Park's history.

After being dry docked in 2018, the S.S. Moyie underwent a massive overhaul and facelift, and set sail again in 2019. This drove summer attendance up, though not to the 2017 number we had hoped for.

Once again, we welcomed Calgary's elder residents on Co-op Seniors' Day, with 1,595 seniors (and 1,162 guests of other ages) enjoying a beautiful day at the Park.

We offered fee-assisted entry rates, allowing more than 8,300 low-income Calgarians to enjoy all that the Park has to offer. This is an increase of more than 30% Fair Entry participants than the year before.

We received federal funding in support of free programming on National Indigenous Day including First Nations and Métis dancing and music, and an evening concert.

### **3. What quality improvement changes did you make, or operational efficiencies did you find in 2019?**

1. We introduced additional efficiencies into our already-efficient volunteer recruitment and management program. Our new online portal, *Better Impact* was a success, and has proven to be an essential tool. The portal:
  - a. provides an efficient means of communication with the entire volunteer team or a targeted segment of that pool
  - b. allows the Park to be more transparent in our expectations and experience pathways for volunteers
  - c. created a nimble response to scheduling and increased volunteer participation and satisfaction
  - d. provides online training modules that are tied to volunteer qualifications, are documented and tracked

Of special note, three online training modules were created this spring to ensure volunteers understood our COVID-19 response protocols without gathering together for an orientation. This new training method was very well received by the volunteers, as it was thorough, concise, and reviewable. By fall, 85% of volunteer applicants were using the portal, saving employee hours, paper and postage costs.

2. A project to barcode all inventory items paid dividends when year-end inventory counts were done by scanning the barcode directly into our financial system instead of using a labour-intensive manual process. This resulted in approximately three or more weeks of saved labour hours at year-end, and improved count accuracy which reduced inventory variances. This improved accuracy also resulted in better data to guide operational decision making.
3. We partnered with local producers to design menu items that enhance the quality of our already excellent offerings, and support local businesses in the process.

### **4. What program, service or initiative was most successful in 2019? What lessons learned from this experience can inform future work?**

2019 marked the 10th anniversary of the grand opening of the largest single expansion in the Park's history to date, including Gasline Alley, Haskayne Mercantile Block, Selkirk Grille, and Railway Café and Orientation Centre. On April 6<sup>th</sup>, we opened the museum to the public for free, had special entertainment and a celebratory cake. Heritage Town Square was bustling with old-fashioned family games, and Gasline Alley Museum was packed with more than 2,500 visitors (more than 30 times the normal attendance on such a day), including dignitaries and supporters of the Park.



## HERITAGE PARK SOCIETY Civic Partner 2019 Audit Report

Lessons learned include that, similar to our 50<sup>th</sup> anniversary in 2014, celebrating our significant milestones with Calgarians brings in crowds. It didn't hurt that admission was free. This event exposed the Park to many first-time visitors and raised awareness that we are a year-round venue. Despite no admission fee, the Park benefited through additional sales in retail and food venues.

Another lesson we learned is that the ability to pre-register guests would have been very beneficial. We ran out of birthday cake very quickly and had to supplement with a quick trip to a local grocery store. We've used this lesson to enact an online reservation system. We did this for 2020 to limit lines at the gate during the pandemic, but this system will serve us well in the future for events such as this 10<sup>th</sup> anniversary celebration, and for ensuring a steady stream of guests during special events such as Harvest Sale and Canada Day, where line ups have, historically, been challenging to manage and can result in guest frustration.

**5. What is one success story from 2019 that demonstrates how you worked in partnership with other community, private or public organizations to achieve shared results for Calgary and Calgarians?**

We partnered with Calgary Produce Marketing Association (CalPMA) to put on another successful Harvest Sale in late summer. Almost 7,000 people purchased 173,000 kilograms of produce – an average of 25kg per person! The event raised \$130,000 that CalPMA contributed to three local charities: Alberta Children's Hospital Foundation, Community Kitchens, and Heritage Park Society.

### RESOURCES

**6. Please estimate how The City's operating funding was allocated in 2019. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.**

%	Advertising and promotion
%	Programs or services
%	Office supplies and expenses
%	Professional and consulting fees
100%	Staff compensation, development and training
%	Fund development
%	Purchased supplies and assets
%	Facility maintenance
%	Evaluation or Research
%	Other, please name:

**7. Did volunteers support your operations in 2019? If yes:**

How many volunteers?	1,687
Estimated total hours provided by volunteers:	72,913 (more than 37 FTEs)



**8. What resources did your organization leverage to support operations in 2019?**

The Park leverages its status as a charity to secure gifts-in-kind. In 2019, these donations offset more than \$52K in cash expenses, added \$245K worth of assets and artifacts to our collection, and brought in cash sales of \$25K in the final year of operations of the heirloom antique store.

The Park enlisted the critical assistance of 1,687 volunteers who collectively donated 72,913 hours (the equivalent of 37 full-time equivalents). These represent working hours that the Park would otherwise not be able to afford, and cannot successfully operate without.

The Park combines its status as a registered charity and civic partner with the City to secure corporate event sponsorships, naming opportunities for buildings and other assets, in-kind contributions for goods and services, and grants from Foundations and other levels of government. While corporate sponsorship has waned in recent years due to the economy, private donations were strong for the Natural Resources capital campaign and the Park was lucky to receive a total of almost \$1M in extraordinary operating gifts from five loyal donors.

Of note in 2019, we received \$212K in corporate and private gifts to benefit education programs, \$198K in sponsorships and donations for special and fundraising events, and \$1.368M to offset general operations. We maximized a Government of Alberta HR grant for summer employment, bringing in \$89K to offset rising employment costs. And most significantly, the City's operating grant for 2019 neared \$3.5M.

**9. Using the chart below, please report your 2019 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off. *Please identify through BOLD font, 1-2 measures that are most significant and could be presented in a chart.***

	Performance Measure Name	2017 results	2018 results	2019 results	What story does this measure tell about your work?
<b>How much did you do?</b>	<b>Total Attendance</b>	588,220	520,600	548,467	The Park's budget goal for 2019 was to recover 19% of the 22% lost in 2018 when the S.S. Moyie was dry docked, but we didn't hit that goal. BRT construction at our gates created a barrier to entry and likely contributed to the lower result.
	Number of banquet guests	81,772	78,144	82,753	This business stream represents 25% of our gross revenues, and net results contribute to our preservation and restoration mandate.
	<b>Education program attendees</b>	57,946	60,153	64,373	The Park maintains education as one of its core mandates and finds new ways to maximize our offerings each year. This is the second highest education attendance in the Park's history.

	<b>Performance Measure Name</b>	<b>2017 results</b>	<b>2018 results</b>	<b>2019 results</b>	<b>What story does this measure tell about your work?</b>
<b>How well did you do it?</b>	Increase in annual operating donations and sponsorships	15%	-19%	63%	This significant increase over prior year is due to the generous contributions of five loyal donors who collectively donated \$1M in operating donations in 2019 to assist the Park. As a result we were able to offset the budgeted deficit and end the year with a marginal operating surplus.
<b>How are Calgarians better off?</b>	% of all Calgary school children that attended education programs	33%	33%	35%	Our school programs range from ECS to grade 12, with a focus on the middle grades. Every year, our education offerings expand, bringing the history of Western Canada to life for more and more school children. This speaks directly to our mission and mandate.
	Increase in fee-assisted admissions	48%	-19%	30%	The Park is proud to take part in the City's fee assistance program, offering a 75% discount against regular day gate prices to Calgarians in need. This program ensures that all Calgarians have the ability to enjoy all that the Park has to offer.

**10. Briefly describe how your key results in 2019 contributed to Council approved strategies (As applicable.)** For example: Calgary in the new economy: An economic strategy for Calgary; Calgary Heritage Strategy; Climate Resiliency Strategy; Resilient Calgary; Enough for All poverty reduction strategy; Cultural Plan for Calgary; Downtown Strategy; Foundations for Hope: Calgary's Corporate Affordable Housing Strategy; Open Spaces Plan; Recreation Master Plan; Sport for Life Policy.

***Calgary in the new economy: an updated economic strategy for Calgary***

**Place**– Heritage Park fosters a strong sense of place, and contributes to the rich cultural community of Calgary. In 2019, contributing results include hosting Seniors' Day, bringing green spaces to life, sharing stories, crafts, and culture of First Nations, and offering a free summer concert series featuring local talent.

**Economy** – Heritage Park is an excellent example of how celebrating heritage can also serve as a significant tourism revenue generator for the City of Calgary.

**Employment** – Heritage Park remains a significant employer in Calgary, with a full time staff of 116 and seasonal hiring of close to 600, we provide meaningful employment to Calgarians and are often the first place of work for youth getting into the workforce. In addition, we engage more than 1,600 volunteers who contribute in excess of 72,000 hours annually.

***Cultural Plan for Calgary***

**Cultural sector/creative industries** – Our free summer concert series, Music in the Plaza, along with other music events held at the Park, supports local artists. Our Speaking of the Past lecture series supports the community by providing access to no-charge cultural events to all citizens.



## HERITAGE PARK SOCIETY Civic Partner 2019 Audit Report

**Heritage** – The Park builds public awareness and understanding of built heritage through restoration of historical artifacts. In 2019 we continued with the Natural Resources Area project. We celebrated Indigenous heritage through our partnership with First Nations.

### ***Enough for All Poverty Reduction Strategy***

Fee-assisted entry rates (75% reduction over regular admission) allowed more than 8,300 low-income Calgarians access to the Park – a 30% increase over 2018.

### ***Open Spaces Plan (Calgary Parks')***

**Special Attractions** – Heritage Park's engineered stormwater Bissett Wetlands is open space available to the community, and host to popular curriculum-based school programs at the Park.

### ***Recreation Master Plan***

#### **Vibrant Calgary, cultural literacy, creative literacy**

- Music in the Plaza, free concert series
- Speaking of the Past, free lecture series
- Heritage Workshops (beer brewing, beekeeping, canning, cooking, preserve making, fibre spinning)
- Children's day and overnight camps where participants are immersed in history, and even historical science.

### ***Calgary Heritage Strategy***

We maintain and preserve a 65,000-piece artifact collection specific to Western Canadian culture. We protect heritage buildings. We conduct constant research to deepen our understanding of historically significant events to enable delivery of authentic programming.

### **11. Did your organization receive any awards or recognition in 2019 that you want to highlight?**

Our Public Programming Coordinator, Ellen Gasser, a 12-year Park employee, was presented the Mayor's White Hat Award – an honour bestowed upon the Park's now-retired President & CEO, Alida Visbach, just 4 years earlier. The Park also won Calgary's Child Magazine's Best Family Halloween Event for our very popular Ghouls' Night Out program.

### **12. CAPITAL AND ASSET MANAGEMENT (for Civic Partners managing City-owned assets)**

#### **a) Provide a summary of your organization's 2019 capital work, including specific lifecycle/maintenance projects or new capital projects.**

Our focus in 2019 continued to be on phase 1 of the Natural Resource Area project, and on initial work on phase 2 to prepare for construction of the new interpretive centre. In addition, we completed dozens of lifecycle/maintenance projects, including the following:

- S.S. Moyie – the refurbishment of the Moyie was completed and the boat readied to sail again
- Shop Front rebuilds – work begun in 2018 was completed, including: painting, replaced windows, replaced awnings, insulated, and fixed facades on the shops along Front Street
- Updated washrooms and replace outhouses
- Street car – crossings rebuilt
- Safety upgrades in food service locations
- Replaced warehouse cube van
- New wetlands dock
- Train engine 2024 – starting valve replacement

- Annual lifecycle maintenance of railway bridges, train and streetcar tracks
- Bowness Carousel – 5-year lifecycle as mandated by AEDARSA

**b) What funding did your organization leverage to support capital activities in 2019?**

The main source of capital funding came from the City's Civic Partner Infrastructure Grant. We secured private and corporate donations as matching funds for the Natural Resources Area project and regular capital/lifecycle projects. We were the grateful recipient of a significant bequest that was restricted for capital use. This contribution will serve as matching funds for at least three years, and will assist with any cash shortfall on projects not eligible for City grant funding.

**COVID-19 UPDATE**

**13. Briefly describe the key impacts of COVID-19 on your operations to date.**

The Park shut down all public aspects of operations on March 16, 2020. We were able to enact a phased reopening (May 27<sup>th</sup>, stores of Heritage Town Plaza; June 3<sup>rd</sup>, Gasoline Alley Museum; June 27<sup>th</sup>, historical village). The village offerings were severely restricted, including no S.S. Moyie or Midway rides, no dine-in options, and closure of any exhibit that didn't have separate entrance and exit doors (to ensure one-way flow of guests). In late summer we received special dispensation from the Government of Alberta to open two low-velocity midway rides (the Big Eli Ferris wheel and the Bowness Carousel), which resulted in two rides being available only from August 29<sup>th</sup>.

As of August 31, we have experienced an 83% drop in overall attendance compared to 2019, and a 77% drop in non-grant revenues (not including donations). Catered event business is down 86%. These comparatives include January/February which had fairly normal results. The COVID-19 specific impact has been a reduction of 81% in revenues. Village attendance has been about a third of what was estimated it would be under COVID-19 protocols.

Schools cancelled all field trips. We worked to put some lessons online as virtual field trips at no cost. We were able to offer summer camps, but no overnight camp, and we designed a new COVID-19 safe camp for this year. Total camp attendance was down as a result of the reduced program, and costs were up. On the plus side, the camps did sell out.

**14. What operational efficiencies did you implement to address the impact of COVID-19 up to September 1, 2020?**

By end of March, we laid off all employees that were not permanent full-time (more than 220 individuals). Once the Park began the phased reopening, we redeployed full-time employees who were not fully engaged in their normal duties into roles normally filled by temporary/seasonal employees, keeping the need to hire/rehire seasonal employees down and reducing overall costs. In addition, we mandated vacation time for employees who had accrued significant hours, and who were not fully engaged due to a reduction in work.

We enacted an online timed entry system to control the flow of guests through the gate to limit queueing and speed up the admissions process. It also reduced the number of in-person admissions thus helping keep guests and staff safer by limiting contact.

The Park created an ad-hoc safety committee to design and implement changes to existing policies and procedures to fit COVID-19 protocols and AHS guidelines, all within the framework of the Park's

operations. Our goal with the committee was to ensure and maintain a safe and healthy environment for all staff and guests.

**15. Were there any program or service changes made during the response to COVID-19 that you plan to integrate into longer term operations? For example, shifting some programming online, or modifications to your delivery model or operations.**

The online timed entry system noted above will be utilized in future for many ticketed events or village admission on high-volume days such as Canada Day or Harvest Sale.

We created an alternative to summer camps – Camp in a Trunk – for camp fun at home. With the evolving and expanding guidelines provided by AHS, we were able to offer an in-person camp, but the Camp in a Trunk still proved popular. We will repurpose this product in future years and expand our camp offering to children who want to take part but are unable to attend in person.

With our restaurants being shut down, we quickly set up and offered curbside pick-up for Selkirk Grille and bakery items. This proved very popular (though fell far short of normal restaurant revenues) and will be something we continue with in the first quarter of 2021, utilizing an online sales concept to increase efficiency.

With dine-in options restricted, we developed picnic lunches for take out in the village. Guests could purchase the meal and opt to eat in the dining room of the Wainwright Hotel (set up to limit seating and ensure distance) or take the kits out into the village and eat at picnic tables or on one of the many green spaces. This is something we can offer in future, to diversify the food service options for our visitors.

**COVID-19 Service and Impact Demand Update  
Reporting for September 2020**

The following information is collected to align with City of Calgary report to Council on the current impact of COVID-19 on delivery of services and programs and may be shared with Council separately from the previous Civic Partner Annual Report Template content.

**Service Impact**

Please choose the one option below that best describes the impact of COVID-19 on your programs or service in the month of September 2020.

<input type="checkbox"/>	<b>Negligible</b>	Minimal to no impact on service. Service is currently operating close to normal.
<input type="checkbox"/>	<b>Minor</b>	Continuing to provide programs and services but some coping strategies required – able to be addressed with existing strategies and resources.
<input type="checkbox"/>	<b>Moderate</b>	Some challenges on ability to achieve objectives. Some delay. Some aspects of the programs or service are only being met in part.
<input checked="" type="checkbox"/>	<b>Significant</b>	Difficulties to achieve objectives. Delays or notable aspects of objectives not completed. Falling well-short of normal operations.
<input type="checkbox"/>	<b>Severe</b>	Unable to meet normal objectives due to serious extended disruption. (e.g. full facility closure, major decrease in users)

**Service Impact Narrative:**

Please briefly describe the impact of COVID-19 on your service for the month of September. You may want to include any major issues/events you experienced.

In planning for the village reopening, we made assumptions on attendance based on maximum visitors we felt comfortable with in the village at one time to ensure distancing protocols were able to be met. We further discounted those maximum numbers to ensure that, given the costs of operations, we were not risking financial viability. In reality, our conservative estimates were not met. To limit costs, we redeployed full-time staff into roles normally filled by seasonal employees. While this saved money, it required additional training and supervision. We were not able to open midway rides due to Phase 2 guidelines from AHS which clearly stated those were to remain closed. Once we learned that another local attraction had sought, and received, special dispensation to open such rides, the Park received significant complaints and questions as to why the Park did not open its midway. The Park responded by reaching out to the government and apply for special dispensation as well and approval was received in late August, for two of the Park's rides. The opening of these two rides did not increase Park attendance significantly, but did result in an increase in overall costs.

**Current Demand for Service:**

At this point in time, based on what you know right now, what is your best estimate of the current demand for your service compared to typical demand?

<input type="checkbox"/>	Demand is steady, largely business as usual.
<input type="checkbox"/>	Demand has increased notably.
<input checked="" type="checkbox"/>	Demand has decreased notably.

**Service Demand Narrative:**

Please provide a supporting narrative that describes how COVID-19 has impacted the demand on your programs or services for September 2020. This may include any new program or service impacts that your organization has faced in the past month.

Because September results are not known at this time, comments will refer to August results.

Some demand reductions are as a result of necessary restrictions on gathering size put in place by AHS. Those restrictions have cut our catered event capacity significantly since March. In addition, many customers are cancelling future events due to understandable concerns around the pandemic. We are giving full refunds on deposits despite our policy against refunds within 6 months of the event date. In August, catering attendance was down 95%, and revenues down 89%.



## **HERITAGE PARK SOCIETY Civic Partner 2019 Audit Report**

During August, village attendance was down 74%. The least affected attendance category was annual pass holders, which were down 58% year over year. We limited the number of people through the gate on an hourly basis to ensure distancing was maintained and queueing at exhibits and concessions was controlled, however we never met the maximum number allowed on any date in August. As a result, gate admission revenues were down 78%, annual pass sales were down 81%, concession sales were down 76%, and retail dropped 50%. Retail sales were buoyed by the opening of Harvey's Confectionery in the Plaza in July, which represented 40% of all retail sales in August.





## CIVIC PARTNER 2019 ANNUAL REPORT SNAPSHOT- AEROSPACE MUSEUM ASSOCIATION OF CALGARY

### AEROSPACE MUSEUM ASSOCIATION OF CALGARY (THE HANGAR FLIGHT MUSEUM)

**Vision:** To inspire dreams of flight.

**Mission:** To provide a rich understanding and appreciation of the evolution of flight by telling stories related to our collections that provide inspiration to current and future generations.

*Registered Charity*

**One Calgary Line of Service: Economic Development and Tourism**

### 2019 City Investment

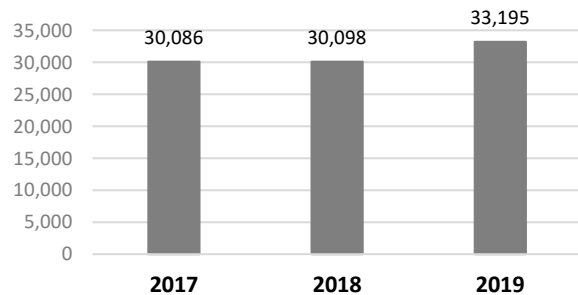
**Operating Grant:** \$461,358

**Capital Grant:** \$34,635

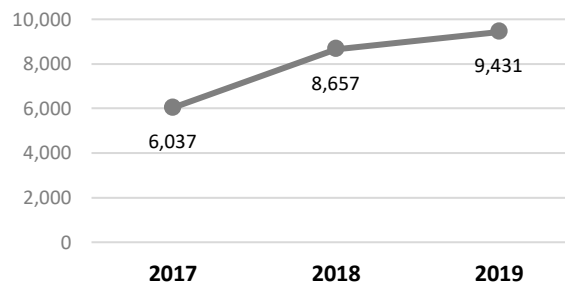
**City owned asset?** Selected airplanes, not museum facility

### 2019 Results

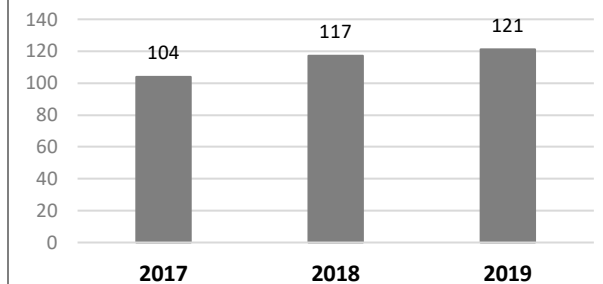
#### Number of Visitors



#### Individual Learning Experiences



#### Number of Volunteers



### The story behind the numbers

- Visitation increased by 10 per cent. Marketing and advertising with community partners and hosting local media networks has increased brand awareness in Calgary.
- The Museum continued to grow individual learning experiences by 9 per cent in 2019. We offer successful and valuable education programs to schools and other organizations to learn about aviation as an extension to curriculums.
- Volunteers are our most valuable resource. They are true ambassadors to the Museum and we would not be as successful without them.

### Current state 2020: COVID-19 impact

- Significant impact on all earned revenue. No facility rentals, events or education programming since March and memberships are down considerably.
- Admissions and gift shop sales were halted for March, April, and May and resumed in June, but at a fraction of previous years' capacity.
- Moved to an online timed ticket system. Currently open four days a week. Implemented online content including field trip programming.

**Service impact:** Moderate

**Current demand for service:** Demand has decreased notably.



**AERO SPACE MUSEUM OF ASSOCIATION CALGARY  
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**Organizational Structure:** Society

**Fiscal Year:** December 31, 2019

**Manage/Operate City Owned Asset:** The Hangar Flight Museum

**City 2019 Operating Grant:** \$461,358

**City 2019 Capital Grant:** \$34,635

*(CF-100 Canuck Capital Grant for Aircraft Restoration- \$41,383)*

## **STRUCTURE**

### **1. Vision, Mission and Mandate:**

**Vision:** To inspire dreams of flight.

**Mission:** To provide a rich understanding and appreciation of the evolution of flight by telling stories related to our collections that provide inspiration to current and future generations.

**Mandate:** A Museum that everyone can come to see, learn and experience the science, history and evolution of flight. It will include all aspects, past, present and future of the military and civilian aviation experience.

**Our Focus:** The history and experiences of flight in Calgary and Southern Alberta within the framework of the Canadian experience. The Museum provides a community place and historical resource in Calgary. The history of aviation is closely tied to Canada's development of a nation and to Calgary's development as a vibrant, international city.

## **2019 RESULTS**

### **2. What key results did your organization achieve in 2019 that contributed to one or more of the One Calgary Citizen Priorities? (*A Prosperous City, A City of Safe & Inspiring Neighbourhoods, A Healthy and Green City, A Well Run City*)**

#### **A Prosperous City:**

The Museum is a community space that brought over 35,000 Calgarians and visitors to the City in 2019 for education and learning, entertainment, cultural and historical programs, and more.

In 2019, we grew revenue through admissions with a 10% increase and gift shop sales at a remarkable 60% increase from 2018. Activities at the Museum generate revenue for local Calgary businesses, particularly in the NE airport district.

The Hangar Flight Museum attracts local, national and international visitors to Calgary. Over \$400,000 in revenue was generated through visitor admissions, educational programs, facility rentals, gift shop sales, memberships, and internal special events.

The Museum added some new events – **National Aviation Day** (to celebrate the history of aviation) and Hawker Hurricane #5389 Homecoming that generated new revenue.



## AERO SPACE MUSEUM OF ASSOCIATION CALGARY (THE HANGAR FLIGHT MUSEUM) Civic Partner 2019 Annual Report

We continue to partner with **Canoo offering Passes to New Canadians** visiting the Museum through the Cultural Access Pass program. We are the only venue for this program in the NE.

We participate with **Calgary Recreation** and a location for **Fee Assistance Cards** offering reduced admissions to low income Calgarians.

The Museum provides support to other non-profits through the **donation of admission passes** for various fundraisers and events. We hosted for the second year in a row a Citizenship Ceremony to celebrate and welcome new citizens to Canada. This was at no cost to the **Institute for Citizenship**.

### **A City of Inspiring Neighbourhoods:**

The Hangar Flight Museum provides a community space for social gatherings and resource place in an area of Calgary which could be considered underserved by heritage and cultural institutions. It is one of few attractions in the NE that brings Calgarians to the area. Our Museum tells the history, expands and inspires Calgarians and visitors' knowledge of the stories surrounding aviation's role in exploring Canada's North, role in immigration, oil and gas sector, war and civilian travel. Many roadways in Calgary are named after renowned aviators such as McKnight, McCall, Barlow, and Palmer – who, after serving their country in wartime, went on to develop civilian passenger and transport aviation.

**Open Plane Weekends** (introduced in 2017) continue to bring more visitors to the Museum in the NE area of Calgary.

**Remembrance Day Service** continues to attract many Calgarians to the NE. 2019 was record setting with over 1500 people (doubling last year) attending our annual service to honour, remember and recognize the sacrifices of Canada's Military personnel. It is estimated now that the Hangar Flight Museum now attracts the second largest crowd next to The Military Museums.

**Royal Canadian Air Force Mess Dinner** brings together over 200 current and retired air force pilots, government officials and other dignitaries – local and across Canada. We are proud to say that it is one largest mess dinners in Canada that takes place at our Museum in Calgary.

**McCall and McKnight Exhibit** was completed in 2019 which was launched as part of the 100<sup>th</sup> anniversary of Freddie McCall's emergency landing on the carousel of the Calgary Stampede. It was inspiring to see visitors come to the Museum who were attending the Calgary Stampede.

### **A Healthy and Green City:**

The Hangar continues to care for and promote by example a healthy and green city – including **composting, recycling** (pops, cans, bottles etc.), cardboard/paper, wood, and metal. In 2019, a major clean-up of metal and wood products was completed to reorganize and clean the outside – back area of



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the Museum. Material was picked up by recycling businesses. Old computers are recycled by our IT provider Technology Helps.

In late 2019 we began discussions with **Clean02 Carbon Capture Technologies** to use their product. Subsequently, we will be using their neutral PH cleaner for our aircraft.

Used furniture is donated to charitable organizations and other museums. At the same time we find second-hand refurbished office furniture to use in our Museum from organizations such as Deliver Good and Habitat for Humanity.

The Museum continues to provide a healthy social environment to over 120 volunteers and 10 staff from various backgrounds and age groups. We are a community space for volunteers and members to socialize and connect. They use their passion, skills, and expertise to help improve and grow the Museum. For many of our volunteers and visitors, this provides valued opportunities to interact and build understanding across all ages, cultures, and gender.

**A Well Run City:**

As a civic partner the Hangar Flight Museum follows closely and adheres to the City of Calgary municipal bylaws and policies. We embrace the direction given by the City to be resilient, and continuous improvement, to better life of all Calgarians. We are proud in telling all Calgarians, members and volunteers, and donors, that we receive operational funding from the City of Calgary and support through Capital Infrastructure Projects. This support enables the Museum to leverage support from other stakeholders knowing that we are a civic partner and historical attraction that provides a community space for everyone and that we preserve aviation artifacts for present and future generations.

We recognize all indigenous peoples in Calgary and recognize that our Museum is on Treaty 7 First Nations. We recognize and acknowledge them at all of our events. For the past few years the Museum has hosted Citizenship Ceremony's welcoming new Canadians. Board and staff speak at the event and participate in round-table discussions.

**3. What quality improvement changes did you make, or operational efficiencies did you find in 2019?**

**Human Resources:**

A full review and updating of all job descriptions began in 2019 and continuing in 2020.

Collections Manager – the Museum hired a newly created full-time Collections Manager position to oversee collections, artifacts, and exhibits. This was a much need to position to preserve and protect our collections and ensure documentation of thousands of artifacts we steward.

Education Interpreter – the Museum hired a newly created full-time education interpreter position to assist the Education Manager. Our education programs (school bookings) continue to grow and this position supports this increase and we are able to offer more programs.



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**Guest Services** – The guest services and gift shop area was modernized with digital information screens, face-lift (painting of our brand colors), and a new inventory sales software program to better manage product inventory.

**4. What program, service or initiative was most successful in 2019? What lessons learned from this experience can inform future work?**

The Museum hosted the first-ever successful National Aviation Day program event. Canada celebrated the 110<sup>th</sup> anniversary of powered flight and it was an excellent opportunity to build awareness of the Hangar by offering a day full of family fun activities, and opening of some aircraft to the public for interior viewing and photo opportunities. Over 300 people attended the event. Global News Calgary attended with some great media coverage. The Museum will continue to grow the event by seeking more sponsors from like-minded aviation businesses and organizations for financial and volunteer support, offer more activities throughout the day, add aviation speaker sessions, and more. The Calgary Airport Authority will be invited to sponsor and invite the White Hat Volunteers. The Museum will build upon and dedicate more funding to marketing – promotions, advertising, media – to bring more visitors.

**5. What is one success story from 2019 that demonstrates how you worked in partnership with other community, private or public organizations to achieve shared results for Calgary and Calgarians?**

**Hawker Hurricane #5389 Homecoming:**

The highlight of the year was the completed restoration of Hawker Hurricane #5389. Staff and volunteers dedicated many hours in preparation and planning to receive the aircraft. In November 2019, the Museum hosted unveiling events, accompanied by a week-long of celebratory events, a new commemorative booklet (Hawker Hurricane 5389 - A Legend is Reborn) and accompanying new exhibit. Calgarians were able to enjoy free admissions, story-telling by experts, and participate in unveiling events including an official Mayor's welcome. The aircraft was built in 1942 at CanCar (Ontario) and was flown across Canada including Calgary, Lethbridge, and Boundary Bay. It was used for training, coastal defense, and locating of Japanese "Fugo" balloon bombs. The plane, owned by the City of Calgary and cared for by the Museum, began restoration in 2012 by the Calgary Mosquito Society and Historic Aviation Services Inc. (HASI). Over the years, more than 60 people dedicated more than 25,000 hours to restore this majestic aircraft. Thank you to the City of Calgary, Calgary Mosquito Society, and HASI.

**CF-100 Canuck Aircraft Restoration Project:**

We would be remiss not to include another major success story. October 2018 marked the beginning of our fundraising campaign to restore the CF-100 Canuck aircraft. The CF-100 is a very important piece of Canadian aviation history and is the only Canadian-designed fighter aircraft to go into mass production. It was the first straight-winged jet aircraft in the world to achieve controlled supersonic flight. This aircraft has been in Alberta for the past 65 years being stationed at Cold Lake, Lethbridge, and Calgary. It has been a beloved Calgary landmark for over 45 years and it was our goal to preserve and protect this aircraft for future generations by restoring it to full static display. Restoration of aircraft comes at a great cost. The aircraft is a City owned asset and stepped forward with Capital Infrastructure funds at 75% to support restoration of the aircraft. In-turn, the Museum raised the remaining 25% which fundraising activities carried over into 2019. The Museum was successful in achieving many funding partners through local businesses, private donations (large and small), foundations (Lecky, Hotchkiss), and the Alberta Government – Heritage Preservation Fund program. Local businesses provided in-kind services to move and transport the aircraft to Wetaskiwin for restoration by Historic Aviation Services Inc. Member



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volunteers also dedicated many hours to this exciting project. The aircraft is scheduled to return in the summer of 2023.

## RESOURCES

6. **Please estimate how The City's operating funding was allocated in 2019. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.**

In 2019, the City's annual operating grant (\$433K) to the Museum was approximately 36% of the Museum's total revenue (\$1.2M). The funds are used for general operations, including staff wages, educational programs, volunteer recognition, and collections management ten (10) aircraft an nineteen (19) aircraft engines and miscellaneous parts owned by the City of Calgary. The newest addition to aircraft collections was the Hawker Hurricane #5389, also owned by the City of Calgary.

8.78 %	Advertising and promotion
5.10 %	Programs or services
2.27 %	Office supplies and expenses
1.7 %	Professional and consulting fees
42.13%	Staff compensation, development and training
0 %	Fund development
13.7%	Purchased supplies and assets
10.36%	Facility maintenance
0 %	Evaluation or Research
5 %	Collections, Restoration & Exhibits
4.18 %	Gift Shop Cost of Sales
1.85 %	Volunteer Recognition
2.93 %	Insurance
1.75 %	Bank Fees and Service
.25 %	Membership Dues

7. **Did volunteers support your operations in 2019? If yes:**

<b>How many volunteers?</b>	<b>121</b>
<b>Estimated total hours provided by volunteers:</b>	<b>5062</b>

Volunteers are an invaluable resource who generously give their time and expertise to the Museum. Many organizations also contribute their volunteerism including 88 Lynx Airdrie Royal Canadian Air Cadets Squadron, Developmental Disabilities Centre for Calgary, and Vecova.

8. **What resources did your organization leverage to support operations in 2019?**

In 2019, we received over \$76,000 in general donations surpassing our 2018 donations of \$33,000 – a 25% increase! This does not include the CF-100 Canuck Restoration project highlighted below.

**Ursulak Family Donation** – The Hangar received a \$30,000 donation towards education volunteer programming from the Ursulak family in memory of their father John Ursulak (former F-86 Sabre Pilot). John was a long-time member and volunteer of the Museum.





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**Calgary Foundation** – The Museum continues to receive annually and endowment fund of close to \$8,000 towards general operations.

**Travel Alberta** – Through the Calgary Attractions Consortium that includes many civic partners we market to the region to build awareness to attract visitors to the Museum and Calgary area.

**Young Canada Works – Federal Government of Canada** - The Hangar was successful in receiving 75% wage support funding to hire three (3) summer students from Calgary – one (1) more student than previous years. Students assisted collections, educational and summer programs, internal events, guest services and gift shop, and other operational areas. We provide an excellent space for local students to utilize and practice their education, grow their skills, and work experience for their long-term career goals.

**United Space School – Fortune Industries Ltd.** - The Museum continues to receive financial support (4<sup>th</sup> year consecutively) from Fortune Industries for the United Space School Program. For over 20 years, the Museum has been the only Western Canadian partner to the US Foundation of International Space Education. Each year a high school student is chose by a selection committee to travel to Houston Texas, for two weeks to represent and collaborate with other students from around the work in the development of a space educational project.

**Canadian Museum Association & Alberta Museum Association** – Annual grants related to professional development, collections and exhibits.

**Strategic Charitable Giving Foundation** – funding support for general operations of the Museum.

**AGLC Casino** – The Museum held a casino in August (every 2 years) to raise funds (\$70,000) in support of Museum operations.

**Collections & Artifacts** - The Museum receives hundreds of artifacts and archival donations throughout the year. Some recent additions include Hawker Hurricane #5389, Tiger Moth (return from a 10 year loan to Heritage Park), Cessna Crane and seven engines return from storage near Springbank Airport, family donation of uniform and other personal material honouring local veteran Jack Hilton (WWII Typhoon fighter pilot). As well, we receive many research requests from other organizations and stakeholders. The Museum collaborates with government, community organizations, businesses, and other civic

**Corporate Membership Program** – In 2019 corporate members grew to ten (10) businesses, particularly in the airport district raising close to \$10,000.

**Collaboration** – The Museum continues to work collaboratively with the City of Calgary and the Calgary Airport Authority, local businesses, tourism marketing industry, stakeholders, and the aviation community. We enjoy strong relations with the historical community including the Alberta Museum Association and the Canadian Museum Association.

The Museum collaborate with many government, community organizations, and other civic partners, including Genesis Centre, Calgary Board of Education, Calgary Public Libraries, Alberta Museum Association, Canadian Museum Association, Calgary Robotics, Ultra-Light, Rocketry and Balloon Societies, Royal Canadian Air Force, Buffalo, WestJet and Lynx Air Cadet Squadrons, Calgary Flying Club, Calgary Airport Authority (YYC), The Military Museums, Travel Alberta, Tourism Calgary, Calgary Hotel Association, SKAL Calgary Chapter, Canadian Aviation Historical Society, Calgary Police Service,



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Calgary Fire Department, Department of National Defence, Calgary Attractions Committee, Eagle Helicopters, Viking Air, Alpine Helicopters, Sunwest Aviation, Best Western Port O' Call, Lakeview Signature Suites, The Glenbow, Telus Spark, Alberta Aviation Museum, various social media groups, Heritage Park, Kenn Borek Air, Nanton Bomber Command Museum, Vintage Wings, The Avro Arrow Museum, Organization of Military Museums of Canada, Institute of Canadian Citizenship, Propellus, Mount Royal University, SAIT, Canadian Space Agency, City of Calgary, and more.

**9. Using the chart below, please report your 2019 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off. *Please identify through BOLD font, 1-2 measures that are most significant and could be presented in a chart.***

	Performance Measure Name	2017 results	2018 results	2019 results	What story does this measure tell about your work?
How much did you do?	Number of Visitors	30,086	30,098	33,195	Visitor admissions are a key measurement to our success.
How well did you do it?		<b>15%</b>	<b>+.04%</b>	<b>+10.30</b>	We are pleased that the Museum increased Visitation by 10% in spite of the local Calgary and Alberta economy struggling including continued job losses (i.e. oil and gas sector). Even with a difficult economy there is still a desire to learn about aviation history, past and historical events, and technological growth for the future.
How are Calgarians better off?					Marketing and advertising with community partners and ongoing of hosting of local media networks has increased brand awareness to Calgary.  Calgarians learn and understand local, western, and Canadian aviation history, civilian and military, and technological development. Many of our collections and exhibits tell the story of many local flying aces to which some of our major roadways are named after them (McKnight, McCall, Barlow etc.).  Calgarians become mindful ambassadors by learning about aviation and prideful spreading the word about the Museum and the stories we celebrate.



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	<b>Program Participants (Individual Learning Experiences)</b>	<b>6,037</b>	<b>8,657</b>	<b>9,431</b>	<p>The Museum continues to grow individual learning experiences by 9% in 2019. We offer successful and valuable education programs to schools and other organizations to learn about aviation as an extension to curriculums.</p> <p>We continue to offer more school and youth programs which has resulted in increased bookings and interest in learning about aviation.</p> <p>Sleep-overs, birthday parties, hosting community events, and community organizations was quite successful.</p> <p>Staff attendance at the Teachers Convention, marketing to schools, and nurturing and developing new relations with education professionals has been very successful. Staff and volunteers continue to be committed to offering more programs.</p>
	<b>Number of Volunteers</b>	<b>104</b> <b>-2.8%</b>	<b>117</b> <b>+12.5%</b>	<b>121</b> <b>+3.4%</b>	<p>The number of volunteers continue to be stable and strong.</p> <p>Volunteers are our most valuable resource. They are true ambassadors to the Museum and we would not be as successful without them.</p> <p>Our Museum provides a community space for volunteers to enjoy individual growth, sharing and preservation of knowledge, and social interaction.</p> <p>The Museum is an excellent community resource and information/educational location for volunteers. They enjoy being able to utilized our location for their dedication and passion for flight.</p>
	CANOO Pass (New Canadians visiting the Museum through the Cultural Access Pass)	570 <b>-68%</b>	978 <b>+71.6%</b>	1,225 <b>+25.3%</b>	<p>In 2019, we continued to see growth by 25% in welcoming new Canadians to the Museum.</p> <p>The Museum also hosted an official citizenship ceremony (2<sup>nd</sup> year). This speaks to our Museum remaining inclusive and supportive of our diverse cultures.</p> <p>Institute for Canadian Citizenship – growth continues in the number of immigrants and thus new Canadians.</p>



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					New Canadians visit the Museum and experience local aviation history. They are able to learn more about the place they live and Calgary's role in aviation history.
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**10. Briefly describe how your key results in 2019 contributed to Council approved strategies (As applicable.)** For example: Calgary in the new economy: An economic strategy for Calgary; Calgary Heritage Strategy; Climate Resiliency Strategy; Resilient Calgary; Enough for All poverty reduction strategy; Cultural Plan for Calgary; Downtown Strategy; Foundations for Hope: Calgary's Corporate Affordable Housing Strategy; Open Spaces Plan; Recreation Master Plan; Sport for Life Policy.

**Calgary in the new economy: an updated economic strategy for Calgary:**

The Museum works together with the tourism industry (Tourism Calgary, Travel Alberta, Calgary Attractions Consortium, Calgary Hotel Association, SKAL Calgary), Calgary Economic Development, local businesses (particularly in the airport district), and other stakeholders to build economic growth.

In 2019, we became a member of the Calgary Chamber of Commerce to develop new relationships with local businesses. This has helped us in fund development areas and networking with like-minded Calgarians for economic growth.

We are also working with **Calgary's film industry** to offer our location, collections and artifacts for their use while respecting museum standards. We focus our energy on the Museum being an excellent location for Calgarians, Albertans, Canadians, and visitors from around the world. We attract tourists from around the world creating economic growth in Calgary.

**Cultural Plan for Calgary:**

The Museum continues to grow and enrich our cultural and historical education programs to the public by extending the dates of our Now Boarding: Open Aircraft Days during the summer months. This program allows visitors to learn how aviation developed the settlement of Western Canada and Canada's North, and contribution to the cultural diversity of Canada by stepping inside our aircraft. Developing events and programming increased opportunities in Calgary and close neighbourhood in the North East region. The Museum created a new event – National Aviation Day – which offers more opportunities to learn. The Museum hosts a Citizenship Ceremony that welcomes new Canadians. We enjoy engaging and connecting Calgary's diverse population.

The Hangar Flight Museum is housed in a historical British Commonwealth Air Training Program drill hall from the Second World War. As we protect and care for our building we preserve and tell the story of Calgary's aviation heritage and contributions to Canada.

**Enough for All Poverty Reduction Strategy:**

The Museum provides CANOO Passes to New Canadians visiting the Museum through the Cultural Access Pass. The program grew in 2019 by 25% with 1,225 New Canadians accessing the Museum.

The Museum participates with **Calgary Recreation** and is a location for **Fee Assistance Cards** that give reduced admissions to low income Calgarians.

**Climate Resiliency Strategy:**



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The Museum strives to use less energy as best as possible by minimizing the use of natural gas heating and power. We are discussing options for renewable energy sources including solar power. As well, working on a proposal to the City of Calgary and other funders to change over our current lighting to more energy-efficient lighting – LEED. We will do our part in fighting climate change.

**Sport for Life Policy:** N/A

**Foundations for Hope: Calgary's Corporate Affordable Housing Strategy – N/A**

**Open Spaces Plan:**

The Museum continues to maintain and provide a welcoming environment with our outside grounds and green space. We offer a unique space for Calgarians and tourists to enjoy picnics and touring of outside exhibits. In 2019, we set out a goal for 2020 to revitalize and beautify our open spaces with new picnic tables, shelter area, murals, widening of gate entry, and an aviation themed playground. We engaged the Rotary Club to discuss their support in the playground which will be accessible to Calgarians (particularly in the NE) and would not require paid admission. This project is ongoing and we look forward to potential implementation in 2020.

**Recreation Master Plan:**

See above Open Spaces Plan. The Museum looks forward to engaging Calgary Recreation and other stakeholders to garner their support.

**Calgary Heritage Strategy:**

The Museum are stewards of Calgary's aviation heritage. We manage and preserve significant historic resources in our collections and artifacts, aircraft, engines, archival information, and exhibits that tell the story of Calgary and Western Canada's role in aviation and future technological development.

We protect and care for artifacts for future generations and strive to build upon our visitor experience. We are now the stewards of the Hawker Hurricane #5389. The CF-100 Canuck aircraft is now undergoing restoration to full static display. In late 2019 we received from our close friends in Calgary - Eagle Copters - an Allouette II helicopter.

The Museum endeavors to renew and develop new exhibits that speak to Calgary's aviation heritage. We completed and launched a new exhibit – McCall and McKnight – that celebrates the story of two of Calgary's well-known flying aces, Freddie McCall (WW1) and William McKnight (WWII). A new display was developed with digital story-telling for the Hawker Hurricane 5389. A new Oculus Rift virtual reality and interactive station was added to improve the visitor experience.

We provide educational learning programs that are valuable opportunities to teach youth (and all generations) about Calgary's Aviation heritage. The Museum continues to work closely with the City of Calgary to preserve their historical assets in our hangars.

**11. Did your organization receive any awards or recognition in 2019 that you want to highlight?**

**Hawker Hurricane Unveiling Events –** The Museum welcomed Hawker Hurricane #5389 with a five (5) day event starting with a grand unveiling with speeches from Flying Officer Gordon Hill, President Richard de Boer of the Calgary Mosquito Society, and Mayor Naheed Nenshi. The celebration attracted many media outlets including CTV, CBC, City TV, CBC, and the Calgary Herald. The aircraft was also featured in many aviation related publications across Canada.



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**Seton Library Grand Opening** – The Museum participated in the grand opening of the Seton Library in South East Calgary. The Museum loaned and provided an Allouette II helicopter to the YMCA library and is a main attraction and centre piece for the public to see and access. An excellent partnership between government (Calgary Public Library), business (Hopewell Residential), and non-profit (Hangar Flight Museum).

**Media Coverage** – Reading through the media coverage of the Museum provides the highlights reel of accomplishments in 2019. Even as marketing trends change, having coverage from local news outlets is very important in building awareness of the Museum and of our events and projects. We have seen growth in visitors coming to the Museum for the first time and recognize that these stories have contributed to this increase.

**Remembrance Day Service** – 2019 was record setting with 1600 people attending the service. MP Jag Sahota, Alberta Minister of Infrastructure Prasad Panda, and MLA Devinder Toor participated in laying for wreath.

**YYC's Festival of Trees** – The Museum participated for the first time in YYC's Festival of Trees by putting up our "Flight of Fancy" Tree at the Calgary International Airport and finished second place.

## **12. CAPITAL AND ASSET MANAGEMENT (for Civic Partners managing City-owned assets)**

**Asset:** *CF-100 Canuck Aircraft Restoration*

- a) Provide a summary of your organization's 2019 capital work, including specific lifecycle/maintenance projects or new capital projects.**

### **CF-100 Canuck Restoration Project:**

The aircraft is a City owned asset and stepped forward with Capital Infrastructure funds at 75% to support restoration of the aircraft. In-turn, the Museum raised the remaining 25% which fundraising activities carried over into 2019. The Museum was successful in achieving many funding partners through local businesses, private donations (large and small), foundations (Lecky, Hotchkiss), and the Alberta Government – Heritage Preservation Fund program. Local businesses provided in-kind services to move and transport the aircraft to Wetaskiwin for restoration by Historic Aviation Services Inc. Member volunteers also dedicated many hours to this exciting project. The aircraft is scheduled to return in the summer of 2023.

### **Tent Hangar:**

Built in 2006 as a temporary structure, the tent hangar is in constant repair with patching of the fabric. The fabric has been deteriorating and over time is becoming more brittle with multiple tears requiring patching. Lifecycle/maintenance is being managed by ongoing daily inspections especially during the winter months to monitor snow loads, temperature, wind, and storms (i.e. hail). The Museum engaged RJC Engineers to inspect the structure and it remains in stable condition. It was hoped that the fabric could be replaced, however this is not possible with current structural building codes in Alberta. As well, the Calgary Airport Authority is more supportive of permanent-like structures. Board and staff continue to investigate opportunities to replace the tent hangar with something bigger (as we are limited in space for



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new acquisitions) and will be launching a capital campaign in 2021 to replace the tent hanger and building expansion.

**Main Hangar:**

Built in 1941, the main hangar has been experiencing some deterioration with increased wood splitting and truss damages. Throughout 2019 risk has been managed by staff with monthly inspections – monitoring of cracks on all wood components. Bolts used in connection of the wood are checked regularly and retightened when necessary. Currently (2020) the Museum is installing a new humidity system that will better moderate relative humidity levels from summer to winter and repairing trusses by the end of the year. The new humidity system will also help preserve aircraft that are made of fabric. Oversight is being provided by RJC Engineers.

**b) What funding did your organization leverage to support capital activities in 2019?**

**CF-100 Canuck Restoration Project** – A major success for the Museum was fundraising \$400,000 to restore Calgary's beloved fighter jet to full static display – scheduled to return in the summer of 2023. It is a City owned asset stewarded by the Museum. The Museum raised \$160,000.

City of Calgary (Capital Infrastructure) - \$240,000

**Museum Fund Development:**

Alberta Government – Heritage Preservation Fund - \$25,000

Meridith Helgeson Family Donation - \$25,000

Hotchkiss Foundation - \$10,000

John Binder (Avmax) - \$10,000

Lecky Foundation - \$10,000

Private Donations across Canada - \$90,000

In-Kind Donations to transport the aircraft to Wetaskiwin

Near the end of 2019, the Museum began actively fundraising for building expansion (tent hangar replacement).

**COVID-19 UPDATE**

**13. Briefly describe the key impacts of COVID-19 on your operations to date.**

Covid-19 has greatly impacted all of our earned revenue streams for 2020. Our facility rentals and education programming revenue streams have been halted since March. Our membership's revenue is down considerably. Our admissions and gift shop sales were halted entirely for three months (March, April, and May) and have resumed as of the beginning of June, but are still at a fraction of previous years' capacity. Normally in the spring and summer we would host our largest public events which bring in much needed revenue for operations. This year we were unable to run any of these events or programming experiences. We were also unable to offer summer programming to summer camps because those camps were not running this summer.

**14. What operational efficiencies did you implement to address the impact of COVID-19 up to September 1, 2020?**

The main operational change we made was to offer online admission ticket sales. These online timed tickets allow for us to be more aware of demand, and also allow visitors to easily book their visit, and



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plan their trip. We have also worked together as a team to work at the admissions desk to ensure that we were able to continue operating with fewer staff members since our reopening in June. Our revenue streams have not recovered to the point where we can rehire the part-time and casual staff that previously assisted us on evenings and weekends. This means that we are currently open four days a week.

Our museum has been made safer by completing cleaning regularly throughout our open hours and with the addition of hand sanitizing stations throughout the museum as well as a plexi-glass shield at the admissions desk.

**15. Were there any program or service changes made during the response to COVID-19 that you plan to integrate into longer term operations? For example, shifting some programming online, or modifications to your delivery model or operations.**

We have increased our social media and e-Newsletter presence with our community to ensure that everyone is up to date with our operations. We also recorded our most popular school field trip program into short YouTube segments at the request of local teachers to ensure that we continue to support them as they teach the flight unit as part of the grade 6 curriculum. In August we added a hands-free travelling exhibition to our offering that will be at the museum for a limited period of time. This will encourage visitors to come in the next few months before it travels to a different museum, but it is also safe to participate in during these times because there are no touch points and we have it placed in a safe area where people have plenty of space for themselves without any other visitors coming within 6 feet of them. We plan to continue having travelling exhibits at the museum for periods of time to offer special experiences that they'd have to travel to other provinces to see if we did not host them.

**COVID-19 Service and Impact Demand Update  
Reporting for September 2020**

The following information is collected to align with City of Calgary report to Council on the current impact of COVID-19 on delivery of services and programs and may be shared with Council separately from the previous Civic Partner Annual Report Template content.

**Service Impact**

Please choose the one option below that best describes the impact of COVID-19 on your programs or service in the month of September 2020.

<input type="checkbox"/>	<b>Negligible</b>	Minimal to no impact on service. Service is currently operating close to normal.
<input type="checkbox"/>	<b>Minor</b>	Continuing to provide programs and services but some coping strategies required – able to be addressed with existing strategies and resources.
<input checked="" type="checkbox"/>	<b>Moderate</b>	Some challenges on ability to achieve objectives. Some delay. Some aspects of the programs or service are only being met in part.
<input type="checkbox"/>	<b>Significant</b>	Difficulties to achieve objectives. Delays or notable aspects of objectives not completed. Falling well-short of normal operations.
<input type="checkbox"/>	<b>Severe</b>	Unable to meet normal objectives due to serious extended disruption.





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		(e.g. full facility closure, major decrease in users)
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**Service Impact Narrative:**

Please briefly describe the impact of COVID-19 on your service for the month of September. You may want to include any major issues/events you experienced.

**Current Demand for Service:**

At this point in time, based on what you know right now, what is your best estimate of the current demand for your service compared to typical demand?

<input type="checkbox"/>	Demand is steady, largely business as usual.
<input type="checkbox"/>	Demand has increased notably.
<input checked="" type="checkbox"/>	Demand has decreased notably.

**Service Demand Narrative:**

Please provide a supporting narrative that describes how COVID-19 has impacted the demand on your programs or services for September 2020. This may include any new program or service impacts that your organization has faced in the past month.

The Museum gradually reopened from two (2) days in June to four (4) days in September. While we are pleased to see visitors coming back to the Museum, general admissions are down, and ranging around 50% as compared to pre-pandemic numbers. Having less visitors has negatively impacted gift shop sales and general donations. The Museum has lost all facility rentals and outside bookings for the remainder of the year until further COVID-19 public health orders with respect to social distancing guidelines. This also includes cancelation of all school bookings (educational programs) until 2021 which is a major revenue stream and attendance for the Museum. We have increased our social media presence and developed video clips that schools (teachers) can utilize for their students that speak to the theory of flight in their school curriculums. Staff at the Museum are also nearing completion of the creation and design of a "theory of flight education crate" that teachers can purchase and use in classrooms.





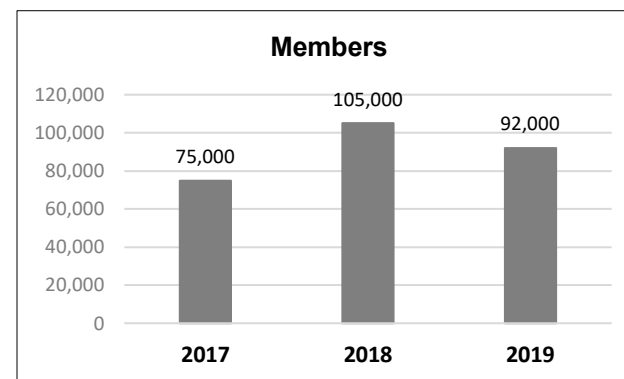
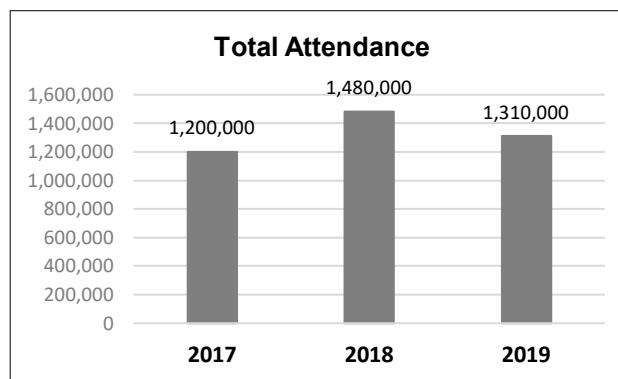
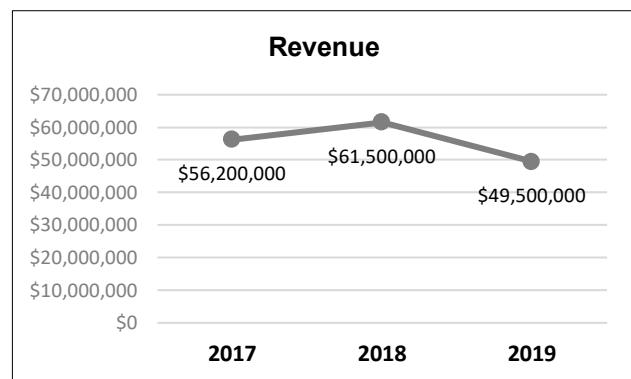
## CIVIC PARTNER 2019 ANNUAL REPORT SNAPSHOT- THE CALGARY ZOOLOGICAL SOCIETY

**CALGARY ZOOLOGICAL SOCIETY (CALGARY ZOO)****Vision:** Canada's leader in wildlife conservation.**Mission:** Take and inspire action to sustain wildlife and wild places.*Registered Charity****One Calgary Line of Service: Economic Development and Tourism*****2019 City Investment**

Operating Grant: \$8,022,184

Capital Grant: \$1,389,104

City owned asset? Yes

**2019 Results****The story behind the numbers**

- Revenues in 2019 were stronger than budgeted despite lower attendance. Had projected that the second year of Giant Panda exhibit would experience a decline in visitation, and adapted operation to ensure responsible stewardship.
- The Zoo continued to be one of the top tourist attractions in the Calgary and Alberta.
- The Calgary Zoo continued to enjoy significant support from our community who felt that a membership represents a value to them and their family.

**Current state 2020: COVID-19 impact**

- Closed from March 16 until May 23 when it reopened on a limited, COVID safe basis.
- In March, 70 per cent of Zoo revenues stopped with facility closure, but still required to care for and protect animals at the Zoo.
- Re-opened in May with measure in place including staff wearing facemasks, sanitizing high touch areas, one way pedestrian traffic, physical distancing prompts, and higher staff to guest ratios.
- 2020 attendance projected at 55 per cent of what was budgeted.

**Service impact:** Severe**Current demand for service:** Demand has decreased notably



## THE CALGARY ZOOLOGICAL SOCIETY Civic Partner 2019 Audit Report

**Organizational Structure:** Independent External Organization

**Fiscal Year:** December 31, 2019

**Related Subsidiaries or Foundations:** Calgary Zoo Foundation

**Manage/Operate City Owned Asset:** Calgary Zoo

**City 2019 Operating Grant:** \$8,022,184

**City 2019 Capital Grant:** \$1,389,104

### STRUCTURE

1. **Vision:** Canada's Leader in Wildlife Conservation
2. **Mission:** Take and inspire action to sustain wildlife and wild places
3. **Mandate:** The Calgary Zoological Society, operating under the title "Calgary Zoo", develops, operates and promotes an integrated Zoological, botanical, prehistoric park and conservation centre for the combined purposes of conservation, education, recreation and scientific study. The Society is a not-for-profit organization incorporated under the Societies Act of the Province of Alberta on January 9, 1929, and is a registered charity under the Income Tax Act of Canada.

### 2019 RESULTS

1. **What key results did your organization achieve in 2019 that contributed to one or more of the One Calgary Citizen Priorities?**

#### *A Prosperous City*

- Attracted 1.31 million visits
- Open to the public 364 days
- Employed 305 Full Time Equivalent staff and paid \$17.8 million in employee wages and benefits
- Spent \$24.3 million for products and services
- Worked with Calgary Tourism, other Civic Partners and other tourism organizations in our community to expand tourism in Calgary

#### *A City of Safe & Inspiring Neighbourhoods*

- Surveys and online reviews showed Calgarians feel the Calgary Zoo is a safe and favoured destination for them and their families
- Initiated construction of new insect-themed Bugtopia Nature Play area in the Canadian Wilds to engage guests in the importance of insects to our ecosystems starting in June 2020
- Flood mitigation infrastructure installed by the City performed well during spring high water
- Guests enjoyed over 7 km of park pathways, many picnic areas and many activity options
- Zoo continued to be frequently visited by people with disabilities
- Zooshare subsidy enabled 19,601 low income Calgarians to experience the Zoo
- Over 92,000 Calgarians were paid members of the Zoo in 2019, the second highest year ever

#### *A Healthy and Green City*

- Calgary Zoo cares for large section of Calgary's urban forest with over 10,000 trees and shrubs

- Expanded diversion of waste from landfill through Zoo-wide composting and recycling has reduced the Zoo's waste to landfill footprint by over 85% in just five years
- Developed new working relationship with Nature Conservancy of Canada that has facilitated our sage grouse release program and opened doors for our conservation work
- Encouraged planting of pollinator-friendly gardens by Zoo visitors and continued to grow relationships with national and international sustainability organizations such as the Rainforest Alliance
- Interpretive, school and summer camp programs helped many learn about conservation
- Hosted our second annual Conservation Champions Day
- A million visitors participated in interactions with staff and volunteer interpreters around conservation and species at risk

#### *A Well Run City*

- Recruited a highly experienced Chief Financial Officer from the private sector
- The Society continued its practice of responsible financial management that ensures its ability to sustain unexpected financial issues while continuing to build for the future
- Year-round, proactive interaction with members and other Calgarians through social media, media releases, email, etc. keep Calgarians informed of Calgary Zoo activities and our impact on wildlife conservation
- Continued rollout of new employee compensation models adopted in 2018 with a strong pay equity focus
- Certificate of Recognition(COR) external audit completed with final score of 98%
- No significant health and safety incidents reportable to OHS or Alberta Environment
- Employee to volunteer ratio continues at 1:1 and volunteers contributed 52,650 hours
- 55% of permanent staff have achieved long service of 6 or more years
- Position vacancy rate continued at less than 2% with a flat headcount

## **2. What quality improvement changes did you make, or operational efficiencies did you find in 2019?**

We created significant improvements in Health and Safety programs, engaging the entire team in becoming more aware of opportunities to keep the Calgary Zoo a safe place to work and visit.

We continued to improve our waste management and sustainable practices, replacing many single use plastic products with recyclable or compostable products such as paper straws.

We expected that the second year of Giant Pandas would experience a decline in visitation so adapted our operation to ensure that we maintained our practice of responsible stewardship, putting funds aside for future projects and more difficult times (having no idea that we would be hit by COVID).

## **3. What program, service or initiative was most successful in 2019? What lessons learned from this experience can inform future work?**

The improvements made in Health and Safety and the engagement of the entire staff will prove to be a lasting advantage in our ability to provide a safe environment for our staff and visitors. This was particularly helpful when we were hit with the requirements of COVID. We adapted quickly and



## THE CALGARY ZOOLOGICAL SOCIETY Civic Partner 2019 Audit Report

effectively because the systems were in place, and modifications, while not simple, were very achievable because we were prepared.

**4. What is one success story from 2019 that demonstrates how you worked in partnership with other community, private or public organizations to achieve shared results for Calgary and Calgarians?**

There are many examples of success stories, but if one is required we would have to look at the work that our Outreach Education Department is doing with children throughout the City. We have a number of very successful programs that teach children about wildlife conservation and the important role that wildlife and wild places play in our lives. These programs are as successful as they are because of the many partnerships that we work with, including schools, the Boards of Education, teachers and parents.

### RESOURCES

**5. Please estimate how The City's operating funding was allocated in 2019. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.**

%	Advertising and promotion
%	Programs or services (ZooShare)
%	Office supplies and expenses
%	Professional and consulting fees
%	Staff compensation, development and training
%	Fund development
%	Purchased supplies and assets
%	Facility maintenance
%	Evaluation or Research
%	<i>Other, please name:</i>

The \$8M operating fund provided by the City is combined with our other sources of revenue and used to pay our \$47M in operating expenditures, including facilities maintenance, staff compensation and various programs and services.

**6. Did volunteers support your operations in 2019? If yes:**

<b>How many volunteers?</b>	535
<b>Estimated total hours provided by volunteers:</b>	52,650

**7. What resources did your organization leverage to support operations in 2019?**

City operating grant was leveraged by 5.2:1 through revenues generated from ticket and membership sales, events catering, gift and food sales, and fund development activities. Volunteers provided 52,650 hours of service valued at \$1.6 million.

8. Using the chart below, please report your 2019 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off. *Please identify through BOLD font, 1-2 measures that are most significant and could be presented in a chart.*

	Performance Measure Name	2017 results	2018 results	2019 results	What story does this measure tell about your work?
How much did you do?	<b>Attendance</b>	1.20M	1.48M	1.31M	We continue to be one of the top tourist attractions in the City and Province
	<b>Memberships</b>	75K	105K	92K	The Calgary Zoo continues to enjoy significant support from our community who feel that a membership represents a value to them and their family
How well did you do it?	<b>Total Revenues</b>	\$56.2M	\$61.5M	\$49.5M	Revenues stronger than budgeted despite lower attendance
	<b>Likely to recommend</b>	63%	69%	79%	The work that we are doing both in Capital upgrades and experience modification have been well received by our visitors
	<b>Conservation Awareness</b>	80%	83%	85.0%	Our exit surveys say that supporting the Calgary Zoo is a good way to support wildlife conservation, which is extremely important when identifying the total value that the Calgary Zoo brings to the Calgary Community
How are Calgarians better off?	<b>City Operating Grant as percentage of revenue</b>	14.2%	13.5%	17.6%	Society continues to self-generate over 80% of its revenues
	<b>Conservation Investment</b>	\$2.4M	\$3.5M	\$6.2M	A modern Zoo is much more than an attraction it is an active player in saving wildlife and wild places. Our market research has been clear; the more our visitors know about our work in wildlife conservation the more they want to support us.
	<b>Operating Spend</b>	\$32.8M	\$39.4M	\$34.0M	The Zoo continues to be a strong and reliable economic contributor to the Calgary Community

	<b>Capital Investment</b>	\$25.7M (Pathway to Pandas)	\$9.2M	\$8.9M	We reinvest to ensure the Zoo offers relevant, timely and engaging experiences to guests
	<b>Interpretive Participants</b>	663K	1275K	1000K	Every interpretive message includes information on the conservation work performed by the Calgary Zoo, which as stated above has been proven to increase our visitors desire to support us.

**9. Briefly describe how your key results in 2019 contributed to Council approved strategies (As applicable.)**

**Calgary in the new economy:** The economic importance of tourism to Calgary is likely to grow with encouragement from the provincial and federal governments. For this to happen more and different tourism products are needed. The Society has plans for Zoo developments that will make it an even more compelling attraction to Calgarians and tourists alike. With adequate funding from government, donors and sponsors, some of which is already in place, our plan is to grow annual Zoo attendance by 22% above 2019 levels to 1.6 million by 2023-2024. This will bring both construction- and tourism-related employment.

**An economic strategy for Calgary** – The Calgary Zoo has been successfully managed by an independent charity for over 91 years that has, over the years, taken on more responsibility and autonomy. This Civic Partner model applies to a number of other organizations that manage City assets. This model reduces financial risks for the City while creatively developing access to diverse and substantial financial and other resources to operate and realize the potential of each asset.

**Climate Change Mitigation** – For over 30 years the Society has been actively engaged in saving species at risk from extirpation or extinction. Over one third of Zoo animals are endangered species from Africa, South America and Asia and belong to international Species Survival Plans that will sustain those species until wild habitats can be recovered and made suitable for them again. Our Conservation Science team is the “intensive care unit” for Canadian species of plants and animals on the brink of extirpation or extinction, using science, intensive field work and conservation breeding to help them recover. This same team acts as a global resource on reintroductions and in November 2019 the Calgary Zoo was named the Global Secretariat of the IUCN Species Survival Commission Conservation Translocation Specialist Group.

**Climate Change Adaptation** – The Zoo has been systematically working to reduce waste to landfill by expanding recycling and composting. Waste to landfill has been slashed by over 85% in just 5 years. Conservation of potable water is also a priority and has led to capture,



## THE CALGARY ZOOLOGICAL SOCIETY Civic Partner 2019 Audit Report

storage and use of rainwater and runoff for such uses as irrigation. The Zoo is also home to two LEED Gold buildings and one PETAL certified building.

**Resilient Calgary** – The Society has, in collaboration with The City, prepared for and proven its resilience to floods, economic downturns and recession, and now a pandemic. Robust health and safety protocols for employees, guests and our animals are in place and proactively updated. Prudent stewardship over many years has enabled the organization to be financially resilient as well.

**Cultural Plan for Calgary** – Calgary Zoo is a strong contributor to the tourism cluster as an attraction that encourages travel to Calgary and extended stays. These, in turn, benefit our hospitality retail, arts, culture and related organizations and businesses.

**Open Spaces Plan** – The Calgary Zoo is a 125 acre/51 hectare park that showcases a wide range of zoological species and habitats, attractive and serene botanical gardens and an engaging prehistoric park, in a setting with tree-shaded pathways, picnic and gathering areas and event spaces.

### 10. Did your organization receive any awards or recognition in 2019 that you want to highlight?

**Best Family Entertainment Spot**  
Best of Calgary

**Certificate of Merit for Outstanding Contribution to the Zoo and Aquarium Profession**  
Canadian Association of Zoos and Aquariums

**Best Tourist/Family Attraction Winner,**  
**Best Christmas Event Winner – Zoolights**  
**Best Place to Have a Children's Party Honourable Mention**  
**Best Accessible/Inclusive Experience for Kids with Special Needs Honourable Mention**  
2020 Calgary's Child Magazine's Parents' Choice Awards

**4.6 Star Rating with 12,372 reviews**  
Google

### 11. CAPITAL AND ASSET MANAGEMENT (for Civic Partners managing City-owned assets)

**Asset: Calgary Zoo**

- a) Provide a summary of your organization's 2019 capital work, including specific lifecycle/maintenance projects or new capital projects.

The following is a summary of the significant Capital and maintenance expenditures in 2019





## THE CALGARY ZOOLOGICAL SOCIETY Civic Partner 2019 Audit Report

1. Bugtopia, stepping into a bugs world	\$4,400,000
a. Total cost of Bugtopia	\$5,000,000
2. Repairs and replacement of Building assets (CPIG)	\$2,750,000
3. Minor Capital Projects to upgrade the facility	\$1,450,000
4. Conceptual Drawings for Canadian Wilds Redevelopment	\$ 150,000

### **b) What funding did your organization leverage to support capital activities in 2019?**

Donors:	\$ 690,783
Sponsors:	\$ 145,000
Foundations:	\$ 75,000
City of Calgary:	\$1,389,000

## **COVID-19 UPDATE**

### **12. Briefly describe the key impacts of COVID-19 on your operations to date.**

Calgary Zoo was closed from March 16 until May 23, 2020 when it reopened on a limited, COVID safe basis. In March 253 staff were furloughed or laid off, some of whom were called back to work for the summer. On March 16, 2020 over 70% of Zoo revenue streams stopped (admissions, food services, gift shop, catering and events). Whether the Zoo is open or closed, we still have over 1000 animals to care for and they needed to be protected from the virus as well. Their welfare and wellbeing and that of our staff have been scrupulously maintained with no animal care staff laid off or instances of COVID-19 infection. We have implemented COVID-19 response measures such as staggered shifts, all staff wear facemasks on grounds, high touch areas are frequently sanitized through the day, hand sanitizer stations are conveniently placed throughout the Zoo, all pedestrian traffic is clearly marked as one-way, physical distancing prompts are placed as needed, guests were facemasks in all interior spaces they can access. The ratio of staff to guests has risen due to COVID-19 safety measures.

Total attendance for 2020 is now projected at 55% of what was budgeted. Despite this global disaster The Calgary Zoo has maintained its practice of responsible financial management, taking the steps necessary to minimize the negative financial impact while maintaining our high quality of Animal Care and visitor experience. The deficit caused by this crisis will however mean erosion of cash reserves that otherwise could have been used for lifecycle maintenance, future capital projects and/or conservation.

### **13. What operational efficiencies did you implement to address the impact of COVID-19 up to September 1, 2020?**

Operating and capital expenditures have been reduced by a total of \$19M through a combination of staff furloughs/layoffs, deferred maintenance and capital projects. We made the difficult decision to return the giant pandas to China due to ongoing challenges finding reliable ways to transport bamboo





## THE CALGARY ZOOLOGICAL SOCIETY Civic Partner 2019 Audit Report

supplies from China. Returning the giant pandas will result in an estimated annual saving of \$2.4 million.

**14. Were there any program or service changes made during the response to COVID-19 that you plan to integrate into longer term operations? For example, shifting some programming online, or modifications to your delivery model or operations.**

We have had some significant success with our new adult evening programs begun since re-opening on May 23, 2020. They attract a new audience at the Zoo, provide an additional source of revenue, serve a broader group of Calgarians and do not interfere with the use and enjoyment of the Zoo by its members and our regular daily visitors.

Our *Daily Dose*, which ran online while the zoo was closed was an amazing success. However as soon as we re-opened the popularity disappeared, proving to us that people would prefer the real life experience offered by the Zoo.

### COVID-19 Service and Impact Demand Update *Reporting for September 2020*

The following information is collected to align with City of Calgary report to Council on the current impact of COVID-19 on delivery of services and programs and may be shared with Council separately from the previous Civic Partner Annual Report Template content.

#### **Service Impact**

Please choose the one option below that best describes the impact of COVID-19 on your programs or service in the month of September 2020.

<input type="checkbox"/>	<b>Negligible</b>	Minimal to no impact on service. Service is currently operating close to normal.
<input type="checkbox"/>	<b>Minor</b>	Continuing to provide programs and services but some coping strategies required – able to be addressed with existing strategies and resources.
<input type="checkbox"/>	<b>Moderate</b>	Some challenges on ability to achieve objectives. Some delay. Some aspects of the programs or service are only being met in part.
<input type="checkbox"/>	<b>Significant</b>	Difficulties to achieve objectives. Delays or notable aspects of objectives not completed. Falling well-short of normal operations.
<input checked="" type="checkbox"/>	<b>Severe</b>	Unable to meet normal objectives due to serious extended disruption. (e.g. full facility closure, major decrease in users)

#### **Service Impact Narrative:**

*Please briefly describe the impact of COVID-19 on your service for the month of September. You may want to include any major issues/events you experienced.*

#### **Current Demand for Service:**



THE CALGARY ZOOLOGICAL SOCIETY  
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At this point in time, based on what you know right now, what is your best estimate of the current demand for your service compared to typical demand?

<input type="checkbox"/>	Demand is steady, largely business as usual.
<input type="checkbox"/>	Demand has increased notably.
<input checked="" type="checkbox"/>	Demand has decreased notably.

**Service Demand Narrative:**

*Please provide a supporting narrative that describes how COVID-19 has impacted the demand on your programs or services **for September 2020**. This may include any new program or service impacts that your organization has faced in the past month.*

COVID 19, associated provincial safety guidelines and consumer concerns about personal health and safety have resulted in significantly reduced attendance through August 31 and we now estimate 2020 overall attendance will be about 55% of what was budgeted pre-COVID, accompanied by substantial reductions in food and gift shop sales, as well as cancellation of most scheduled catered events (weddings, conferences, etc.).

Originally catered events scheduled for September 2020 were budgeted to generate revenues of \$453,654 but most have been cancelled or rescheduled to 2021, resulting in a revenue drop of \$400,265 or 86%. The small functions we are still hosting are difficult to operate profitably.

However, we have developed a new revenue source with outdoor evening activities that attract an entirely new group of Calgarians to the Zoo. The revenue this generates is helpful but does not come close to replacing revenues lost in other areas.

To ensure that crowds are not created we have had to stop all of our daily animal training presentations, one of the key programs at the Zoo and highly popular with guests. We continue to have to limit the number of people on grounds at any given time, which has a significant effect on revenue.

Due to the timing of closure and re-opening, the Dorothy Harvie Horticultural Gardens and landscaping is also not as awe-inspiring as it usually is.

## CIVIC PARTNER 2019 ANNUAL REPORT SNAPSHOT- TOURISM CALGARY-CONVENTION AND VISITORS BUREAU

### TOURISM CALGARY-CONVENTION AND VISITORS BUREAU (TOURISM CALGARY)

**Mandate:** Increase the economic impact of the tourism economy to Calgary.

**Mission:** Inspire more people to visit Calgary for memorable experiences.

**Vision:** To be the Ultimate Host City.

### 2019 City Investment

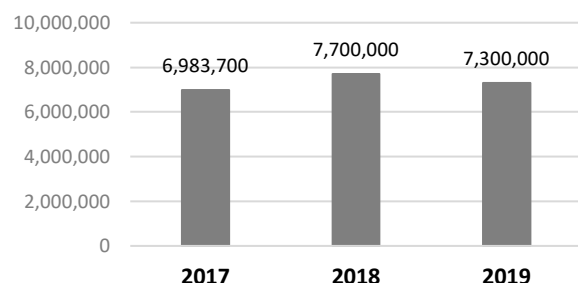
Operating Grant:\$2,703,665

Special Events Fund: \$466,000

City owned asset? No

### 2019 Results

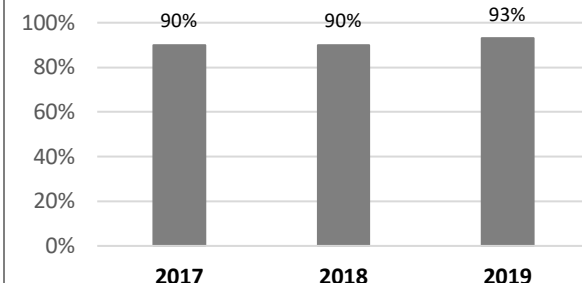
#### Visitors to Calgary



#### Economic Impact of Visitors (billions)



#### Effective Industry Champion



### The story behind the numbers

- Leisure travel continued to grow in Calgary.
- Tourism Calgary had overwhelming support of its stakeholders and achieved a record number of paid partners (733) in 2019.
- Additionally, 86 per cent of Calgarians believe tourism is an important contributor to Calgary's economy and quality of life
- Launched a White Hat academy in 2019, a digital training program for frontline ambassadors. 780 graduated from the program in 2019.

### Current state 2020: COVID-19 impact

- Impact of COVID-19 on the tourism industry resulted in decreased funding from the Calgary Hotel Association. Funding in 2021 will be reduced by 84 per cent, significantly impacting Tourism Calgary's work.
- Worked with Destination Canada and Travel Alberta to secure \$1.1M for a 2020 summer marketing campaign.
- Through a strategic planning process, evaluating all aspects of operations to find efficiencies, and to adjust programs and offerings will focus on attracting COVID bubble events, digital deals, and supporting partners to adapt to new health and safety guidelines.

**Service impact:** Severe

**Current demand for service:** Demand has decreased notably



## TOURISM CALGARY Civic Partner 2019 Audit Report

**Organizational Structure:** Independent External Organization

**Fiscal Year:** Ended December 31, 2019

**City 2019 Operating Grant:** \$2,703,665

**Special Events Fund:** \$466,000

### STRUCTURE

#### 1. Vision, Mission and Mandate:

**Mandate:** Increase the economic impact of the tourism economy to Calgary.

**Mission:** Inspire more people to visit Calgary for memorable experiences.

**Vision:** Make Calgary the ultimate host city.

### 2019 RESULTS

#### 2. What key results did your organization achieve in 2019 that contributed to one or more of the One Calgary Citizen Priorities? (*A Prosperous City, A City of Safe & Inspiring Neighbourhoods, A Healthy and Green City, A Well Run City*)

In 2019, Tourism Calgary's efforts contributed to the One Calgary Citizen Priorities by supporting the attraction of 7,356,466 overnight visitors who contributed \$2.5 billion to the local economy, thanks to a strong strategic focus on generating incremental visitation and spend from regional, national and international travellers.

Ongoing collaboration with industry partners resulted in:

- 22% of Canadians planning to visit Calgary within the next two years;
- 86% of Calgarians believing tourism is an important contributor of Calgary's economy and quality of life;
- 93% of stakeholders believing Tourism Calgary is an effective champion for industry;
- 64% of Canadians and 82% of Calgarians believing Calgary offers shareable experiences;
- Support of 67 events sport, cultural and special events which contributed \$153 million to the economy, including the 2019 Canadian Country Music awards and 2019 Grey Cup Festival and Championship Game;
- Attracting 58 meetings and conventions to Calgary for over 13,800 delegates, resulting in 48,212 room nights sold;
- Making a record 1,460,877 referrals to industry partners;
- Launching the White Hat Academy - an online learning program for Calgary's tourism industry – which graduated 780 ultimate hosts in its first year;
- Advocating for the hosting infrastructure and major events that will benefit Calgary's tourism industry and visitor economy.

Tourism Calgary continues to implement Calgary's Destination Strategy: Ultimate Hosts. Ultimate Host City. in meaningful ways, with 16 of 20 initiatives advanced by end of 2019.

#### 3. What quality improvement changes did you make, or operational efficiencies did you find in 2019?

In 2019, Tourism Calgary undertook multiple quality improvement initiatives that support both consumers and our industry partners. One example is the relaunch of visitcalgary.com, which resulted in a 56% increase in sessions over 2018 for over 3.5 million site visits, and a 22% increase in digital referrals to industry partners.

Another relates to the integration of Meetings & Conventions Calgary with Tourism Calgary. This move, which was completed August 1, 2019, brings together all of the sales and marketing efforts for our destination in one organization, which will lead to greater financial efficiencies, use of expertise and research and consistent information and messaging about Calgary for the global meeting planning community.

**4. What program, service or initiative was most successful in 2019? What lessons learned from this experience can inform future work?**

To support the professional development and destination knowledge of members of Calgary's tourism industry, Tourism Calgary launched the White Hat Academy; a digital training program to give frontline ambassadors the knowledge, tools and resources needed to be better storytellers for our city. This program helps build Calgary's visitor economy by inspiring continuous exploration and sharing of our city's unique offerings.

In the first year (2019) of this program, 780 members of Calgary's tourism industry completed the training and graduated from the White Hat Academy.

The White Hat Academy has provided multiple lessons that will support future efforts, including how to best leverage partnerships to develop content, and how to use the program for timely and specific training needs including related to COVID-19.

**5. What is one success story from 2019 that demonstrates how you worked in partnership with other community, private or public organizations to achieve shared results for Calgary and Calgarians?**

In 2019, the integration of Meetings & Conventions Calgary with Tourism Calgary was finalized. By working with the Calgary Hotel Association, City of Calgary, Calgary TELUS Convention Centre and Calgary Stampede to bring together the primary sales and marketing organizations responsible for Calgary's leisure and business tourism, Calgary and Calgarians will benefit through increased event attraction, which results in higher overnight visitation bringing greater economic impact, more jobs and increased demand of all sectors of the tourism industry.

Already, the integration has resulted in less confusion for global customers, more events attracted for future years and higher delegate counts.

**RESOURCES**

**6. Please estimate how The City's operating funding was allocated in 2019. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.**

<b>25%</b>	Advertising and promotion
<b>24%</b>	Programs or services
<b>5%</b>	Office supplies and expenses

7%	Professional and consulting fees
36%	Staff compensation, development and training
0%	Fund development
0%	Purchased supplies and assets
0%	Facility maintenance
1%	Evaluation or Research
2%	<i>Other, please name: Travel to promote Calgary as a visitor destination</i>

**7. Did volunteers support your operations in 2019? If yes:**

<b>How many volunteers?</b>	<b>35</b>
<b>Estimated total hours provided by volunteers:</b>	<b>818.5</b>

**8. What resources did your organization leverage to support operations in 2019?**

- Developed cooperative marketing campaigns with partners that attracted over \$420,000 in industry investments to increase regional and national marketing reach
- Leveraged \$2 million from the Calgary Hotel Association to integrate Meetings & Conventions Calgary with Tourism Calgary, to centralize and streamline the marketing and sales of our destination;
- Leveraged industry support and City dollars with Travel Alberta funding to market Calgary regionally, nationally and internationally;
- Secured key sponsorships and in-kind donations for partnership events, educational seminars and Calgary's celebration of western hospitality – the annual Calgary White Hat Awards;
- Partnered with multiple Destination Strategy stakeholders to advance key strategic initiatives toward the vision of Ultimate Host City;
- Leveraged investments from City and Province to host major events including Grey Cup and Canadian Country Music Awards.

**9. Using the chart below, please report your 2019 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off. *Please identify through BOLD font, 1-2 measures that are most significant and could be presented in a chart.***

	Performance Measure Name	2017 results	2018 results	2019 results	What story does this measure tell about your work?
<b>How much did you do?</b>	Number of annual visitors to Calgary	6.9 million	7.7 million	7.3 million	Leisure travel to Calgary is growing
<b>How well did you do it?</b>	Stakeholders believe Tourism Calgary is an effective champion for the industry	N/A	90%	93%	Tourism Calgary has overwhelming support of its stakeholders and achieved a record number of paid partners (733) in 2019.
<b>How are Calgarians better off?</b>	\$2.5 billion contributed to Calgary's economy from visitor spending	\$1.6 billion	\$2 billion	\$2.5 billion	Additionally, 86% of Calgarians believe tourism is an important contributor to Calgary's economy and quality of life

**10. Briefly describe how your key results in 2019 contributed to Council approved strategies (As applicable.)** For example: Calgary in the new economy: An economic strategy for Calgary; Calgary Heritage Strategy; Climate Resiliency Strategy; Resilient Calgary; Enough for All poverty reduction strategy; Cultural Plan for Calgary; Downtown Strategy; Foundations for Hope: Calgary's Corporate Affordable Housing Strategy; Open Spaces Plan; Recreation Master Plan; Sport for Life Policy.

**Calgary in the new economy: an updated economic strategy for Calgary:** As a key partner in the Place pillar, Tourism Calgary sits on the advisory committee and contributes through the ongoing stewardship of the Destination Strategy, which resulted in advocacy for all aspects of the development of the destination.

**Cultural Plan for Calgary:** As a key partner in the implementation of the Cultural Plan, Tourism Calgary sits on the Cultural Leadership Council, and continuously works to incorporate cultural considerations into events and activations, year-round.

**Enough for All Poverty Reduction Strategy:** Tourism Calgary advocated for funding for this strategy, based on the objectives of the Destination Strategy.

**Sport for Life Policy:** Tourism Calgary is a key partner of the Sport for Life policy, working with the City, Sport Calgary and others through the Calgary Sport & Major Event committee as we work to attract, host and activate sport events in city for the benefit of Calgarians and visitors.

**Downtown Strategy:** Tourism Calgary is a key partner in several Downtown Strategy initiatives, including Chinook Blast and the 9 Block Project. The Downtown Strategy is supported by the Destination Strategy and is an important component to creating a safe and vibrant core for Calgarians and visitors.

**Open Spaces Plan:** Tourism Calgary supports Calgary Parks' plans, particularly through advocacy and considerations for events and experiences, and preservation of Calgary's parks that contribute to our destination.

**Recreation Master Plan:** Tourism Calgary supports the Recreation Master Plan in multiple ways, particularly through the attraction, implementation and hosting of 89 annual sporting events that contribute \$108 million in economic development, annually.

**Calgary Heritage Strategy:** The Calgary Heritage Authority is a partner of Tourism Calgary's and the organizations are beginning to work together to find more ways to collaborate.

**11. Did your organization receive any awards or recognition in 2019 that you want to highlight?**

In 2019, Tourism Calgary was awarded Travel Alberta's Alto Award and Destination's International WOW Award, and was a finalist in the Canadian Tourism Awards in recognition of the new White Hat Academy online training program for Calgary's tourism industry.

Tourism Calgary also won two International Association of Business Communicator Golf Quill awards; one Award of Merit for the Creator House collaboration, and one for the 2018 Annual Report.



## **COVID-19 UPDATE**

### **12. Briefly describe the key impacts of COVID-19 on your operations to date.**

COVID-19 has had a devastating effect on global tourism, and Tourism Calgary is not exempt from that. As a result of temporary hotel closures, closed borders and drastically reduced travel nationally and internationally, Tourism Calgary's majority funder, the Calgary Hotel Association has reduced support of the organization and will decrease its funding of Tourism Calgary by 84% in 2021 which will have significant impacts to the future work of the organization.

Tourism Calgary worked diligently to apply for the CEWS program in April 2019 to support salaries, thereby avoiding temporary layoffs of staff.

With operational and marketing budgets slashed, Tourism Calgary worked with Destinations Canada and Travel Alberta to secure \$1.1 million for a 2020 summer marketing campaign focused on safely encouraging Calgarians to get out and explore local businesses and attractions. This campaign also reached regional markets.

The organization is currently working with a stakeholder-endorsed strategy which addresses a phased approach to response and recovery from the pandemic.

### **13. What operational efficiencies did you implement to address the impact of COVID-19 up to September 1, 2020?**

Tourism Calgary has implemented several efficiencies since mid-March 2020, including using the CEWS program to support salaries, strict restrictions and reductions on all spending, hiring freezes, travel freezes, internal amalgamations and cross-departmental collaborations. More than half of the organization's staff are on reduced hours.

### **14. Were there any program or service changes made during the response to COVID-19 that you plan to integrate into longer term operations? For example, shifting some programming online, or modifications to your delivery model or operations.**

Through a current strategic planning process, Tourism Calgary is evaluating every aspect of our business to find lasting operational efficiencies, and examining all programs and offerings to ensure they meet the needs of consumers and industry partners in the new world.

This includes working to attract bubble events, offering digital deals for Calgarians to encourage local spending and support of businesses, and supporting our partners in adapting to new health and safety guidelines.

## **COVID-19 Service and Impact Demand Update** ***Reporting for September 2020***

The following information is collected to align with City of Calgary report to Council on the current impact of COVID-19 on delivery of services and programs and may be shared with Council separately from the previous Civic Partner Annual Report Template content.



### **Service Impact**

Please choose the one option below that best describes the impact of COVID-19 on your programs or service in the month of September 2020.

<input type="checkbox"/>	<b>Negligible</b>	Minimal to no impact on service. Service is currently operating close to normal.
<input type="checkbox"/>	<b>Minor</b>	Continuing to provide programs and services but some coping strategies required – able to be addressed with existing strategies and resources.
<input type="checkbox"/>	<b>Moderate</b>	Some challenges on ability to achieve objectives. Some delay. Some aspects of the programs or service are only being met in part.
<input type="checkbox"/>	<b>Significant</b>	Difficulties to achieve objectives. Delays or notable aspects of objectives not completed. Falling well-short of normal operations.
<input checked="" type="checkbox"/>	<b>Severe</b>	Unable to meet normal objectives due to serious extended disruption. (e.g. full facility closure, major decrease in users)

### **Service Impact Narrative:**

Please briefly describe the impact of COVID-19 on your service for the month of September. You may want to include any major issues/events you experienced.

### **Current Demand for Service:**

At this point in time, based on what you know right now, what is your best estimate of the current demand for your service compared to typical demand?

<input type="checkbox"/>	Demand is steady, largely business as usual.
<input type="checkbox"/>	Demand has increased notably.
<input checked="" type="checkbox"/>	Demand has decreased notably.

### **Service Demand Narrative:**

COVID-19 has had a devastating effect on global tourism, and Tourism Calgary is not exempt from that. As a result of temporary hotel closures, closed borders and drastically reduced travel nationally and internationally, Tourism Calgary's majority funder, the Calgary Hotel Association has reduced support of the organization and will decrease its funding of Tourism Calgary by 84% in 2021 which will have significant impacts to the future work of the organization.

Tourism Calgary worked diligently to apply for the CEWS program in April 2019 to support salaries, thereby avoiding temporary layoffs of staff.



## **TOURISM CALGARY**

### **Civic Partner 2019 Audit Report**

Pre-pandemic, tourism in Alberta was an \$8.9 billion industry on a growth trajectory, supporting nearly 73,000 jobs, standing out as an important economic diversifier and community builder for the province.

In May, overnight international arrivals (U.S. + overseas) to Alberta dropped by 97.4% compared to May 2019. Overnight arrivals from the United States fell by 96.6% in May 2020 vs May 2019 while direct arrivals to Alberta from overseas fell by -99.0%.

Calgary hotel occupancy is down 54.2 percent (year-to-June 2020) and revenue is down 59.5 percent (year-to-end-June 2020).

According to Travel Alberta, 33 per cent of industry respondents said they are at risk of closing their doors permanently and almost 45 per cent are worried about being able to get customers back.

The change in tourism revenue for Alberta from January to September 2020 compared to the same period in 2019 is estimated at -\$1.269 billion or -83% below the 2019 tourism revenue of \$1.532 billion.

To support the industry's recovery and rebuild from COVID-19, Tourism Calgary developed a stakeholder-endorsed phased strategy. As part of the strategy, this summer, Tourism Calgary's marketing focus was on Calgarians; helping to develop confidence in local experiences and supporting local businesses.

The organization launched the #LoveYYC Digital Deals pass which includes over 50 local businesses offering deals to entice Calgarians to get out and explore the city.

Tourism Calgary is also exploring opportunities to bring sports to Calgary in bubble formats. This will help support our accommodation, hosting facilities and restaurant partners and bring economic stimulus to the city at a time when return to travel continues to lag.

Through all of this, Tourism Calgary continues to work with industry partners to advocate for their needs.

## CIVIC PARTNER 2019 ANNUAL REPORT SNAPSHOT-CALGARY TECHNOLOGIES INC. (PLATFORM CALGARY)

### CALGARY TECHNOLOGIES INC. (Platform Calgary)

**Vision:** Building shared prosperity by working together to make Calgary a global hub for startups and innovation.

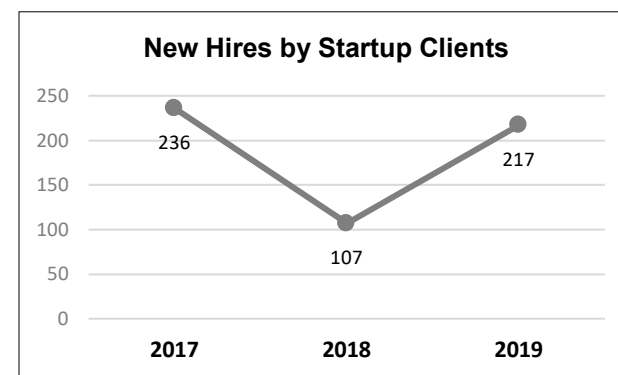
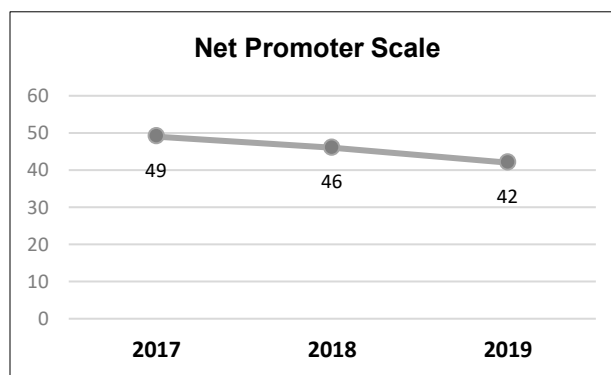
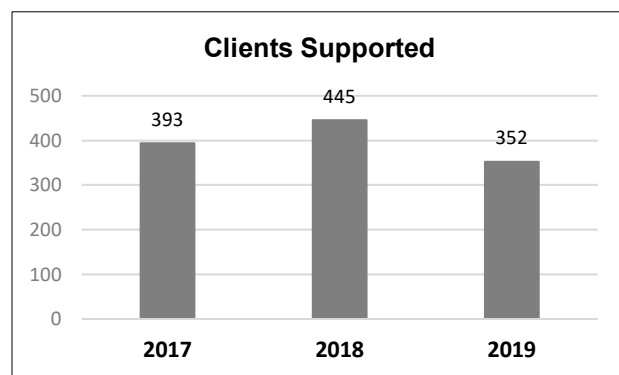
**Mission:** Empowering people building the next economy.

### 2019 City Investment

Operating Grant:\$802,459

City owned asset? No

### 2019 Results



### The story behind the numbers

- The decrease in clients does not indicate decrease in demand, rather reflects more intensive programming combined with high ecosystem connectivity and organized suite of program choices. More programming availability is necessary to 10X Calgary's tech companies.
- The 2019 net promoter score of 42 is rated as "Good" on a scale of -100 to +100. The score measures a client's experiences and their level of satisfaction with Platform Calgary's programs and services.
- New Hire data is from an Annual Client Survey. The New Hires number is not cumulative and reflects different clients responding each year.

### Current state 2020: COVID-19 impact

- Operations at the Alistair Ross Technology Centre and Hillier Building were closed to the public in March. Rent deferrals were offered to small business tenants, and fee relief for startups and entrepreneurs. Anticipated the impact will be in fiscal year 2021.
- Pivoted to online delivery of programs and services to continue to serve clients and to serve a wider audience. Offered the Junction program province-wide in collaboration with partners in Edmonton and Lethbridge.
- Construction of the Platform Innovation Centre continued with design adjustments for public health measures.

**Service impact:** Significant

**Current service demand:** Demand is steady, largely business as usual.



## CALGARY TECHNOLOGIES INC. (PLATFORM CALGARY) Civic Partner 2019 Annual Report

**Organizational Structure:** City of Calgary Minority Owned Subsidiary, ABCA Corporation

**Fiscal Year:** April 1, 2019 to March 31, 2020

**City 2019 Operating Grant:** \$802,459

### STRUCTURE

#### 1. Vision, Mission and Mandate:

Mission: Empowering people building the next economy.

Vision: Generate shared prosperity by making Calgary a global hub for startups and innovation.

A key strategic goal is to collaborate with partners to increase the number of core tech companies in Calgary (tech companies with 5 or more staff) to 1000 by 2031, and the number of active tech startups (companies with under 5 staff) to 2000+ in that same timeframe.

### 2019 RESULTS

#### 2. What key results did your organization achieve in 2019 that contributed to one or more of the One Calgary Citizen Priorities? (*A Prosperous City, A City of Safe & Inspiring Neighbourhoods, A Healthy and Green City, A Well Run City*).

Our organization contributes most towards the Council Priority "A Prosperous City", especially priorities P1 and P2 as follows :

- P1 Strengthen Calgary's position as a global energy centre and location of choice for international talent, investment and innovation through enhanced business development, marketing and place-making initiatives.
- P2 Advance purposeful economic diversification and growth.

In support of *A Prosperous City*, Platform Calgary delivered services to 352 clients in 2019.

- 62 clients participated in two programs helping new founders get started on their tech startup journey.
- 113 companies prepared to launch with guidance from three programs including Platform's flagship, Junction.
- 128 clients used services to refine their operations as they scaled. Once an innovative tech company reaches the scaling stage, it is significantly more likely to hire employees, receive investments, and contribute to GDP.
- 49 unique companies rented space in the Alastair Ross Technology Centre.

In support of *A Healthy and Green City*, Platform Calgary, with our partner Foresight Cleantech Accelerator, helped cleantech startups advance their business. Within the first six months, two cohorts totalling 35 companies participated in this acceleration program.

#### 3. What quality improvement changes did you make, or operational efficiencies did you find in 2019?

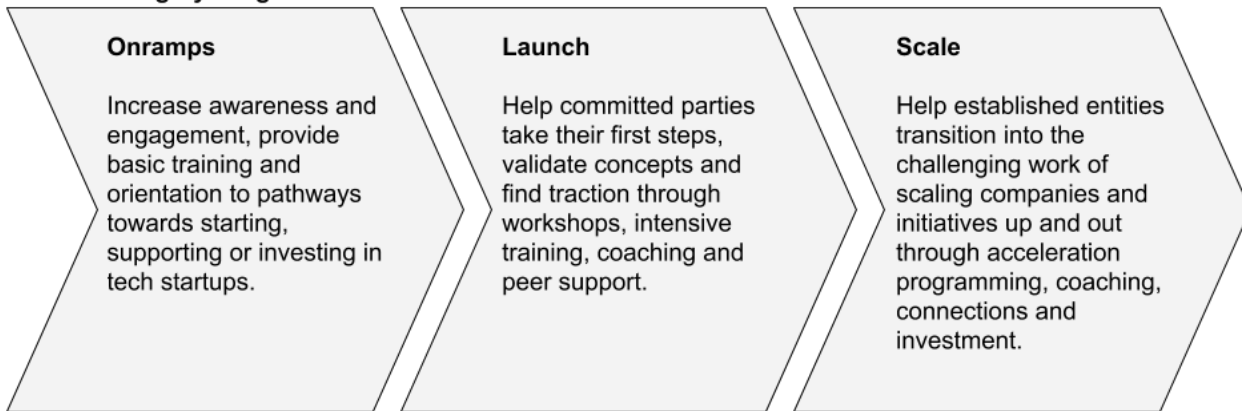


## CALGARY TECHNOLOGIES INC. (PLATFORM CALGARY) Civic Partner 2019 Annual Report

To increase the number of core tech companies in Calgary, Platform Calgary designed and iterated its programs to systematically bring people and businesses into the tech startup ecosystem, help them get established, navigate challenges in the “valley of death,” and grow quickly into global successes.

Programs are built to be intensive, yet efficient and to operate at scale using digital tools where possible. Our programming framework (below) ensures operational efficiency by ensuring that clients are able to access the right service for their stage of business readiness.

### Platform Calgary Program Framework



As demonstrated in the metrics below, Platform Calgary experienced demand growth.

<u>Stage</u>	<u>2019</u> <b>303 cohort clients</b>	<u>2020 (to August)</u> <b>380 cohort clients</b>
<b>Stage-2 to 0 (onramps)</b>	<b>62</b>	<b>192</b>
<b>Stage 0 to 2 (launch)</b>	<b>113</b>	<b>107</b>
<b>Stage 1 to 3 (scale)</b>	<b>128</b>	<b>81</b>

This demand is consistently higher than current delivery capacity. For example, each cohort of Junction had significantly higher application rates than acceptance rates. The consistency of the acceptance rate demonstrates capacity, rather than applicant eligibility, is the driver of the acceptance rate.

<b>Junction Cohort</b>	<b>Applications</b>	<b>Acceptance rate</b>
#2 Spring 2019	45	38%



**CALGARY TECHNOLOGIES INC. (PLATFORM CALGARY)**  
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#3 Fall 2019	81	35%
#4 Spring 2020	60	28%
#5 Fall 2020	62	29%

**4. What program, service or initiative was most successful in 2019? What lessons learned from this experience can inform future work?**

Platform Calgary's programming philosophy starts with the guiding principle to "Collaborate First" and is rooted in our keystone ecosystem builder role to amplify, connect and instigate initiatives that will advance Calgary's ecosystem. All of the Platform Calgary programs discussed in this document are intended to be delivered in partnership, and/or drawing from local and global expertise. Each of Platform's programs was delivered with or by a community partner with unique expertise. Joint delivery enables operational efficiencies for all contributing organizations and ensures cost is not a barrier to participation in startup-oriented programming.

Our collaboration-first model was demonstrated in Spring 2020, when Platform Calgary and Startup Calgary collaborated to re-design Startup Calgary's program offerings. Platform Calgary leveraged its staff expertise to deliver Startup 101 to 50 entrepreneurs per month, Customer 101 to 40 entrepreneurs per month, and Customer 201 to 30 entrepreneurs per month. Other collaborative partners include: AltoSante, Hunter Hub, Tenet I2C, 321 Growth Academy, A100, Product Calgary, Legal Sneakers, The Agency, Startup Calgary, Calgary Economic Development's Trade Accelerator Program, Venture Mentoring Services of Alberta, and Foresight.

**5. What is one success story from 2019 that demonstrates how you worked in partnership with other community, private or public organizations to achieve shared results for Calgary and Calgarians?**

In Spring 2020, the University of Calgary's Hunter Hub for Entrepreneurship was experiencing organizational changes and identified the Summer Incubator Program was at risk of not being delivered in 2020. This risk was compounded by delivery challenges from COVID, since the program was traditionally offered in person. Platform Calgary had been a delivery partner for the Summer Incubator program in previous years and undertook promotions, applications, design and delivery and securing funding.

Leveraging community relationships, Platform Calgary secured \$25,000 from RBC and \$30,000 from Western Economic Diversification to provide students with monthly stipends, enabling them to work on their businesses full time over the summer. Local AI startup Altosante also partnered to create an artificial intelligence stream for students. This effort effectively created 20 jobs for youth and allowed young entrepreneurs to build expertise in running a startup. Even if



**CALGARY TECHNOLOGIES INC. (PLATFORM CALGARY)**  
**Civic Partner 2019 Annual Report**

these companies are not successful, with the skills taught in the program, these founders may go on to create or work for successful new businesses.

**RESOURCES**

6. **Please estimate how The City's operating funding was allocated in 2019. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.**

%	Advertising and promotion
%	Programs or services
%	Office supplies and expenses
%	Professional and consulting fees
100%	Staff compensation, development and training
%	Fund development
%	Purchased supplies and assets
%	Facility maintenance
%	Evaluation or Research
%	<i>Other, please name:</i>

7. **Did volunteers support your operations in 2019? If yes:**

<b>How many volunteers?</b>	<b>29(VMSA) 47(Junction) 10(Board)= 86</b>
<b>Estimated total hours provided by volunteers:</b>	<b>700(VMSA) 165(Junction) 300(board)=1165</b>

8. **What resources did your organization leverage to support operations in 2019?**

Platform Calgary continued to leverage the City of Calgary's \$802,000 annual operating grant to secure Alberta Innovates by a factor of 4 to 1 in Fiscal Year 2019-20. A net positive cash flow of approximately \$549,741 from the operation of the Alastair Ross Technology Centre also contributed towards operating expenses for programming.

Platform Calgary is structured such that core operations include the ability to deliver base programming through our Programs Team, with scale and depth provided by our Advisor Network, enabling us to bring on volunteer and paid expertise on demand. For example,



**CALGARY TECHNOLOGIES INC. (PLATFORM CALGARY)**  
**Civic Partner 2019 Annual Report**

entrepreneur mentors volunteer their time towards the Venture Mentoring Service of Alberta (VMSA) managed by Platform Calgary.

**9. Using the chart below, please report your 2019 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off. Please identify through *BOLD font*, 1-2 measures that are most significant and could be presented in a chart.**

	<b>Performance Measure Name</b>	<b>2017 results</b>	<b>2018 results</b>	<b>2019 results</b>	<b>What story does this measure tell about your work?</b>
<b>How much did you do?</b>	<b>Number of clients (companies) served incl. INC members</b>	393	445	352	Calgary lags other jurisdictions with respect to the number of high potential ventures per capita. Calgary needs at least a five fold increase in these types of companies within ten years just to match where other jurisdictions are today. To achieve this, the number of people trying to start such companies also needs to increase. The decrease in clients does not indicate decrease in demand, rather this reflects a more intensive programming approach combined with high ecosystem connectivity and organized suite of programming choices for clients. More programming availability is necessary to 10X Calgary's tech companies.
<b>How well did you do it?</b>	<b>NPS score</b>	49	46	42	Platform Calgary's 2019 net promoter score is 42 which is rated as "Good" on a scale of -100 to +100. The score measures a client's experiences and their level of satisfaction with Platform Calgary's programs and services
<b>How are Calgarians better off?</b>	<b>New Hires</b>	36	07	217	New Hires data is extracted from our Annual Client Survey of which there were 115 respondents for 2017, 62 for 2018, and 50 for 2019. The New Hires number is not cumulative and also reflects different clients responding each year. Based on the varying number of responders, New Hires per client averages 2.0 for 2017, 1.7 for 2018, and 4.3 in 2019.

**10. Briefly describe how your key results in 2019 contributed to Council approved strategies (As applicable.) For example: Calgary in the new economy: An economic strategy for Calgary; Calgary Heritage Strategy; Climate Resiliency Strategy; Resilient Calgary; Enough for All poverty reduction strategy; Cultural Plan for Calgary;**





**CALGARY TECHNOLOGIES INC. (PLATFORM CALGARY)**  
**Civic Partner 2019 Annual Report**

**Downtown Strategy; Foundations for Hope: Calgary's Corporate Affordable Housing Strategy; Open Spaces Plan; Recreation Master Plan; Sport for Life Policy.**

Platform Calgary's key results contributed to *Calgary in the new economy: An economic strategy for Calgary*, particularly the Innovation pillar. Platform Calgary's CEO, Terry Rock, Co-chairs the Innovation Agenda Team with Calgary Economic Development.

Platform Calgary's programs have contributed to increased the number of early stage and growth startups in Calgary and supported access to funding in the ecosystem by managing Alberta Innovates funding for the Calgary Innovation Coalition. In Platform Calgary's role as ecosystem convener, it enhanced the awareness of Calgary's ecosystem at home and across North America, by spearheading the Alberta Innovation Corridor and benchmarking Calgary's performance against cities around the world through Startup Genome.

Platform also contributes to the "Climate Resiliency Strategy" by running a cleantech accelerator program in partnership with Foresight Cleantech Accelerator. In Fiscal Year 2019-20, a total of 35 companies participated in the program.

**11. Did your organization receive any awards or recognition in 2019 that you want to highlight?**

N/A

**12. CAPITAL AND ASSET MANAGEMENT (for Civic Partners managing City-owned assets)**

**Asset:** *Insert Name of City owned asset managed or operated*

**a) Provide a summary of your organization's 2019 capital work, including specific lifecycle/maintenance projects or new capital projects.**

**b) What funding did your organization leverage to support capital activities in 2019?**

**COVID-19 UPDATE**

**13. Briefly describe the key impacts of COVID-19 on your operations to date.**

Platform Calgary's two facilities - the Alastair Ross Technology Centre (ARTC) and HILLIER buildings - were immediately closed to the public and employees were asked to work from home. At the ARTC, some revenues were significantly reduced and rent deferral was offered to small business tenants. ARTC co-working spaces and programs for entrepreneurs and technology startups were granted 100% fee relief. Parking fees could not be charged. A Start-up Visa Program for international entrepreneurs was put on hold due to travel restrictions.

During the shutdown in 2020, significant operating expenses related to the two facilities



## **CALGARY TECHNOLOGIES INC. (PLATFORM CALGARY) Civic Partner 2019 Annual Report**

continued to be incurred. The ARTC is owned by Platform Calgary. ARTC fixed operating costs include Property Management staff, cleaning and janitorial, insurance, repairs and maintenance, safety and security, property taxes and utilities. At the Hillier Block, a leased facility, fixed operating costs include equipment rental, safety and security and utilities.

It is expected that the effects of COVID-19 will be fully experienced in Fiscal 2021 after which there will be a gradual return to historical operational levels by 2026. Platform Calgary is vulnerable to the effects of an economic slowdown as its tenants and clients are small technology companies that are especially hit hard by the pandemic.

Platform Calgary had to defer any capital projects planned and not started in 2020 due to lack of cash flow. Parking Lot repairs and landscaping projects are deferred until 2021. This changes all the Capital planning for the next five years as all of the projects cannot be amortized at once.

As the new Innovation Centre is still in design development, changes to the building layout and functional elements have been taken into consideration to reduce the spread of COVID-19. 5468796 Architecture Inc, the design firm contracted for the interior design of the Platform Innovation Centre, has reviewed a number of research papers on COVID-19 and brought forward a number of key recommendations which include: touchless opening of main doors, wider doorways, stairways and walkways, additional entry points into the building to reduce congestion, natural air ventilation, oversized meeting rooms, technology integration and socially distanced workstations. It is important to Platform Calgary to open a building that is as safe as it possibly can be using integrated technology.

### **14. What operational efficiencies did you implement to address the impact of COVID-19 up to September 1, 2020?**

During COVID-19, Platform Calgary instituted a zero-based budget wherein every expenditure greater than \$500 was scrutinized by the Executive Team prior to purchase. The Board of Directors approved a goal of reducing variable operating expenses by 25%. Effective April 15, 2020, employees' salaries were temporarily reduced by 5% to 15%, depending on position and level within the organization. Salary roll-backs were partially repealed by 5% in July 2020 after Platform was approved under the Federal Employee Wage Subsidy Program. Platform Calgary applied for the Federal Rent Relief Assistance Program (CECRA) for ARTC tenants who are eligible and needing this assistance. Under CECRA, Platform Calgary will lose 25% of applicant tenant rental revenues.

### **15. Were there any program or service changes made during the response to COVID-19 that you plan to integrate into longer term operations? For example, shifting some programming online, or modifications to your delivery model or operations.**

Platform's delivery model pivoted to deliver classroom-style programming remotely via zoom meetings, asynchronous learning, and revised workshops. Educational content was re-written



## CALGARY TECHNOLOGIES INC. (PLATFORM CALGARY) Civic Partner 2019 Annual Report

and re-organized. Community engagement activities also pivoted to remote delivery. Internally, staff transitioned to a full work from home model, with a return to office plan implemented in mid-July 2020. The transition to remote delivery provided Platform Calgary with an opportunity to offer its services to a wider audience. For example, criteria for the Summer Incubator Program, which targets post-secondary entrepreneurs, was able to expand from City of Calgary residents to province-wide. In Fall 2020, Platform also offered Junction province-wide, in collaboration with innovation partners in Edmonton and Lethbridge. This expansion helps remove barriers to entrepreneurship remote and rural founders experience, and enhances Calgary's reputation as an Alberta business hub.

### **COVID-19 Service and Impact Demand Update** ***Reporting for September 2020***

The following information is collected to align with City of Calgary report to Council on the current impact of COVID-19 on delivery of services and programs and may be shared with Council separately from the previous Civic Partner Annual Report Template content.

#### **Service Impact**

Please choose the one option below that best describes the impact of COVID-19 on your programs or service in the month of September 2020.

<input type="checkbox"/>	<b>Negligible</b>	Minimal to no impact on service. Service is currently operating close to normal.
	<b>Minor</b>	Continuing to provide programs and services but some coping strategies required – able to be addressed with existing strategies and resources.
<input type="checkbox"/>	<b>Moderate</b>	Some challenges on ability to achieve objectives. Some delay. Some aspects of the programs or service are only being met in part.
X	<b>Significant</b>	Difficulties to achieve objectives. Delays or notable aspects of objectives not completed. Falling well-short of normal operations.
<input type="checkbox"/>	<b>Severe</b>	Unable to meet normal objectives due to serious extended disruption. (e.g. full facility closure, major decrease in users)

#### **Service Impact Narrative:**

Please briefly describe the impact of COVID-19 on your service for the month of September. You may want to include any major issues/events you experienced.

After deferring \$332,456.73 in rent over the five months due to COVID, Platform Calgary is in the process of developing payment plans for anything deferred. A number of tenants are ineligible to receive rent support through the Canada Emergency Commercial Rent Assistance



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(CECRA) program as they had lost significant revenue but did not meet the 70% loss threshold required.

In April, a reception full time position was cut due to lack of cash flow. This makes it very difficult to resume day to day operations within the ARTC for staff and negatively impacts experiences for remaining Tenants.

To finance the Platform Innovation centre capital project, Platform Calgary is undertaking a sponsorship and donation campaign, including sale of community bonds. As a result of COVID, Platform Calgary had to significantly reduce its expectations of philanthropic support and delayed the fundraising campaign past September 2020. If fundraising goals are not met, Platform Calgary will not expand programming as planned and alternative - though limiting - financing options will be considered.

### **Current Demand for Service:**

At this point in time, based on what you know right now, what is your best estimate of the current demand for your service compared to typical demand?

X	Demand is steady, largely business as usual.
X	Demand has increased notably.
X	Demand has decreased notably.

### **Service Demand Narrative:**

Please provide a supporting narrative that describes how COVID-19 has impacted the demand on your programs or services for September 2020. This may include any new program or service impacts that your organization has faced in the past month.

Because of the range of our programs and services, and our role to systematically grow the innovation economy to create a new driver of prosperity, we have experienced mixed demand for service.

In our facility rental service offering, demand has dipped considerably. ARTC building vacancy is 49%, its highest since 2016. Comparatively in February 2020 vacancy was 24%.

Conversely, demand for Platform Calgary's programming remains strong due to the changing marketplace, as more Calgarians consider entrepreneurship. In September alone, over 200 individuals participated in five virtual events across industries and business readiness levels. We are able to service this demand using online tools, and though it required adjustment, we are now able to handle what is required from the community.



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Finally, the need to amplify the size and impact of the innovation economy as a driver of new jobs and prosperity is at an all time high. The “collaborate first” approach of Platform Calgary has allowed us to work with many more partners, and ultimately we should be in a position to significantly stimulate the creation and growth of hundreds of tech startups. This work is less about meeting demand, and is more about creating new demand. Investment is required to get the results our economy needs.



## CIVIC PARTNER 2019 ANNUAL REPORT SNAPSHOT- CALGARY CENTRE FOR PERFORMING ARTS (ARTS COMMONS)

### CALGARY CENTRE FOR PERFORMING ARTS (ARTS COMMONS)

**Mission:** To bring the arts...to life.

**Mandate:** To foster, present and promote the arts; to provide and care for our assets; to ensure optimal utilization of our assets.

*Registered Charity*

**One Calgary Line of Service: Economic Development and Tourism**

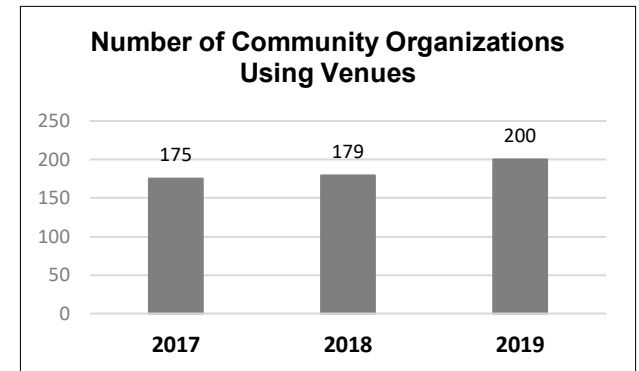
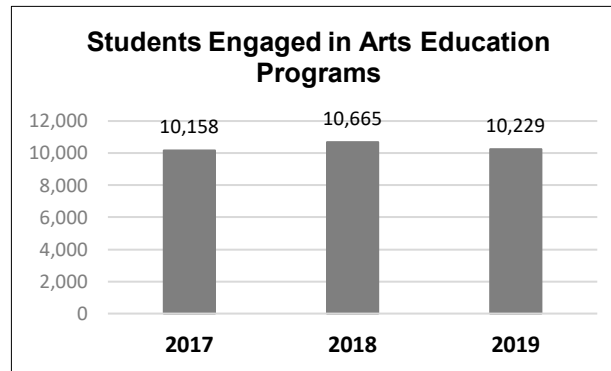
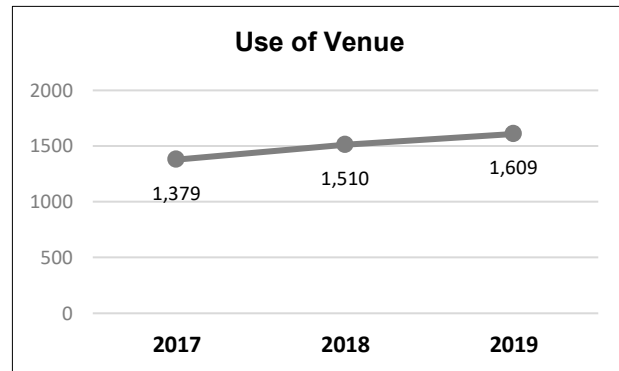
### 2019 City Investment

Operating Grant:\$2,479,738

Capital Grant:\$1,555,993

City owned asset? Yes

### 2019 Results



### The story behind the numbers

- Arts Commons is a key contributor to the social, economic, cultural, and intellectual life and wellbeing of Calgarians and visitors.
- Arts Commons works collaboratively with the Calgary Board of Education and the Calgary Catholic School District to bring high-quality and immersive learning experiences to Calgary students and their teachers.
- Arts Commons maintains meaningful relationships with the public and private sectors that support provision of programs and services for the benefit of the community.

### Current state 2020: COVID-19 impact

- All venues closed on March 12, and the full facility closed on March 23.
- To support the sustainability of resident companies, Arts Commons waived \$487,057 in venue occupancy fees through to August 2020, and continues to work with them to navigate a very uncertain 2020/21 season.
- Implemented a robust process to analyze expenses to reduce expenses including direct costs, contracts with vendors, elimination everything but essential maintenance, moved to emergency lighting and limited air flow to reduce utility costs.

**Service impact:** Severe

**Current demand for services:** Demand has decreased notably.



## CALGARY CENTRE FOR PERFORMING ARTS (ARTS COMMONS) Civic Partner 2019 Annual Report

**Organizational Structure:** Independent External Organization

**Fiscal Year:** August 31, 2018

**Manage/Operate City Owned Asset:** Arts Commons

**City 2019 Operating Grant:** \$2,479,738

**City 2019 Capital Grant:** \$1,555,993

### STRUCTURE

#### 1. Vision, Mission and Mandate:

**Vision Statement:** A creative and compassionate society, inspired through the arts.

**Mission Statement:** To bring the arts...to life.

**Mandate:**

- To foster, present and promote the arts.
- To provide and care for our assets.
- To ensure optimal utilization of our assets.

### 2019 RESULTS

#### 2. What key results did your organization achieve in 2019 that contributed to one or more of the One Calgary Citizen Priorities? (*A Prosperous City, A City of Safe & Inspiring Neighbourhoods, A Healthy and Green City, A Well Run City*)

- Arts Commons played a critical role in the sustainability of 200 organizations (resident companies, not-for-profit and others) by maintaining the complex's 560,665 gross square feet of space that houses six performance venues, rehearsal halls, shops, a variety of public engagement spaces and administrative spaces.
- Arts Commons subsidized the cost of venues and facility utilization for its resident companies: Alberta Theatre Projects, Arts Commons Presents, Calgary Philharmonic Orchestra, Downstage, One Yellow Rabbit and Theatre Calgary, and numerous community user groups; serving as incubator and facilitator and increasing access to venues and services to numerous communities.
- Arts Commons completed an extensive program of lifecycle maintenance initiatives to enhance the effectiveness, efficiency and sustainability of the complex, and to improve accessibility. Please refer to question 12 regarding Arts Commons capital and asset management accomplishments.
- Arts Commons consulted with representatives from a number of organizations and community groups who have yet to experience Arts Commons as a gathering or presentation space, in an effort to understand how to more effectively allocate existing internal resources to assist these groups access our venues and programs. An example of this work is a unique first, we collaborated with Youth PLACE Performance, to give space and resources to a group of racialized youth to create and perform a show in the Engineered Air Theatre at Arts Commons, based on their life experiences. The show was such a success that there are future plans to remount it in the Martha Cohen Theatre to a larger audience.
- Arts Commons is a major presenter of the performing arts in Canada. Under the banner of 'Arts Commons Presents', Arts Commons presented the award-winning BD&P World Stage, Classic



Albums Live, *National Geographic Live*, PCL Blues, TD Jazz, and a number of other single engagements, welcoming 50,609 audience members.

- Arts Commons is a significant employer of performing and visual artists; engaging 815 artists to support our artistic, education, and community engagement programs.
- Arts Commons, in partnership with RBC Foundation, created the RBC Emerging Visual Artists Program to provide an exceptional opportunity for emerging visual artists to develop their artistic practice, to showcase their work to the public through exhibitions, open studio and speaking engagements, and hone their professional skills in order to build a solid foundation for a successful career. With the advent of this program, Arts Commons now provides a safe space to take risks, and benefit from one-on-one mentorship opportunities, professional development sessions, networking social events, and exhibition opportunities. Becoming a successful artist is about more than innate ability; it is a purposeful combination of support, opportunity, meaningful hard work, and mentorship.
- Arts Commons played a key role in fostering and promoting the development and delivery of educational programs by partnering with the Calgary Board of Education, the Calgary Catholic School District. During 2019, 10,665 students and educators participated in the *National Geographic Live* student matinee series, One Day Art School, Artist-in-Residence, and the ConocoPhillips Hub for Inspired Learning.

**3. What quality improvement changes did you make, or operational efficiencies did you find in 2019?**

Arts Commons upgraded its security and access systems and replaced failing doors and hardware. We replaced the previous i-disc system with a modern card access system which allows for greater security and tracking through the facility. We moved to the Milestone CCTV system and upgraded 64 existing cameras and added 59 more so there are now 123 cameras throughout the facility. The new system gives better detail, footage can be easily exported (especially helpful for Police reports and requests), and alarms can be set for when high risk areas are accessed so there can be an instant review.

Arts Commons reviewed and improved our Occupational Health and Safety documents and procedures. We invested in professional training through AASP (Alberta Association of Safety Partnerships) for the Co-Chairs of our OH&S Committee, increased the number of committee members, the frequency of the meetings, and the frequency of site inspections. We updated the Front of House and Production Emergency Training protocols and increased training frequency.

**4. What program, service or initiative was most successful in 2019? What lessons learned from this experience can inform future work?**

Arts Commons' commitment to Inclusion, Diversity, Equity, and Accessibility (IDEA) is embedded in our vision of a "creative and compassionate society inspired through the arts". We work to remove barriers in collaboration with a broad range of voices, and as our community evolves, so too did our approach to IDEA during 2019.

As a member of Calgary's diverse arts community, Arts Commons recognizes the vital role we play in shaping the narrative through the stories we tell—and those we choose not to tell. Arts Commons made a commitment, long ago: to champion more artists of colour by providing a safe space for their expression, actively inviting them to create, perform, gather, and share their stories; to reflect the diversity of our communities on- and off-stage; and to use our leadership positions to demonstrate and embody our values – Do the Right Thing, Be Our Best Always, Be Open - Hearts, Minds, Arms.

In 2019, we embarked on a partnership with Making Treaty 7 Cultural Society - Mokinstsis and Gathering Spaces Today, to support two Indigenous artists in residency. They exhibited their thought-provoking works in the +15 galleries, while facilitating the creation of new works with artist consultation of Elders and Indigenous Knowledge Keepers. The result – powerful art and insight into how to address our role in truth and reconciliation, using this contemporary gathering space in a way that respects the original caretakers of this land.

We also saw the launch of our Amplify Cabarets, a series of cabaret style performances featuring artists that highlight inclusivity and diversity through artistic expression, comedy, and commentary. During our Black History Month cabaret entitled *We Gon Be Alright*, the curator – Mel Vee, brought together black women and queer black folks to give another perspective on Black History Month, from the viewpoint of people in our community whose voices are not heard often enough.

Arts Commons has a role to play in making the world a better, more just place for all. In the immediate, we are going to take the time needed to engage with our community partners, to educate ourselves as much as possible in order to learn what we are certain we do not know, and to thoughtfully consider how we can contribute to this necessary change. We will keep our community informed of our progress and our initiatives and hope our community will take this journey with us – a journey towards our vision of a “creative and compassionate society inspired through the arts”.

**5. What is one success story from 2019 that demonstrates how you worked in partnership with other community, private or public organizations to achieve shared results for Calgary and Calgarians?**

With all the fantastically talented musicians who come through our doors, we sometimes have the opportunity to connect these musicians with students for unique learning and mentorship interactions. When the legendary Bobby McFerrin came to perform as part of our TD Jazz series, one such opportunity came up. We partnered with CADME (Calgary Association for the Development of Music Education) for a special, sold out engagement of “circle-singing” with McFerrin, featuring young singers from our local high schools and universities. These young artists were beaming throughout and after the performance and many claimed the experience to be “life changing”.

**RESOURCES**

**6. Please estimate how The City’s operating funding was allocated in 2019. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.**

%	Advertising and promotion
5%	Programs or services
%	Office supplies and expenses
%	Professional and consulting fees
%	Staff compensation, development and training
%	Fund development
10%	Purchased supplies and assets
85%	Facility maintenance
%	Evaluation or Research
%	Other, please name:

**7. Did volunteers support your operations in 2019? If yes:**

<b>How many volunteers?</b>	<b>100</b>
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<b>Estimated total hours provided by volunteers:</b>	<b>1500</b>
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**8. What resources did your organization leverage to support operations in 2019?**

Arts Commons received an operating grant of \$2,480,000 from The City of Calgary to assist in the fulfillment of its mandate to care for the facility and to foster, present and promote the arts. Arts Commons leveraged The City's operating grant to generate an additional \$10,564,797 in ticket sales and other earned revenues; contributions from other levels of government; and community support through corporate sponsorship, foundation partnerships, and philanthropic gifts from corporations and individuals in support of Arts Commons' operations (ratio of 1:4).

**9. Using the chart below, please report your 2019 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off. *Please identify through BOLD font, 1-2 measures that are most significant and could be presented in a chart.***

	<b>Performance Measure Name</b>	<b>2017 results</b>	<b>2018 results</b>	<b>2019 results</b>	<b>What story does this measure tell about your work?</b>
<b>How much did you do?</b>	Use of Arts Commons' venues (Arts Learning Centre, Big Secret Theatre, Engineered Air Theatre, Jack Singer Concert Hall, Martha Cohen Theatre, Max Bell Theatre, Motel, and The Hub.	1,379 performances concerts or events held by 175 community organizations	1,510 performances concerts or events held by 179 community organizations	1,609 performances concerts or events held by 200 community organizations	Arts Commons is a key contributor to the social, economic, cultural, and intellectual life and wellbeing of Calgarians and visitors.
	Number of students engaged in arts education programming, including participation in the <i>National Geographic Live</i> Student Matinees Series, ConocoPhillips Canada Hub for Inspired Learning, One Day Arts School, and Artist-in-Residence.	10,158 students attended youth-oriented programs performances or events.	10,665 students attended youth-oriented programs performances or events.	10,229 students attended youth-oriented programs performances or events.	Arts Commons works collaboratively with the Calgary Board of Education and the Calgary Catholic School District to bring high-quality and immersive learning experiences to Calgary students and their teachers.
<b>How well did you do it?</b>	Revenue Generation as a result of venue monetization.	\$5,369,567	\$6,085,909	\$5,781,544	Arts Commons successfully monetizes the asset (venues) to

					support the economic resiliency and sustainability of the 560,665 square foot facility.
	Revenue generation from the public and private sectors in alignment with Arts Commons' operating priorities.	\$4,394,059	\$4,407,263	\$4,323,502	Arts Commons maintains meaningful relationships with the public and private sectors that support provision of programs and services by Arts Commons for the benefit of the community.
<b>How are Calgarians better off?</b>	<p>As a key contributor to the social, economic, cultural and intellectual life and well-being of Calgarians, the lives of hundreds of thousands are enriched having benefited from the artistic, education, and community engagement programs produced and presented annually at Arts Commons:</p> <ul style="list-style-type: none"> <li>Arts Commons worked with several of Calgary's equity-seeking communities to build trust and meaningful relationships that help strengthen our community.</li> <li>During 2019, Arts Commons Presents committed to and invested in a new stream of community and artist development, dedicated to traditionally underserved communities. The Amplify Cabaret series, including: <i>We Gon Be Alright</i> during Black History Month, <i>Love Notes &amp; Coffee</i>, and the <i>Sissy Fit Queer Cabaret</i>, are events curated by diverse artists at the edge of their practice. Bringing new perspectives, connections, and collaborations, these cabaret style performances were received with phenomenal enthusiasm by audience members who described them as 'spectacular' and 'incredible'.</li> <li><i>"The art performances were incredible, I was very moved, literally to tears."</i> Patron, Amplify Cabaret series.</li> <li>Arts Commons also partnered with several Indigenous communities, engaging a total of 29 Indigenous artists, and invested over \$45K in Indigenous arts, through education, visual arts, and community engagement programs.</li> <li>Arts Commons and the resident companies' annual operations resulted in annual expenditures of \$46.6M. Accounting for the direct, indirect and induced effects, the annual operations contributed \$55M in GDP, supported 686 jobs and generated \$35M in labour income.<sup>1</sup></li> <li><i>"We look forward to continuing our sponsorship of the National Geographic Live program from the perspectives of the quality, and especially the extraordinary success that Arts Commons continues to make with its student outreach program."</i> Explorers Circle, Engagement Sponsors</li> <li>In addition to bringing world renowned artists and award-winning productions to our stages, we continued to create accessible opportunities for our community by hosting free public events and providing complimentary tickets to those who would otherwise be unable to attend. During the 2018/19 Season, 372,284 tickets were purchased for performances at Arts Commons, and 13,353 people attended free of charge.</li> </ul>				

<sup>1</sup> Economic Contribution Study of Arts Commons, Deloitte, 2019

	<p><i>“Arts Commons does an amazing job of creating an experience...with them, you don’t just attend a show, you go out for an evening.” Arts Commons Presents Patron</i></p> <ul style="list-style-type: none"> <li>The arts are tied to mental wellness. Studies have found that engaging with the arts alleviates anxiety, depression, and stress<sup>2</sup>. The arts provide opportunities for people to come together in a setting that encourages personal interaction, promoting a sense of belonging and community. The arts also offer a safe environment to express or reflect on difficult emotions.</li> </ul> <p><i>“One student that has always struggled with regular school attendance due to high anxiety was engaged and cheerful each day with no physical pain. He actively participated throughout the entire week. Thank you for this.” Educator, Calgary Catholic School District</i></p>
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**10. Briefly describe how your key results in 2019 contributed to Council approved strategies (As applicable.) For example: Calgary in the new economy: An economic strategy for Calgary; Calgary Heritage Strategy; Climate Resiliency Strategy; Resilient Calgary; Enough for All poverty reduction strategy; Cultural Plan for Calgary; Downtown Strategy; Foundations for Hope: Calgary’s Corporate Affordable Housing Strategy; Open Spaces Plan; Recreation Master Plan; Sport for Life Policy.**

***Calgary in the new economy: An economic strategy for Calgary*** - The strategy is intended to align The City of Calgary, its civic partners, the private sector, educators, and other community stakeholders to achieve economic competitiveness while building long-term prosperity and a stronger community. To become the most livable city in Canada, we intend to expand and enhance tourism, cultural and recreational assets.

The existing facility has been enormously successful, but after 34 years, all major infrastructure is at the end (and beyond) of its life.

In partnership with the resident companies, Arts Commons has been in discussions with all three levels of government about the Arts Commons Transformation (ACT) project for almost 12 years. ACT will both expand capacity in an adjoining new building and renew the existing facility, not only bringing it up to today’s standards, but developing a business model that positions us and our resident companies for economic sustainability.

This season, we hit some major milestones.

In December 2018, the provincial government announced that they would extend the Rivers District Community Revitalization Levy (CRL) for 20 years in order to fund major municipal infrastructure projects, including the BMO Expansion and ACT.

In March 2019, City Council approved the creation of the Arts Commons Advisory Committee (ACAC) tasked with advancing ACT.

In July 2019, Calgary Municipal Land Corporation (CMLC) completed their review of the ACT Functional Program and validated the original findings, confirming the order of magnitude project cost for Phase One of ACT.

In August 2019, at an event held at Arts Commons’ Jack Singer Concert Hall, the Honourable Kent Hehr announced the Government of Canada’s support of ACT by providing conditional approval of \$80M in funding for Phase One.

<sup>2</sup> <https://www.ucalgary.ca/news/brain-research-shows-arts-promote-mental-health>





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With these successes, our commitment to ACT is stronger than ever and we look forward to continuing our discussions with all three levels of government to move ACT forward in full alignment with Calgary's economic strategy entitled *Calgary in the New Economy*.

**Climate Resiliency Strategy - The Climate Resilience Strategy outlines The City's strategies and actions to:**

- **Reduce our contributions to climate change by improving energy management and reducing greenhouse gas emissions (climate change mitigation); and**
- **Respond to a changing climate by implementing risk management measures to reduce the impact of extreme weather events and climatic changes on infrastructure and services (climate change adaptation).**

Arts Commons installed a state-of-the-art humidification system – the first of its kind in Western Canada. This adiabatic ultrasonic humidification system uses purified water through a reverse osmosis deionization process, which eliminates the use of chemicals, reducing our environmental footprint and allowing us to simultaneously humidify the building.

To keep this air moving efficiently through the building, we replaced the eight variable frequency drives, and installed a further 13 drives. The new drives consume 70 per cent less energy by slowly ramping up the fans in the HVAC system, and modulating their speed and performance throughout the day and night.

**Resilient Calgary - Pillar 2: Inclusive Futures - The goal of this pillar is that Calgary institutions (including public, private, not for profit, etc.) have trusted and informed relationships with Calgary's equity-seeking communities.**

Arts Commons is a shared space for all members of our community to come together to share different viewpoints, experience a variety of art forms, and have impactful experiences.

Continuing our partnership with Action Dignity and the Philippine Festival Council of Alberta (PFCA), Arts Commons Presents hosted the monthly, multi-day Youth Empowerment Program workshops, which provides Filipino-Canadian youth an opportunity to develop their personal, social, and professional skills. These workshops are ongoing and inspire and empower youth to be more active, lead, and contribute positively to the community.

A very different set of connections was made during National Indigenous Peoples Day. In the spirit of participation and understanding, Arts Commons invited dancers from throughout Treaty 7 territory to come and perform. Completely led by Indigenous Peoples, the event also featured Cree, Ojibway, and Metis artist Chantal Chagnon, who hosted a three-day drum workshop. Said Chagnon, "*You learn so much not only about the culture, not only about the history, but also about yourself.*" Other artists included Anders Hunter, lead singer for Eya-Hey Nakoda; Richard Sparvier, programmer and emcee for the Pow Wow; and Shirly Hill, Indigenous Dance and Workshop lead.

**Cultural Plan for Calgary - The Cultural Plan for Calgary is a roadmap for the planning and use of cultural resources to strengthen our economy and improve the quality of life for our residents.**

From show stopping dance numbers to heart-wrenching personal drama to a real-life Disney princess, Arts Commons had it all.

Alberta Theatre Projects swept up the crowd with the fun, relatable, and inspiring story of a group of unlikely athletes who face off against local prejudice in *The New Canadian Curling Club*. A review in the Calgary Herald described the experience as "*so exciting and rewarding to hear so much spontaneous, heartfelt laughter*", and the full house each night proved it to be a fan favourite.



## CALGARY CENTRE FOR PERFORMING ARTS (ARTS COMMONS) Civic Partner 2019 Annual Report

The Arts Commons Presents audience was blown away by both the music and the confetti cannons during OK Go's science experiment meshed with musical innovation gone wild. The quirky and experimental band performed an off-the wall, multi-media arts and science mashup to an enthusiastic and sold out crowd

The Calgary Philharmonic Orchestra beautifully collaborated with the likes of Inuit Throat Singer Tanya Tagaq, Canadian singer-songwriter Hawksley Workman, and Celtic-Canadian powerhouse Heather Rankin. Of their entire season, however, *Provocative: Percussion + Tchaikovsky* definitely stood out. The evening, led by Principal Percussionist Josh Jones, featured an incredible 31 percussion instruments on the stage. But the most inspiring aspect of the performance was the fact that Jones had only three months prior undergone surgery for cancer and was returning to give attendees a triumphant concert performance.

Downstage continued to impress and provoke rich discussion with their innovative, heart-warming, and thoughtful productions including the World Premiere presentation of *Smoke* by Alberta playwright Elena Belyea. Tackling the emotional issue of assault within a romantic relationship, *Smoke* featured the main couple portraying both an opposite-sex and same-sex couple on alternate nights.

One Yellow Rabbit's High Performance Rodeo kept us warm in January, with a line-up of exceptional and thoroughly unexpected works to keep us energized and engaged. Shane Koyczan, who stole hearts at the opening ceremonies of the 2010 Winter Olympics in Vancouver, and had his poem To This Day go viral on YouTube in 2013, filled the Jack Singer Concert Hall as the HPR headliner, and the exceptionally unique COW LOVE by La Société Protectrice de Petites Idées impressed audiences with a performance full of fresh humour and virtuosic style.

Theatre Calgary's production of *Billy Elliot The Musical* was an inspiring and moving tale reminding us to pursue our dreams with pride and determination. Choreographed by former Alberta Ballet principal dancer Yukichi Hattori and directed by Artistic Director, Stafford Arima, this Tony Award-winning musical featured some of the best and brightest of Calgary's dance community

***Downtown Strategy* - Downtown is the economic and cultural heart of Calgary, and when our Downtown thrives, so does the rest of the city. It's vitally important for The City and the community to invest its support in planning and creating a livable, thriving and caring core. To help support Calgary's economic recovery, we've created a downtown strategy that brings together our civic and community partners through coordinated and collaborative work. We are committed to making life better every day for citizens, customers, residents and businesses through our focus on the following four pillars.**

Arts Commons, located in the heart of downtown Calgary, offers beautiful and purposeful venues for every kind of event, from weddings to corporate retreats, and concerts to graduations. This season, our venues were filled by the resident companies and 200 community organizations looking for the perfect space to host their event, in a central location with a variety of amenities and access points nearby.

We are always thrilled to host a diverse array of events in our spaces. This season was no exception, with a wide variety of events, including: 6 Degrees Calgary, which gathered a panel of local changemakers along with the Institute for Canadian Citizenship Co-Chairs to discuss how communities and societies can be more resilient, inclusive, and cohesive; Crescendo, a one-of-a-kind musical event that included awesome light projections, amazing performances, and inspiring stories shared in order to raise funds for the Alberta Children's Hospital Foundation; the awe inspiring Chris Hadfield, who celebrated the 50<sup>th</sup> anniversary of the Apollo 11 moon landing; the uproarious and unapologetic Hater's Roast, which featured the best in drag performers; the hilarious John Cleese, who shared his humorous

insights on life; and YouTube sensation, Scott Bradlee's Post Modern Jukebox, who had the audience dancing in the aisles.

Arts Commons continued to support our community through sponsorship of popular events such as the Top 40 Under 40 gala, which honoured: Col Cseke, a former ensemble member of resident company, Downstage, and the current Artistic Director of Inside Out Theatre, for his work in making theatre more accessible for artists and audience members with disabilities; and artist, author, musician, and Assistant Professor, Vivek Shraya, who graced the cover of the last issue of our Arts Commons Magazine and was featured in our +15 Soundscape with her brother, Shamik Bilgi, who is also her artistic partner in the musical group Too Attached.

Sadly, we still had to turn hundreds of events away due to limited space and availability and we look forward to when our Arts Commons Transformation (ACT) project becomes a reality, increasing our available space and securing a more sustainable future for Arts.

**11. Did your organization receive any awards or recognition in 2019 that you want to highlight?**

Arts Commons did not receive any awards in 2019.

**12. CAPITAL AND ASSET MANAGEMENT (for Civic Partners managing City-owned assets)**

**Asset:** Arts Commons (Plan A Calgary - Block 61 - Lots 8 to 16 and 21 to 40)

**a) Provide a summary of your organization's 2019 capital work, including specific lifecycle/maintenance projects or new capital projects.**

Apart from what you see on stage, the singers, the actors, the sets and costumes, there is so much more that you do not see at Arts Commons. From the air circulation systems that keep the theatres cool or warm, humid or dry, to the flooring under your feet as you walk to your seat, it all has a purpose, and a lifespan.

One of the most significant projects we embarked on in the 2018/19 Season was to assess and replace many of the air systems and supporting system hardware in the building including the HVAC (Heating, Ventilation, Air Conditioning) system and building automation system. This complex automation system tracks all the heating, cooling, humidification, and air return systems in the building. Not only has the new system made for huge energy savings, but it also allows us to detect problems in the system before they become major issues.

The HVAC system in Arts Commons is over 30 years old, and tied in with the replacement of the building automation system was the complete replacement of the air distribution systems for the Engineered Air Theatre, Max Bell and Martha Cohen Rehearsal Halls, and the Founders Room (adjacent to the Jack Singer Concert Hall lobby). Hundreds of feet of ducting had to be torn out and replaced to allow for even distribution of air circulation in these spaces. Now both patrons and artists can breathe easier and be more comfortable.

When it comes to visible changes, the Max Bell and Jack Singer Concert Hall lobbies both received a much-needed carpet replacement and the Martha Cohen Theatre received a new wheelchair lift, providing accessibility to all levels of the lobby. The Jack Singer Concert Hall also received new acoustic banners throughout the hall and backstage area, both improving the sound quality in the hall and the appearance of the previous threadbare banners. The Jack Singer Concert Hall hoists were replaced as well. The four hoists had reached their end of life long ago and two of the hoists had previously been disassembled and used for parts to keep the remaining two hoists operational.





## CALGARY CENTRE FOR PERFORMING ARTS (ARTS COMMONS) Civic Partner 2019 Annual Report

All these improvements are just a small glimpse into the moving parts of what goes on behind-the-scenes in the hardworking Arts Commons building.

### **b) What funding did your organization leverage to support capital activities in 2019?**

In addition to the grant of \$1,556,250.00 provided by The City of Calgary through Civic Partner Infrastructure Grant Program (CPIGP), Arts Commons invested \$1,261,169.00 through the Capital Replacement Fund (CRF).

## **COVID-19 UPDATE**

### **13. Briefly describe the key impacts of COVID-19 on your operations to date.**

This unprecedented global health crisis has negatively impacted the wellbeing of all of us, ravaged our economy, and created a way of life that has each of us in various stages of adjustment.

Our decision-making throughout this extraordinary public health emergency has been guided by our values.

Recognizing Arts Commons has an important role to play in limiting the spread of COVID-19, we have adhered to all directives issued by the Government of Alberta. We closed all venues on March 12, 2020, and subsequently closed the 560,000 square foot facility on March 23, 2020 - vowing to resume operations only when it is safe to do so.

In addition to the enriching our lives, the arts are an economic driver and are essential to economic recovery. Prior to the pandemic, in Calgary alone, arts organizations contributed \$128 million to Alberta's GDP, supported almost 1,750 full-time-equivalent jobs, and generated an estimated \$18.7 million in revenues that were contributed directly to the Alberta government.<sup>3</sup>

Arts and culture institutions are particularly vulnerable as the bulk of our revenue generating capacity has been shut down to reduce the spread of the virus. Arts Commons' revenue losses for the period of March to August 2020 are significant - \$3.2 million or 57% of our forecasted revenues.

We plan for a future with all the resident companies (Alberta Theatre Projects, Arts Commons Presents, Calgary Philharmonic Orchestra, Downstage, One Yellow Rabbit and Theatre Calgary) continuing to do amazing work in Arts Commons. In an effort to ensure that they remain viable and survive the pandemic, we took the decision to waive \$487,057 in their venue occupancy fees through to August 2020, and we continue to work with them to navigate a very uncertain 2020/21 Season.

The magnitude of the financial impact that the COVID-19 crisis and physical distancing directives have had on arts organizations of all sizes and individual artists is staggering. Overnight revenues from ticket sales due to cancelled programming, school bookings, venue rentals, and special events were lost, and the countless event cancellations have also translated into lost income for artists, musicians, and cultural workers.

With the assistance of a grant of \$20,000 from the Rozsa Foundation, and \$27,355 donated to Arts Commons by 190 ticket buyers who took the decision to donate the value of their tickets to cancelled performances due to the pandemic, Arts Commons was able to pay all Alberta-based artists for services, rendered or not, through to the end of the 2019/20 Season. One impacted artist wrote, *"I cannot thank Arts Commons, their public funders and all the donors who have chosen*

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<sup>3</sup> Economic Impact Assessment of the Annual Operations of Calgary Arts Organizations, KPMG, 2018 & Economic Contribution Study of Arts Commons, Deloitte, 2019

*to support artists during this unprecedented and difficult time. This pandemic has been incredibly challenging on artists because many of us rely on multiple sources of income with little to no benefits. This touches my heart so much.”*

Like many other organizations, one of our largest expense lines are people – about 45% of our budget each year. In March 2020, we took the necessary decision to lay off most of our casual staff and provided one additional week of pay. With the generous support of our Board, we were also able to create a Hardship Response Fund, through which we’ve been able to provide casual employees with unlimited access to our Employee and Family Assistance Program (EFAP) that will provide them with free, confidential services on a wide range of topics such as health and wellness, financial planning, elder care, parenting, mental health wellness, and counselling.

As the closure of our building continues, we want to ensure our casual employees know that we are thinking of them and miss seeing them in our venues. In June, our management team wrote the first of a series of personal cards to those employees and enclosed a gift card for groceries to help support them during this difficult time.

The response from this initiative has been heartwarming. Here is one of many messages we have received in response to the initiative:

*I thank you all for your genuine love, care and kindly concern, in different ways, for everyone who are connected with Arts Commons, especially for employees like myself. To let us know we matter and are not forgotten is over and above the responsibilities of the employer during this COVID-19 pandemic, so thank you once again. Thank you also for the enclosed gift card, which is so unexpected but received with a grateful heart!*

*I also miss my community of extended family – stay safe, healthy and happy.*

We will continue to monitor the wellbeing of our casual employees, and because of the Board’s generosity, we are grateful to be able to lend a helping hand.

For our salaried staff, we did not want to make any quick decisions out of fear, decisions that would negatively impact staff or their families. Because despite all that is going on in the world, we do have a future and it is a strong and bright one.

The program that has been a bright light in the darkness, is the Canada Emergency Wage Subsidy (CEWS). This program provided Arts Commons with the necessary support to keep our salaried staff employed, most working from home, and focused on ensuring we are able to resume delivery of our artistic, educational, and community engagement programs, once the authorities deem that we’re able to do so safely.

It is not a matter of ‘if’ we come back, but ‘when’. When that day comes, we will need to be a huge part of healing society through community building and providing shared experiences. When we look back a year or two from now, we need to be able to say that we were able to use this time to stay focused on the right priorities, helping keep our community and people safe, and preparing for a future that will need the arts more than ever.

#### **14. What operational efficiencies did you implement to address the impact of COVID-19 up to September 1, 2020?**

We undertook a very robust process of analyzing expenses to find ways of cutting as many expenses as possible, including:

- direct costs (those linked to the generation of our earned revenues)

- reaching out to our vendors to pull back on services we no longer require
- eliminating everything but essential maintenance
- upon closure of the building to the public we have moved to emergency lighting and limited air flow where possible to save on utilities
- eliminating equipment purchases and administrative costs

**15. Were there any program or service changes made during the response to COVID-19 that you plan to integrate into longer term operations? For example, shifting some programming online, or modifications to your delivery model or operations.**

While Arts Commons continues to remain closed, our facilities and production teams have been hard at work with summer maintenance and critical life-cycle projects. Arts Commons was able to pivot quickly when COVID-19 first hit, and capital projects that were originally slated to take place in July and August began in April; most notably the replacement of stage lighting and audio systems with state-of-the-art technology in the Jack Singer Concert Hall, numerous venue and stage improvements are also being tackled. The arrival of new equipment has also allowed us to relocate audio gear to the Engineered Air Theatre and the Martha Cohen Theatre, providing significant upgrades to their inventories.

In response to an increased hunger for in-person arts experiences, on July 22<sup>nd</sup>, Arts Commons launched **ArtsXpeditions**, a series of free, outdoor performances for Calgarians of all ages. By announcing the location and time of these pop-up concerts an hour before start-time on our social media channels, we help prevent unsafe crowds by ensuring that the only people attending are those who were already in close proximity to the performance. Once there, our staff ensures that artists and audience members keep a safe physical distance while enjoying the performance. ArtsXpeditions is also providing much needed engagement and income to our local artist community, many of whom have been facing financial hardships since live performances were banned due to COVID-19.

**COVID-19 Service and Impact Demand Update**  
**Reporting for September 2020**

The following information is collected to align with City of Calgary report to Council on the current impact of COVID-19 on delivery of services and programs and may be shared with Council separately from the previous Civic Partner Annual Report Template content.

**Service Impact**

Please choose the one option below that best describes the impact of COVID-19 on your programs or service in the month of September 2020.

<input type="checkbox"/>	<b>Negligible</b>	Minimal to no impact on service. Service is currently operating close to normal.
<input type="checkbox"/>	<b>Minor</b>	Continuing to provide programs and services but some coping strategies required – able to be addressed with existing strategies and resources.
<input type="checkbox"/>	<b>Moderate</b>	Some challenges on ability to achieve objectives. Some delay. Some aspects of the programs or service are only being met in part.
<input type="checkbox"/>	<b>Significant</b>	Difficulties to achieve objectives. Delays or notable aspects of objectives not completed. Falling well-short of normal operations.



## CALGARY CENTRE FOR PERFORMING ARTS (ARTS COMMONS) Civic Partner 2019 Annual Report

<input checked="" type="checkbox"/>	<b>Severe</b>	Unable to meet normal objectives due to serious extended disruption. (e.g. full facility closure, major decrease in users)
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### **Service Impact Narrative:**

**Please briefly describe the impact of COVID-19 on your service for the month of September. You may want to include any major issues/events you experienced.**

Though we are working towards a resumption of operations during 2020/21 Season, there is still a great deal of uncertainty, and realistically we do not expect operations to return to normal for some time yet. Research points to the arts and culture sector being one of the last to resume, thus taking longer to recover. Many arts organizations have needed to cancel their summer festivals and some performing arts organizations have decided to forgo their 2020/21 Season in their entirety, or at least delay them until 2021. This is not only because of the uncertainty around how to manage reopening safely, but also because of the reduced capacity that would be required for physical distancing, making reopening unviable from a financial perspective.

While the loss of a portion of the 2019/20 Season, and now a portion of the 2020/21 Season, is proving to be difficult for many of us, we're grateful for the opportunity to start thinking about reopening when it's safe to do so. We recognize the essential role that the arts will play in rebuilding our community and celebrating Calgary's resilience.

The arts are also tied to mental wellness. Studies have found that engaging with the arts alleviates anxiety, depression, and stress. The arts provide opportunities for people to come together in a setting that encourages personal interaction, promoting a sense of belonging and community. The arts also offer a safe environment to express or reflect on difficult emotions. If there was ever a time that we needed to leverage all that we have at our disposal to ensure the wellbeing of our communities, the time would be now.

Our main priority throughout this process continues to be the health and wellbeing of our community, our staff members and volunteers, and the artists we are privileged to welcome on our stages.

While there is still a great deal of uncertainty on what the future entails, "Business as Usual" is now "Business Unusual" and we will have to be incredibly diligent to ensure we have appropriate plans and the right capacity to move forward in a fiscally responsible manner. Of course, all while striving to taking care of our people and helping our community heal through the arts.

As COVID-19 continues to evolve and impact our day-to-day lives, we also want to extend our gratitude to The City of Calgary for remaining committed to the success of Canada, our province, The City, and Calgary's artistic community.

### **Current Demand for Service:**

**At this point in time, based on what you know right now, what is your best estimate of the current demand for your service compared to typical demand?**

<input type="checkbox"/>	Demand is steady, largely business as usual.
<input type="checkbox"/>	Demand has increased notably.
<input checked="" type="checkbox"/>	Demand has decreased notably.

### **Service Demand Narrative:**



**CALGARY CENTRE FOR PERFORMING ARTS (ARTS COMMONS)**  
**Civic Partner 2019 Annual Report**

**Please provide a supporting narrative that describes how COVID-19 has impacted the demand on your programs or services for September 2020. This may include any new program or service impacts that your organization has faced in the past month.**

Arts Commons will remain closed throughout September 2020. Arts Commons, in partnership with the resident companies, are in discussions to determine how and when we can resume operations later this season while adhering to Alberta Health Services (AHS) guidelines.



## CIVIC PARTNER 2019 ANNUAL REPORT SNAPSHOT: CALGARY ARTS DEVELOPMENT AUTHORITY LTD.

### CALGARY ARTS DEVELOPMENT AUTHORITY (CADA)

**Vision:** A creative, connected Calgary through the arts.

**Mission:** Calgary Arts Development supports and strengthens the arts to benefit all Calgarians.

**One Calgary Line of Service: Arts and Culture**

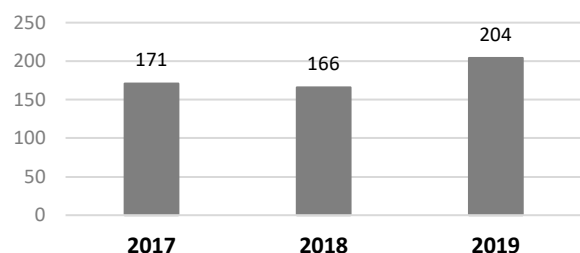
### 2019 City Investment

Operating Grant: \$12,040,000

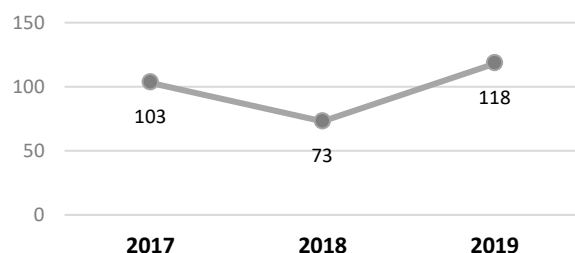
City owned asset? No

### How did they do in 2019?

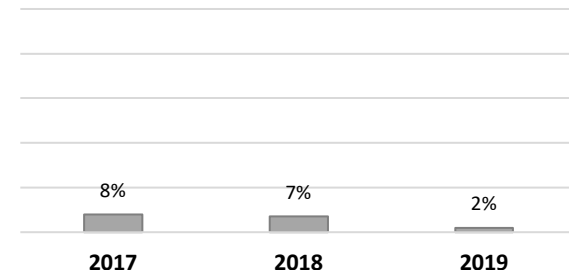
#### Arts Organizations Receiving Investments



#### Individual Artists Receiving Investment



#### Leveraging The City's Investment



### The story behind the numbers

- Implemented a grant increase to organizations who had received stagnant operating grants for years and invested in more organizations, which fosters a more resilient and sustainable arts sector.
- Individual artists contribute to the vibrancy of our city and give Calgarians opportunities for high-quality artistic experiences.
- While money raised remained consistent, a larger 2019 budget caused the overall percentage to drop. We are working on new strategies to increase the amount of non-City funding to the sector.

### Current state 2020: COVID-19 impact

- Based on information from the sector, re-directed funds to a Short Term Relief Fund and invested \$1.3M in 51 organizations and 170 artists and implemented a Digital Fund in partnership with the Rozsa Foundation and Calgary Foundation.
- Distributing \$2M in Council-approved Emergency Resiliency Funds through a Recovery Fund and Resiliency Fund.
- Sought to understand and respond to sector needs, acted as an information hub, increased communication, supported research, and collaborated with others to support local, and help Calgarians find safe ways to enjoy the things they love to do.
- Cancelled events including the Mayor's Lunch for Arts Champions, Aisinna'kiiks dinner and dialogue series, and OPIP Showcase.

**Service impact:** Moderate

**Current demand for service:** Demand has increased notably.



## CALGARY ARTS DEVELOPMENT AUTHORITY LTD. Civic Partner 2019 Annual Report

**Organizational Structure:** City of Calgary Wholly Owned Subsidiary, Part 9 Company

**Fiscal Year:** December 31, 2019

**Related Subsidiaries or Foundations:** cSpace Projects (CADA = 99% shareholder) and Calgary Arts Foundation (related Foundation with no CADA ownership stake)

**City 2019 Operating Grant:** \$12,040,000

### STRUCTURE

#### 1. Vision, Mission and Mandate:

**Vision:** A creative, connected Calgary through the arts.

**Mission:** Calgary Arts Development supports and strengthens the arts to benefit all Calgarians.

We believe that art infusing the lives of Calgarians has the power to build our city. This belief forms the basis of our Strategic Framework. Our framework is also guided by *Living a Creative Life: An Arts Development Strategy for Calgary*, which has been supported by City Council. *Living a Creative Life's* overarching vision: Calgary is a place that empowers every resident to live a creative life, fueling a vital, prosperous and connected city. Our north star is to embed arts and culture into Calgary's DNA.

**Mandate:** We invest and allocate municipal funding for the arts provided by The City of Calgary and leverage these funds to provide additional resources to the arts sector. Our programs support hundreds of arts organizations, individual artists, artist collectives and ad hoc groups in Calgary.

Calgary Arts Development strives to increase and use our resources wisely, foster collaborative relationships and make the arts integral to the lives of Calgarians. We are a connector, facilitator, collaborator, champion, supporter, amplifier, investor, catalyst and opportunity-maker.

**Equity, diversity, inclusion, and accessibility** are core values at Calgary Arts Development. We honour these values by following three principles: nothing about us without us, one size fits one, and creating a virtuous cycle. We strive to embed these principles in all that we do, including our hiring practices, grant assessment programs, research, engagement, and communications. Understanding this is an ongoing process, we are on a continuous learning path that informs our decisions and actions.

### 2019 RESULTS

#### 2. What key results did your organization achieve in 2019 that contributed to one or more of the One Calgary Citizen Priorities? (*A Prosperous City, A City of Safe & Inspiring Neighbourhoods, A Healthy and Green City, A Well Run City*)

Calgary Arts Development's 2019-2022 Strategic Framework is centred around two strategic priorities and seven focus areas:

**Strategic Priority 1: Fostering a sustainable and resilient arts sector** through four focus areas: Grant Investment  
Arts Development  
Knowledge, Impact and Accountability





## CALGARY ARTS DEVELOPMENT AUTHORITY LTD. Civic Partner 2019 Annual Report

### Awareness and Connection

#### **Strategic Priority 2: Arts-led city-building** through three focus areas

Vibrant Downtown

Everyday Creativity

Creative Economy

Throughout the year we use a number of tactics and indicators to ensure we are moving forward on each of our priorities and that our plan aligns with the plans of other city-building organizations as well as The City's Action Plan.

#### **Key Results – A Prosperous City**

- Calgary Arts Development invests a minimum of 75% of what we receive from The City into the arts sector. With a grant increase from \$6.4M in 2018 to \$12.04M in 2019, **we were able to disburse 81% of The City's grant in 2019**. This translated into \$9.8M invested in hundreds of arts organizations, art collectives, artists, and art projects in Calgary—a **102% increase over the 2018 total** of \$4.8M.
- The majority of the money we distribute to the sector is through our operating grant program (74% of total granted dollars), which generates economic activity both by the artists and arts organizations we invest in and the public who participate in the arts (ie. dinner, parking, babysitters, etc.). **The \$7M Invested through the operating grant program generated \$131M in direct economic output** by the 169 organizations that received operating grants in 2019. In 2019, 17 new organization who had not previously received operating dollars were funded.
- **More jobs were created with more artists and arts workers finding paid work in Calgary.** The investment from The City supported 885 total full-time equivalent jobs (a 24% increase over 2018), and 9,820 artists hired (a 15% increase over 2018).
- In addition to the operating grant program, we **invested \$247,244 to 17 organizations and \$530,009 to individual artists and collectives through our Project Grant Programs**. Projects include research, development, curation, exhibition, production or creation of work in any art form. Projects exemplify what our artistic community has to offer and ensures citizens of Calgary continue to have access to meaningful, high-quality artistic experiences. Equity, diversity, inclusion, and accessibility are given intentional consideration.
- The **Individual Artist Program** was a new program in 2019—an experiment that **supported the overall practice of 10 artists rather than focusing on a distinct project**. The intent was to remove financial barriers for artists to dedicate time, resources, and energy on their daily artistic practice and to create the conditions necessary for the artist to create meaningful artistic work, experiences, and relationships within Calgary. There were 205 eligible applicants for this program and we were able to award a \$30,000 grant to 10 artists for a total of \$300,000.
- **ArtShare addresses the unique needs and contexts of artists and arts organizations who self-identify as equity-seeking who have experienced a variety of barriers to access to**

**traditional grant funding streams.** The ArtShare program is both an equity initiative and a learning tool as we consider how we might make our programs more accessible and inclusive and to inform a more holistic vision of what community, art, and culture look like through a one-size-fits-one process. We invested \$414,745 in 33 artists or art projects through the ArtShare program.

- **The Original Peoples Investment Program (OPIP) is a landmark granting initiative that supports the preservation and revitalization of First Nations/Métis/ Inuit (FNMI) art** through arts-based projects and activities. Developed and led by an advisory committee comprising artists, community members, Elders, and Knowledge Keepers from the Blackfoot, Tsuut'ina, Stoney Nakoda, and Métis Nations in Calgary Mohkintsis region, \$389,442 was invested in 41 FNMI artists and projects through OPIP.
- In 2019 we experimented with a new **cultural activation fund to connect to economic and tourism indicators and outcomes including activating the downtown core.** Through this fund \$664K was invested in 18 projects. A few examples include the *Off-Country Festival* on Music Mile and *Homegrown Country* exhibition at the National Music Centre both as part of the Canadian Country Music Awards; the Stage Hand *Live and Unexpected* music series; the *Big Winter Classic*; and *Glow Festival*, among others.
- Calgary Arts Development maintained **strong strategic partnerships** with many partners such as Calgary Economic Development, Tourism Calgary, the Calgary Chamber, Downtown Calgary, MRU's Institute for Community Prosperity through the Trico Changemakers Studio, the Calgary Foundation, and many others to align strategies toward a shared prosperity agenda.
- Each year Calgary Arts Development is invited to participate in a variety of conversations, panel presentations, and partnerships concerning **how the arts and artists can support a diversified economy and shared prosperity.** Some of the key activities in 2019 included the following:
  - Support of the work of Calgary Economic Development who commissioned a report by the Conference Board of Canada on **Calgary's Creative Industries Economic and Strategic Impact.** Calgary was benchmarked against 11 other Canadian cities on five creative industry indicators—employment, revenues, GDP, labour income and labour productivity. Although Calgary has a smaller share of creative businesses compared to other large Canadian cities, we ranked better in terms of creative businesses per capita and average annual growth in creative workers. Creative industries also generate additional economic benefits as a key ingredient in quality of life and tourism. A vibrant creative industries sector attracts talent, companies, and business investment to Calgary.
  - A partnership with Mount Royal University (MRU) supported **a class on civic innovation called Vivacity**, which included students from MRU, U of C, and Ambrose University. The course, taught by Dr. Catherine Pearl, took place at the New Central Library, and explored how the arts can add vitality to Calgary's downtown core and how we can contribute to creating a vibrant and sustainable creative and cultural economy. A key assignment was to examine exemplar cities anywhere in the world who have developed their creative and cultural economy, its role, and contribution to city-building and citizen engagement. Their final report can be found on the [CADA website](#).

- Support for artists to participate at the **2019 Inventure\$ Conference**, including MakeFashion, a local maker group that has become known internationally for their innovations in wearable technology. Funding supported their project *The Future Reimagined through Art, Tech & Fashion*.
- Support of the **Soul of the Next Economy** forum at Ambrose University, whose theme was *Finding Opportunities in Uncertain Times*. Our support ensured that artists were involved in planning, presenting at, attending, and activating the forum.
- The **Mayor's Lunch for Arts Champions** took place on March 13, 2019 with a sold-out crowd of 650 business leaders, artists, arts workers, and volunteers. At the luncheon, the Mayor encourages people to support the arts by attending, promoting or investing.
- Calgary Arts Development sponsored artists to help animate **First Flip**, one of the first public engagement events that kicks off Stampede, with Downtown Calgary, Tourism Calgary, Calgary Economic Development, TELUS Convention Centre and other city builders.
- Calgary Arts Development also partnered with Tourism Calgary for the **White Hat Awards**, helping animate the event through music programming.
- We conducted a number of **capacity building workshops** to help artists develop stronger business skills: 1) A workshop by ATB The Branch for Arts and Culture for grantees on taxes for artist grants; 2) a workshop with Dancers Transition Resource Centre on financial literacy for artists; 3) CADA grant writing workshops hosted by the Calgary Songsmiths, CARFAC Alberta, and Elephant Artist Relief.

## **Key Results – A city of inspiring neighbourhoods**

- Calgary Arts Development supports **artistic activity that adds to neighbourhood vibrancy in all wards of the city**, for all ages, in a multiplicity of facilities including schools, community halls, bars, multi-purpose and purpose-built venues, indoors and outdoors. Calgary Arts Development continues to collect data from grant investees about where they create and present their work, and where their audiences and volunteers come from. Ward maps of arts activities are shared with City Councillors each year.
- Arts make connections and contribute to a sense of belonging. The **total number of public events** presented by CADA-funded organizations was 22,949 with 51% of those activities happening in City Centre, for a total attendance of 3,184,474.
- **More than 25,000 people volunteered** for funded arts organizations contributing more than 566,000 volunteer hours of service.
- Of the total number of public events, there were **9,118 activities for youth** with **total attendance of 346,104** which represented a 2% increase over 2018. Even though it is a small increase, it is significant in that it was the first time youth engagement went up in a long time – youth attendance had been in decline since 2013.

- The arts build bridges, challenge stereotypes, increase understanding, empathy and resilience. They provide ways to celebrate our diversity advantage, participate in civic life, and create a sense of belonging. There were significantly **more activities engaging multicultural and Indigenous communities** in 2019 including 4,743 activities engaging multicultural communities (a 46% growth over 2018) and 1,256 events engaging Indigenous communities (a 10% increase over 2018).
- Calgary Arts Development continued its Reconciliation and Right Relations journey in 2019 with a new iteration of the dinner series **Aisinna'kiiks** that brought together those who have been on this land longest with those who are newcomers to Calgary. Our first dinner took place on December 4 at Lester B. Pearson High School with more than 90 guests participating in conversations about reconciliation and right relations. 11 artists were commissioned to participate in the dinner series, which includes creating an artistic response that will be presented back to the group at a later date.
- Calgary Arts Development board and staff members joined Calgary Foundation and Fort Calgary for an **Active Reconciliation** workshop in Banff led by Elders, Knowledge Keepers, and facilitators. We also participated in a camping retreat at Writing-on-Stone Provincial Park hosted by Blackfoot Elder Randy Bottle (Saa'kokoto).
- *Living a Creative Life*, Calgary's arts development strategy, celebrated its fifth anniversary in 2019. The strategy encourages **everyday creativity** for all Calgarians, and at the end of 2019 there were 180 signatories to the *Living a Creative Life* strategy. In 2019 we partnered with Stormy Lake Consulting who led a community consultation that took place at Fort Calgary. The outcome of the dialogue was the articulation that *art reduces isolation* and *art = belonging*.
- Accessible, appropriate arts spaces play a huge role in increasing vibrancy throughout Calgary and we would like to ensure that neighbourhoods throughout the city are infused with creativity through **accessible and vibrant spaces**. One way to ensure more access to arts experiences is through short-term interventions near places where Calgarians live, work, shop, and play. Beginning in 2019, the City made it easier to create short-term spaces all across Calgary including artist studios, retail uses, and events. Arts organizations like Market Collective helped pave the way for this innovative amendment to the City Land Use Bylaw. Calgary Arts Development created two fieldnotes to guide would-be renters and building owners on how to harness this new opportunity for pop-up spaces.
- [SpaceFinder Alberta](#) had more than 1,475 venues listed by the end of 2019, most of them in Calgary, spread throughout the city. Out of 26 communities across North America, SpaceFinder Alberta has seen the most annual growth in number of listings per capita. Following New York City, Alberta is the second largest instance with the most space listings. Sadly, in 2020 Fractured Atlas—the US company that created SpaceFinder—announced that it was no longer supporting the program. CADA is seeking a new alternative to replace what has become an important space-matching program.

- To investigate opportunities to create new spaces for arts and culture, Calgary Arts Development provide **input to strategic plans and policies around arts spaces** throughout 2019 including the amendment to the Land Use Bylaw for pop-ups and interim uses, the Downtown Strategy, the City-led engagement for the *Future of Stephen Avenue: Public Realm Plan* and the Symons Valley Centre. We also provided input to senior planning staff on the draft *Guidebook for Great Communities* and on the inaction by the development community on cultural space density incentives in Calgary.
- Calgary Arts Development continues to participate on the **Fine Arts Advisory for Calgary Board of Education** to gain a better understanding of what arts organizations are doing in schools and what schools are doing to ensure young people have the greatest access to arts experiences and learning. We also have meaningful interactions with the Calgary Catholic School Board, U of C, MRU, AUArts, SAIT, Bow Valley College, and Ambrose University.
- **cSPACE King Edward** continues to contribute to the vitality of the Marda Loop neighbourhood. It has been 100% leased out since opening day and in 2019 averaged 4,500 weekly visits to the facility. Fully occupied with over 35 tenants ranging from individual artists and collectives to non-profit organizations, the space has become a vibrant community hub. A weekly Farmers and Makers Market, childcare facilities, and a café add to the success of this community space. The historic hallways were transformed into gallery and event space that supports many artist exhibitions and community gatherings. A Poet's Walk was completed in 2019.
- Support of Buds Collective's **Northern Reflections Window Exhibition** turned Calgary into an interactive urban art-walk during the holiday season and gave Calgarians a chance to engage with amazing and unexpected immersive art experiences.
- Calgary Arts Development also hosted **a series of workshops** in the fall of 2019 designed to help venue owners, operators, and booking managers navigate the rental process. Sessions included *Best Practices for Managing Risk in Space Rentals*, *Space Rentals for Beginners*, and *Marketing your Space for Rental*.

### **Key Results – A healthy & green city**

Many arts organizations and especially festivals undertake strategies to ensure they are contributing to a healthy and green city.

Knowing that arts contribute to **well-being**, Calgary Arts Development has been building many partnerships in the community to find new ways the arts can be of service to the community and to ensure all Calgarians are able to live a creative life.

- In 2019 Patti Pon was invited to participate in a cross-sectoral **community action on mental health and addictions strategy session** encouraged by the City's participation in the Bloomberg Harvard City Leadership Initiative. It was great to have the arts represented at such a diverse discussion. This aligns with what has been proven many times over, that artists are powerful agents of change and can make a difference in solving some of our city's most serious problems.



- The **Cultural Leaders Legacy Artist Awards**, which are given out at the Mayor's Lunch for Arts Champions awarded two projects specifically focused on well-being: Vivek Shraya won the ATB Financial Healing Through the Arts Award for creating films, books, and songs that explore and interrogate the complex effects of racism, homophobia, and transphobia on mental and physical health. Samuel Obadero won the CCIS New Canadian Artist Award for his social advocacy in Calgary, and specifically his project *The Forgotten Ones*, which gave voice to marginalized groups in Calgary through powerful imagery.
- Through a partnership with the Trico Changemakers Studio at MRU, Calgary Arts Development supports the **Artist as Changemaker** program. In 2019 three groups of artist changemakers worked in community on projects to encourage a greater sense of well-being and belonging. A partnership with ActionDignity with artists Skye Louis and MelVeeX explored ways to address anti-racism, particularly among youth. A partnerships between Calgary on Purpose and artists Melanee Murray-Hunt and Tito Gomez explored how to create a shared story that transcends difference. And a partnership between Trico Homes and artists Barbara Amos and Sharon Stevens explored the idea of creative aging in place.

### **A well-run city**

Calgary Arts Development continues to be a research leader, knowledge hub and strategic advisor to City Council and works closely with the City of Calgary Arts & Culture Division to ensure we are supporting each other's work. To support a well-run city, Calgary Arts Development ensures that public funds for the arts are stewarded in the interest of the public good.

### **3. What quality improvement changes did you make, or operational efficiencies did you find in 2019?**

In our community investment team, we restructured the group to better serve the sector. Arts organizations and artists now know who their key contact is on the team. Additionally, to save time and paper, we transitioned to an electronic signature process for our agreements by using DocuSign. It allows us to track the receipt and return of the paperwork required

We made several improvements to make our website more accessible including adding an accessibility widget, ensuring we were using plain language, using alt tags, making design improvements for W3C compatibility, adding closed captioning, transcriptions, downloadable and accessible pdfs for grant programs, and improving search capabilities.

### **4. What program, service or initiative was most successful in 2019? What lessons learned from this experience can inform future work?**

Two specific programs, **OPIP** and **ArtShare**, demonstrated our commitment to Equity, Diversity, Inclusion, and Accessibility and helped get funds into the hands of equity-seeking folks who have not historically had the same access to public funds. These programs are much more equitable than traditional granting programs by recognizing that people don't all start from the same place and don't all see the world in the same way. The flexible funding application process is based on relationships and



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takes some of the burden off the grantees by offering ways to describe their work in a way that makes sense to them. It is a less standardized approach, yet with rigour and time spent on getting to know grant applicants and what they are trying to accomplish.

We have learned that there have been historical biases in our granting programs, such as the size of a grant correlating directly to how long an organization has been in the program. There have also been systemic exclusions such as processes and criteria that favour some communities and not others. The increase to our budget presented us with the opportunity to adjust programs in order to create a more fair and equitable competitive context with fewer barriers to accessing the funds. The two programs mentioned – OPIP and ArtShare – have begun to address some of the challenges, biases, and barriers inherent to the operational funding model as well as recognizing the broad diversity and contexts of artists, collectives, and arts organizations. These programs created an opportunity for dialogue, learning and conversations with the arts sector about how a grant investments could best support their needs. We will continue to work to remove barriers and address inequities and power dynamics throughout the current four-year strategic framework in order to ensure the system is accessible and works for everyone. The goal of our grant investment programs is to foster a resilient and sustainable arts sector, ensuring that Calgary (known as Mohkinstsis in Blackfoot) is home to a vibrant arts community where all Calgarians have access to meaningful artistic experiences.

OPIP was led with the support and guidance of an advisory committee comprising artists, community members, Elders and Knowledge Keepers representing the Blackfoot, Tsuut'ina, Stoney Nakoda, Métis First Nations in Calgary. The decision-making process was entirely FNMI-led with the committee including representation across nations and artistic or cultural practice.

ArtShare addresses the unique needs and contexts of artists and arts organizations who self-identify as equity-seeking. Equity-seeking artists and arts organizations experience a variety of barriers to access traditional grant funding streams, which may include accessibility, language, and biases embedded in program criteria and assessment processes that make it difficult to understand, unpack, and discuss specific cultural contexts, lived experiences of marginalization, or ways of knowing and sharing the impact of artistic work. The program is both an equity initiative and a learning tool for our organization to consider how we might make our programs more accessible and inclusive and to inform a more holistic vision of what community art and culture look like. The intention is to invest in artists and organizations in a more one-size-fits-one process. ArtShare uses a different application process; one that is created with the applicant in a way that makes the most sense for them, often with additional support and resources from staff to create a proposal or application. The reporting process is also adapted to suit the applicant.

### **5. What is one success story from 2019 that demonstrates how you worked in partnership with other community, private or public organizations to achieve shared results for Calgary and Calgarians?**

In addition to participating on the Steering Committee and the Marketing Committee of the Canadian Country Music Awards, which were held in Calgary in September 2019, CADA also sponsored **Off-**

**Country**, a three-day festival-style event that took place from September 5-7 on Music Mile. This complementary programming celebrated all genres and styles of music that have been inspired by the same storytelling tradition as country music. *Off-Country* showcased over 70 acts in 40 free shows in 18 different venues over three days along the Music mile in Inglewood and East Village. Most of the shows took place in the evenings and were free to the public with approximately 4,000 people attending. Venues were thrilled with the increased crowds, energy and excitement, increasing their exposure to a wider audience and drawing new people to the Mile, and artists were thrilled with the opportunity to pick up paid gigs during Country Music Week.

## RESOURCES

6. **Please estimate how The City's operating funding was allocated in 2019. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.**

<b>2 %</b>	Advertising and promotion
<b>81 %</b>	Programs or services
<b>1.5 %</b>	Office supplies and expenses
<b>3.5 %</b>	Professional and consulting fees
<b>9 %</b>	Staff compensation, development and training
<b>0 %</b>	Fund development
<b>%</b>	Purchased supplies and assets
<b>1.5 %</b>	Facility maintenance, Rent
<b>1%</b>	Evaluation or Research
<b>0.5 %</b>	<i>Travel and parking</i>

7. **Did volunteers support your operations in 2019? If yes:**

<b>How many volunteers?</b>	52
<b>Estimated total hours provided by volunteers:</b>	746

8. **What resources did your organization leverage to support operations in 2019?**

Sponsorships and proceeds from The Mayor's Lunch for Arts Champions, and sponsorships for the Poet Laureate Program and SpaceFinder were the main sources of non-City revenues in 2019. There are other ways we generated support, including bonus space with Pattison Outdoor, Global TV, and Avenue Magazine to help promote yycwhatson.ca We are working closely with the Calgary Arts Foundation to increase non-City resources to the arts and expect to see some funds coming from them in 2020.

9. **Using the chart below, please report your 2019 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off. Please identify through **BOLD font**, 1-2 measures that are most significant and could be presented in a chart.**

	Performance Measure Name	2017 results	2018 results	2019 results	What story does this measure tell about your work?
How much did you do?	<b>Unique arts organizations receiving investment</b>	<b>171</b>	<b>166</b>	<b>204</b>	<b>We were able to implement a much-needed increase to organizations who had received stagnant operating grants for</b>



					<i>years, and we were also able to invest in more organizations, which fosters a more resilient and sustainable arts sector.</i>
	<b>Unique individual artists receiving investment</b>	<b>103</b>	<b>73</b>	<b>118</b>	<b>Individual artists contribute to the vibrancy of our city and give Calgarians opportunities for high-quality artistic experiences.</b>
	Mayor's Lunch for Arts Champions total attendance	634	627	650	The Mayor's Lunch for Arts Champions is an event that positions the arts as an important city-builder. It offers arts champions an opportunity to gather, celebrate, and support our vibrant arts sector.
	# of sponsors/donors	21	19	23	
	New attendees	250	135	200	
	Signatories to Living a Creative Life	143	170	180	Supports our strategic focus area of Everyday Creativity. The vision of the strategy is that Calgary is a place that empowers every resident to live a creative life, fueling a vital, prosperous and connected city.
	CalgaryArtsDevelopment.com users	95,630	96,067	117,181	Demonstrates our effectiveness as an information hub and connector for artists, arts organizations and Calgarians broadly.
	@CalgaryArtsDev Twitter followers	23,567	23,865	24,527	
	@CalgaryCulture Twitter followers	33,991	34,141	34,865	
<b>How well did you do it?</b>	# of public activities produced by arts organizations we invested in	23,630	24,839	22,949	Demonstrates the number of arts events available to Calgarians.
	<b>Leveraging City investment</b>	<b>8% of revenue from non-City sources</b>	<b>7% of revenue from non-City sources</b>	<b>2% of revenue from non-City sources</b>	<b>While \$ raised remained consistent, a larger 2019 budget, caused the percentage to drop. We are working on new strategies to increase the amount of non-City funding to the sector.</b>
	<b>Meeting demand in investment programs</b>	<b>36% of requested dollars funded</b>	<b>62.4% of requested dollars funded</b>	<b>44% of requested dollars funded</b>	<b>There is always more demand than we can meet and with additional dollars there were many more requests. Many factors affect demand year to year,</b>
<b>How are</b>					

<b>Calgarians better off?</b>	<i>Calgarians attending activities of investment clients</i>	3,385,616	2,949,196	3,184,474	<i>Demonstrates high level of engagement by Calgarians.</i>
	<i>Access to arts activities outside City Centre</i>	<i>14,587 activities (61%) took place outside of City Centre</i>	<i>15,151 activities (61%) took place outside of City Centre</i>	<i>11,245 activities (49%) took place outside of City Centre</i>	<i>Although arts events are distributed across the whole city, in 2019 we focused support, through the cultural activation fund, for events downtown.</i>
	<i>Calgarians volunteering for investment clients</i>	25,602	23,494	25,670	<i>Volunteering is another way for Calgarians to have meaningful arts engagement.</i>

**10. Briefly describe how your key results in 2019 contributed to Council approved strategies (As applicable.)** For example: Calgary in the new economy: An economic strategy for Calgary; Calgary Heritage Strategy; Climate Resiliency Strategy; Resilient Calgary; Enough for All poverty reduction strategy; Cultural Plan for Calgary; Downtown Strategy; Foundations for Hope: Calgary's Corporate Affordable Housing Strategy; Open Spaces Plan; Recreation Master Plan; Sport for Life Policy.

#### **Calgary in the new economy: an updated economic strategy for Calgary**

Having a vibrant arts & culture scene helps make Calgary a magnet for talent – people want to live and work in a city that is vibrant and exciting, with lots of things to do – arts organizations, festivals and artists contribute to the strategy by providing thousands of opportunities for engagement through attendance at events, workshops, and classes.

Being a centre for arts, culture and recreation contributes to a strong sense of Place, which makes Calgary an attractive place to live, work, play and visit. Calgary's downtown continues to be the cultural heart of our city and in 2019 there were 12% more arts activities in the downtown core than in 2018, contributing to a vibrant downtown. A beautiful example is Glenbow's First Thursday events which attract thousands of people downtown on the first Thursday of each month.

The 2019 cultural activation fund connected to economic and tourism outcomes and supported initiatives that helped animate the downtown core.

Creative Industries are important and have the potential to grow. A thriving arts scene contributes to the creation and development of content and talent, which support the creative industries. Calgary Arts Development continues to work with Calgary Economic Development to develop a Creative Economy Strategy for Calgary. In 2019 CADA supported the work of CED who commissioned a report by the Conference eBoard of Canada on Calgary's Creative Industries Economic and Strategic Impact.

Arts also helps diversify the economy. The gig economy is nothing new to artists, nor is risk-taking and innovation. Investing in arts organizations and artists contributes to diversifying the economy.

Reflect the diversity of our city – the CADA and CED strategies are aligned in terms of our efforts and focus on Equity, Diversity, Inclusion, and Accessibility (EDIA).



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### **Cultural Plan for Calgary**

Calgary Arts Development is a key player in activating the Cultural Plan. Patti Pon participates on the City's Cultural Leadership Council alongside representatives from CED, ActionDignity, Tourism Calgary, Calgary Heritage Authority, Federation of Calgary Communities and the Calgary Public Library. Our vigorous EDIA focus supports the Cultural Plan's strategic priority to maximize Calgary's diversity advantage. Our EDIA principles are embedded into all of the work we do and the impact is starting to be seen in the increase in arts events by multicultural and Indigenous artists and groups, and through our granting programs, in particular OPIP and ArtShare.

Both our grant investment programs and the arts strategy Living a Creative Life help activate culturally vibrant neighbourhoods and districts. From projects undertaken by arts organizations and individual artists that offer arts events and experiences in all wards of the City to the hosting of Calgary's Poet Laureate program, Calgary Arts Development is in alignment with this strategic priority.

In 2019, we took special aim at helping to reinforce Centre City as the cultural heart of the city, particularly through the Cultural Activation Fund, which resulted in an increase in arts experiences downtown.

Through our spaces initiatives including SpaceFinder, as well as OPIP, we contribute to conserving and celebrating Calgary's built, natural and Indigenous heritage.

### **Enough for All Poverty Reduction Strategy**

**Strong Communities:** All Calgary communities are strong, supportive and inclusive. The arts provide opportunities for residents to gather together for community-building events, celebrations, and community economic development. Artists live and work in all wards of the city, contributing to the vibrancy and social fabric of those communities. There are many many examples of how the arts support strong inclusive communities. One example from 2019 was the Artist as Changemaker residency with ActionDignity, which included two artist changemakers working with youth on anti-racism projects.

**Everyone Can Thrive:** Everyone in Calgary has the income and assets needed to thrive. And this includes artists! We know from our own research that artists struggle financially, earning low individual and household incomes. Despite this fact, arts professionals are happy with their lives and most are generally happy in Calgary.

**Indigenous Strategy:** All Indigenous people are equal participants in Calgary's prosperous future. Our work in reconciliation and right relations, including the development of the OPIP grant investment program, demonstrates our contribution to this strategic priority.

### **Sport for Life Policy**

Although our key results don't specifically contribute to the Sport for Life Policy, we are very supportive of the Policy and see ourselves as an ally to this strategy. A vibrant sports milieu generates many of the same benefits as the arts, such as increasing quality of life, inspiring and engaging youth, and bringing people together for shared experiences. Sports and arts are both part of the active city strategy and the live experience strategy.

### **Foundations for Hope: Calgary's Corporate Affordable Housing Strategy**

We share the belief that *all Calgarians deserve a safe and stable place to call home* and support the Affordable Housing Strategy.

Although artists and arts professionals would not be considered amongst the highest needs Calgarians, many arts professionals are vulnerable well over half of all arts professionals (59%) exceed the CMHC recommended maximum spending of 30% of household income on housing costs. Our grant investment programs provide necessary support for artists and arts organizations, helping create better conditions for them to make a living as artists in Calgary.

### **Open Spaces Plan**

Open spaces provide wonderful settings for a variety of arts and culture events such as festivals, busking, street fairs, outdoor concerts, art shows, parades, public art, markets, and pop-up events. Calgary Arts Development invests in many outdoor events that provide Calgarians with unique cultural experiences. Examples include: Calgary Folk Music Festival, Calgary Round Up Band, Calgary Reggae Festival, Globalfest, Sled Island, Shakespeare in the Park, and Beakerhead. Outdoor arts events animate some of our city's beautiful parks, urban plazas, walkways, outdoor stages, and even cemeteries providing broad access for Calgarians of all ages, from all walks of life to come together to enjoy the arts in a natural environment. In other instances, Calgarians may just happen upon art in the outdoors, providing colour, beauty, surprise and delight to their day.

### **Recreation Master Plan**

The Recreation Master Plan (2010-2020) includes sport, fitness, arts, culture, festivals, events, and leisure activities as part of recreation.

Calgary Arts Development is in perfect alignment with the Recreation Master Plan's vision of an active, creative and vibrant Calgary.

The Recreation for LIFE aspiration involves developing strategies to create supportive, fun, inclusive environments, develop physical, creative and cultural/social literacies, foster vibrancy, and build individual and community capacity. These objectives are interchangeable with our own. The arts sector funded adds to a community's vibrancy and sense of place by creating opportunities for active and creative expression, social gatherings, cultural events, and community festivals that generate social connections, cultural vibrancy, and a greater sense of belonging.

The Master Plan states the following: "the National Recreation Statement, published by the federal/provincial/territorial Ministers responsible for sport, physical activity and recreation, acknowledges recreation as a fundamental human need and a social service in much the same manner as health and education. This is significant, and indicates that the focus of service provision should have a broad community scope... Calgarians believe the provision of a variety of accessible and affordable recreation opportunities is a fundamental responsibility of The City of Calgary, and that such services are vital to overall individual and community wellness." This supports public funding for recreation—a public good. Our grant investment programs, arts development activities, spaces initiatives, partnerships, and focus on EDIA all contribute to the Recreation Master Plan.

Calgary Arts Development works very closely with the City's Arts & Culture Division, each sharing information and knowledge with the other. We participate on the Festival and Event Strategy Committee, the Event Advisory Committee, and the Winter Strategy Committee and provide input as requested on items such as the Civic Arts Policy, Cultural Spaces and Infrastructure, and Public Art.



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### Calgary Heritage Strategy

Calgary Arts Development invests in a number of arts organizations that program in historic spaces. Examples include the King Eddy Hotel (programmed by the National Music Centre); Calgary's culture house The GRAND; the beautifully appointed Lougheed House; Contemporary Calgary's renovation of the former Calgary Science Centre; and Wordfest now located in and bringing hundreds of curious Calgarians into the Central Memorial Library.

One of the best examples of excellent re-use of an historic building is cSPACE King Edward School – an arts incubator that acts as a hub for artists, craftspeople, makers, arts and community organizations. Now that King Edward School is up and running at full capacity, cSPACE is in the process of seeking out its second historic location for another shared working space for artists, makers and other innovators.

Our spaces platforms SpaceFinder Alberta and our interactive spaces map are assets that provide a broad inventory of spaces in Calgary, many with historic designation.

### 11. Did your organization receive any awards or recognition in 2019 that you want to highlight?

Patti Pon and the participants of our Artist as Changemaker program were invited to deliver a Big Idea Talk at the 2019 Ashoka U Exchange in San Diego. The Exchange is the world's largest convening of social innovators in higher education. Our partner in the Artist as Changemaker program—MRU—is an Ashoka campus. The Ashoka U network includes over 600 campuses and 4000 educators and innovators who are dedicated to changemaking education.

Greg Burbidge from our Impact team took part in a Bloomberg Philanthropies conference concerning the role of art for municipalities

Sable Sweetgrass presented a session at the Canadian Public Arts Funders forum concerning our OPIP program

### 12. CAPITAL AND ASSET MANAGEMENT (for Civic Partners managing City-owned assets)

**Asset:** *Insert Name of City owned asset managed or operated*

a) **Provide a summary of your organization's 2019 capital work, including specific lifecycle/maintenance projects or new capital projects.**

b) **What funding did your organization leverage to support capital activities in 2019?**

### COVID-19 UPDATE

13. **Briefly describe the key impacts of COVID-19 on your operations to date.**



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The arts sector was one of the first to feel the impacts of COVID-19 and will likely be one of the last to recover. On March 13 when the ban on mass gatherings came down from the provincial government, curtains didn't go up that night, and the live events arts sector came to a standstill.

**The COVID-19 impact on CADA was immediate and significant.** As with many organizations it meant a greater volume of work as we gained an understanding of the needs of our sector, responded quickly and appropriately, became an arts information hub, increased our communication efforts internally and externally, supported research to better understand the public's comfort with returning to the experience economy, collaborated with other civic partners and community leaders to support local and kickstart the local economy, and to help Calgarians find new safe ways to enjoy the things they love to do.

We had to **cancel gatherings** like The Mayor's Lunch for Arts Champions, the Aisinna'kiiks dinner and dialogue series, and the OPIP Showcase and find new adaptive ways to do what had previously been in-person work, like grant assessments, staff meetings, board meetings, etc.

One of the first things we did was create and send out a survey to **understand the needs of our sector**, which went out on March 17 with a very short turnaround so we could respond to their needs quickly. We learned about organizations cancelling events, cancelling artist contracts, laying off staff, and projecting great losses from a lack of earned and contributed revenue. As a result, we re-directed funds from programs that had not yet run into a **Short-Term Relief Fund**, which resulted in \$1.3M being invested in 51 organizations and more than 170 artists to help the sector navigate the early turbulence of the COVID impacts.

In May, City Council approved a **\$2M Emergency Resiliency Funding** to allow organizations to focus on adaptive leadership and creativity to reimagine the operating structures, strategies and systems that support artistic programming and community engagement. CADA is distributing these funds through two programs: *the Recovery Fund* and *the Resiliency Fund*, which are open to current Operating Grant clients and registered not-for-profit or charitable arts organizations. These funds contribute to CADA's approach to supporting the arts sector through the pandemic and post-crisis in alignment with the City of Calgary's plan.

With these two Emergency Relief programs, CADA is providing direct support to help ensure Calgarians have a vibrant, resilient arts sector when we re-emerge from this COVID period.

Further to that, we partnered with the Rozsa Foundation and Calgary Foundation to create a **Digital Fund**, with \$150K from the Cultural Activation Fund re-purposed to support organizations, collectives and artists that are *"creating innovative programming or activities that can be shared digitally with an audience."* A total of 29 applications were funded through this program for a total of \$151,270 (45% of requests funded).

To **fulfill the need for a central information hub**, we immediately created a [COVID-19 information page](#) that continues to be updated on a regular basis so folks in the arts sector can find information in



one easy place, and we continue to update our [yycwhatson.ca](http://yycwhatson.ca) listing so Calgarians can find out what's on in Calgary despite COVID. We also undertook the creation of a bi-weekly [web series](#) to share stories on how Calgarians are Living a Creative Life despite the pandemic.

**Increased communications, engagement, and understanding** are needed for everyone during COVID-19 and CADA met this need in a variety of ways.

- Like many others we spend hours on Zoom calls and on other virtual platforms in online meetings with staff; board (more regularly than during non-COVID times); arts funders across Canada at all orders of government; Civic Partners; and others.
- We hosted a series of [virtual town halls](#) this past summer with our sector and community.
- We are participating in the business sector support task force discussions on how to support local businesses during COVID-19 including supporting and sharing buy local campaigns like ShopHERE, Small Business Week, Tourism's *LoveYYC from Home* and *That's the Spirit* campaigns.
- We are collaborating with community partners to support a longitudinal study conducted by [Stone-Olafson](#) to deliver reliable and relevant data about how Albertans are reacting to what's happening around us and how audiences will engage in a post-pandemic environment.
- We collaborated with the ActiveCity Collective, Stone-Olafson, and MRU's Institute for innovation and Entrepreneurship on a [discussion paper on the future of the live experience economy](#).
- We collaborated with CED, The City of Calgary, and the Rozsa Foundation on a [COVID Impact Survey](#) to better understand and plan for the COVID-19 disruption to Calgary's arts, culture, and creative industries communities. A total of 140 organizations responded that the primary mandate of their organization is related to arts and culture. Words like struggling, worry, fear, and disconcerting characterize the emotions organizations are feeling right now. These feelings are reflected by how organizations are dealing financially, programmatically, and structurally in their response to COVID-19.
- We are collaborating with a number of partners including Tourism Calgary, CED, National Music Centre, Theatre Calgary, the Hotel Association, Annerin Productions, and others on an initiative called [RISE UP](#), an open-source platform to kickstart the arts industry's recovery, connecting Calgarians to safety-conscious live experiences and events and supporting local artists and businesses who have struggled through COVID-19.

Calgary Arts Development has been working on EDIA strategies for the past four years. Unfortunately, issues have been compounded by COVID-19 conditions and the increased intensity with the Black Lives Matter movement and the murder of George Floyd. Especially now, during this new time, a pivot is necessary to galvanize a more equitable future and our EDIA work is being accelerated. Real achievements are being made in Calgary, though structural inequality limits the heights of those successes. We have been using this time to examine ways to decolonize our granting systems with the goal of recovery being not to return to a previously inequitable system. Some of the initiatives undertaken during COVID times included publishing a [Black Lives Matter Statement](#) on June 14, hosting a series of [Anti-Racism Virtual Town Halls](#) throughout the summer, engaging community through *Chat and Chew* sessions, and the creation of a Community Working Group and a group of Cultural Instigators who will help guide our work through the remainder of 2020 and into 2021.

**14. What operational efficiencies did you implement to address the impact of COVID-19 up to September 1, 2020?**

Thankfully CADA was well-positioned to have all of our staff work remotely, with each staff member having a laptop computer and VPN access to shared files, which meant we could implement a work-from-home policy immediately in mid-March and will continue until at least December 31, 2020. We increased the frequency of our staff and board meetings in order to ensure necessary communications during this highly responsive time and most of these meetings are held online. We moved all payments to direct deposit in order to eliminate any need to issue cheques. All of our grant assessments are taking place virtually to eliminate the need to meet in person. If a staff member wants to work in the office they can book time to do so, but only one staff member can be in the office at any given time.

**15. Were there any program or service changes made during the response to COVID-19 that you plan to integrate into longer term operations? For example, shifting some programming online, or modifications to your delivery model or operations.**

We may continue to offer more flexibility to staff members to work from home, although we have always operated with the flexibility of people being able to work from home. However, now that people are used to working from home everyday, there may be more of an appetite to continue doing so in the future to save time on commuting, save money on parking, etc. We may continue to have some meetings online if that makes sense. We will likely continue to make as many payments as possible through direct deposit instead of reverting back to cheque-writing. And we will definitely continue to accelerate our EDIA work.

**COVID-19 Service and Impact Demand Update**  
***Reporting for September 2020***

The following information is collected to align with City of Calgary report to Council on the current impact of COVID-19 on delivery of services and programs and may be shared with Council separately from the previous Civic Partner Annual Report Template content.

**Service Impact**

Please choose the one option below that best describes the impact of COVID-19 on your programs or service in the month of September 2020.

<input type="checkbox"/>	<b>Negligible</b>	Minimal to no impact on service. Service is currently operating close to normal.
<input type="checkbox"/>	<b>Minor</b>	Continuing to provide programs and services but some coping strategies required – able to be addressed with existing strategies and resources.
<input checked="" type="checkbox"/>	<b>Moderate</b>	Some challenges on ability to achieve objectives. Some delay. Some aspects of the programs or service are only being met in part.
<input type="checkbox"/>	<b>Significant</b>	Difficulties to achieve objectives. Delays or notable aspects of objectives not completed. Falling well-short of normal operations.



<input type="checkbox"/>	<b>Severe</b>	Unable to meet normal objectives due to serious extended disruption. (e.g. full facility closure, major decrease in users)
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**Service Impact Narrative:**

Please briefly describe the impact of COVID-19 on your service for the month of September. You may want to include any major issues/events you experienced.

As you can see from our response to the impact of COVID-19, we shifted timing, numbers and work deployment among our staff. With the arts sector being the first to close the curtains with COVID-19 arrival in March, it will also be the last to re-open. Within hours, curtains did not go up, artists lost revenue, arts workers lost employment, and arts organizations have had to re-imagine programming while losing all earned revenue and no sense of when it will return.

**Current Demand for Service:**

At this point in time, based on what you know right now, what is your best estimate of the current demand for your service compared to typical demand?

<input type="checkbox"/>	Demand is steady, largely business as usual.
<input checked="" type="checkbox"/>	Demand has increased notably.
<input type="checkbox"/>	Demand has decreased notably.

**Service Demand Narrative:**

Please provide a supporting narrative that describes how COVID-19 has impacted the demand on your programs or services for September 2020. This may include any new program or service impacts that your organization has faced in the past month.

With the arts sector being the first to close the curtains with COVID-19 arrival in March, it will also be the last to re-open. Artists lost revenue, arts workers have lost employment, art organization have had to re-imagine programming while losing all earned revenue. This situation caused the city to provided the \$2M in Emergency Resiliency Fund. September saw the assessment of the Recovery Fund of \$1M and the first round of applications and assessments for the Resiliency Fund for \$575K also taking place. As part of our ongoing research to understand the impact of COVID-19 on the sector, our research team moved up the survey to Arts Professionals (bi-annual survey) to September so we can understand how COVID and the economic downturn has impacted artists and arts workers. Grant assessments take significant resources while still ensuring our regular granting programs continue to be managed

COVID-19 also caused enterprises from the broader arts sector (live music venues, arts promoters and impresarios, unions and associations representing artists, technicians, craftspeople and other affiliated workers to reach out to CADA for advice, assistance and guidance as the severity of the impact was felt throughout the sector.

In response to the increased intensity related to Black Lives Matter and Indigenous Lives Matter movements, we also saw a significant increase in requests and questions from the sector for more assistance, advice and training concerning equity, diversity, inclusion and accessibility.

## CIVIC PARTNER 2019 ANNUAL REPORT SNAPSHOT- CALGARY ECONOMIC DEVELOPMENT LTD.

### CALGARY ECONOMIC DEVELOPMENT LTD.

**Mandate:** Calgary Economic Development works with business, government and community partners to position Calgary as the location of choice for the purpose of attracting business investment, fostering trade and growing Calgary's workforce.

**One Calgary Line of Service: Economic Development and Tourism**

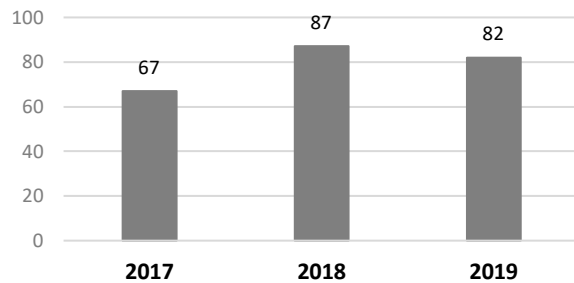
### 2019 City Investment

Operating Grant:\$9,877,765

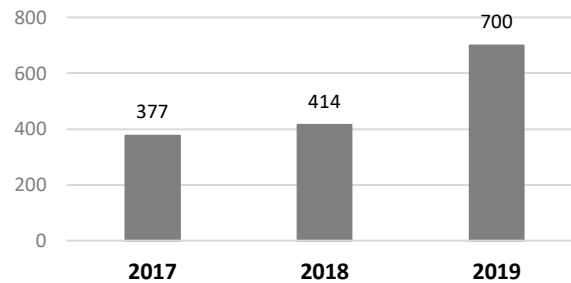
City owned asset? No

### 2019 Results:

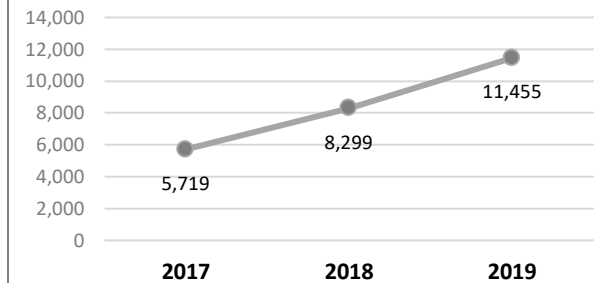
**Companies Attracted**



**Qualified Leads**



**Direct/Indirect Jobs**



### The story behind the numbers

- Companies attracted included Advanced Micro Devices, a Silicon Valley-based semiconductor company that opened a second Canadian office in Calgary; and BASF, a global chemical company that relocated its Agriculture Solutions Canadian headquarters from Ontario to Calgary.
- Signature events continued to be extremely well received including the Economic Outlook and Start Up Launch Party events drawing record crowds for each, with Launch Party seeing at 50 per cent increase.
- Media equivalency continues to be strong and supports our position as the storyteller for our community with content that people want to engage with.

### Current state 2020: COVID-19 impact

- Developed a revised 2020 workplan to three phases of the pandemic – reactive, recovery and rebuild.
- Projected a 39 per cent reduction in local partnership investments as companies look to conserve cash.
- Transitioned programming online including EDGE UP that had a 98 per cent completion rate. Launched an online information page - Connecting YYC Marketplace, Job Board and Student site.

**Service impact:** Moderate

**Current demand for service:** Demand is steady, largely business as usual.



## Calgary Economic Development Ltd. Civic Partner 2019 Annual Report

**Organizational Structure:** City of Calgary Wholly Owned Subsidiary, Part 9 Company

**Fiscal Year:** December 31, 2019

**Related Subsidiaries or Foundations:** Calgary Film Centre Ltd.

**Delivers Council Approved Strategy:** *Calgary in the New Economy: An Economic Development Strategy for Calgary*

**City 2019 Operating Grant:** \$9,877,765

### STRUCTURE

#### 1. Vision, Mission and Mandate:

**Vision:** Calgary Economic Development is the leading economic development agency in Canada.

A leading economic development agency is one with a high performing and engaged team, delivers excellent client service, maintains a strong brand for the organization and the community and successfully supports the retention, growth and attraction of people and companies.

**Mission:** We collaborate to advance opportunities in achieving economic success, embracing shared prosperity and building a strong community for Calgary.

**Mandate:** Calgary Economic Development works with business, government and community partners to position Calgary as the location of choice for the purpose of attracting business investment, fostering trade and growing Calgary's workforce.

### 2019 RESULTS

#### 2. What key results did your organization achieve in 2019 that contributed to one or more of the One Calgary Citizen Priorities? (*A Prosperous City, A City of Safe & Inspiring Neighbourhoods, A Healthy and Green City, A Well Run City*)

Through our work marketing Calgary and supporting companies to stay, expand or move to Calgary, Calgary Economic Development (CED) contributes directly to the goal of a prosperous city. In 2016 we set out ambitious targets for company expansion and attraction, along with associated jobs being maintained and created. Note in 2019 we counted companies that were retained, existing companies that expanded and companies that were attracted to Calgary. From these we counted the anticipated direct jobs from those companies. Key results from 2019 include:

- Supported the attraction and retention of 82 companies (including film productions) – and 11,455 direct/indirect jobs – up from 8,074 (including film and television jobs);
- Curated 700 qualified leads and 91 prospects;
- Participated in 33 inbound and outbound trade missions;
- Supported over \$197 million in film and television production (up from \$181 million in 2018);
- Continued to support the Calgary Film Centre in growth of Calgary's creative industries achieving a 77% occupancy rate;
- Responded to 544 research inquiries and produced 3 sector studies;
- OCIF announced 7 projects that cumulatively had a total investment size of \$127M. OCIF committed \$17.5M in milestone-based funding across these 7 projects to secure 688 jobs, 385 new training spaces, and absorbing 250,300 sq. ft. of commercial real estate.
- Launched EDGEUP, a skills development and transition program for displaced mid-career oil and gas professionals to pivot into technology jobs. This program was initiated following the

award of \$1.5M in federal funding and included the collaboration and partnership of 5 organizations, with CED as the lead organization;

- Startup Calgary hosted 4,387 participants at 65 events through the year, supporting 20 companies in securing more than \$32 million in growth funding and generating 125 jobs.
- The Trade Accelerator Program (TAP) was involved in 13 trade deals more than doubling the intended target for the year of 5 trade deals. 17 TAP alumni companies attended international trade missions.

### **3. What quality improvement changes did you make, or operational efficiencies did you find in 2019?**

In an effort to better position our teams to collaborate for shared success on key projects, CED sought an office space that housed all members within one location when our lease expired at the Calgary TELUS Convention Centre in 2019. Benefiting from advantageous rental rates via a sub-lease, CED moved its staff into the BOW, bringing together staff from three locations. With a rental rate equivalent to the Convention Centre rates, this move also assisted in being financially prudent. The additional benefit of locating in the BOW was the ability to showcase Calgary real estate to executives of companies seeking expansion opportunities in our city.

CED completed a corporate reorganization which included many initiatives: we aligned the business development team and the client services team to one Vice-President to provide seamless client support. Established an Operations team which included dedicated staff to manage the Calgary Film Centre and streamline operational activities for all 3 entities. In addition, a reorganization brought in a Film Centre Business Development Manager as part of Creative Industries (CI) team which increased marketing and sales capacity. CI Team also hired a Business Development Manager for Interactive Digital Media to work in the gaming, digital media, AR/VR/XR & e-learning sectors. Research and Strategy team added a Director of Innovation and Director of Strategy to enhance focus on initiatives in *Calgary in the New Economy*. OCIF hired 3 longer term employees to reduce use of contactors and short-term support adding more continuity.

In 2019, CED completed its transition to Microsoft O365 cloud environment the final step of moving shared files to Sharepoint online. This allows enhanced collaboration and efficiencies with shared files. With the use of Microsoft Teams for communication we eliminated required costs for telephone hardware and reduced meeting technology costs. By the end of the year, CED purchased equipment to move all employees to Microsoft Surface Pro and worked to eliminate desktops for almost all employees, this allowed immediate efficiency with WORKshift and collaboration.

### **4. What program, service or initiative was most successful in 2019? What lessons learned from this experience can inform future work?**

Through first-hand research, community input and business development client feedback it was clearly identified that to successfully compete with other Canadian and International jurisdictions for the relocation and expansion of companies, Calgary's talent gap needed to be addressed. Talent, and talent attraction, is one of CED's top priorities and in an effort to help draw, and change perceptions of our community, Calgary Economic development built and launched the Live Tech. Love Life. platform in 2019 along with a new set of video assets for our core industrial sectors proved successful in helping change some of the narrative about our community outside of our market. Through this initiative we have been able to raise the profile of our diverse ecosystem and draw greater media awareness and pick up. In 2019 we generated over \$8 million dollars in media value through our communication and social initiatives and the overall aggregated readership of our

content surpassed 1 billion in the same period. The biggest takeaway is that an effort to support the story telling of the companies, individuals and innovation in our community will continue to help reframe Calgary as a destination for people and companies who want to solve some of the world's greatest challenges through technology and that our community is open and supportive to ensure future resiliency and prosperity.

2019 also saw Calgary Economic Development's signature events, which included Report to the Community, Economic Outlook 2020 and

Start Up's Launch Party, deliver record attendances for each of these community driven initiatives. Of particular note was a 50% increase in the official attendance at Launch Party in 2019 which further reflects the growing, and supporting of, the tech innovation ecosystem crucial for the growth of our city.

In 2019, CED attended the inaugural Collision conference in Toronto as a sponsor of the event. The Business Development and Creative Industries teams hosted 108 B2B meetings resulting in 50 new leads and hosted a 'Get to Know Calgary' reception with Mayor Nenshi. CED partnered with the Invest in Canada team and supported the partnership by staffing their booth and having CED spokespeople participate in Calgary panel conversations. The StartUp Calgary delegation held 102 investor meetings and in addition to creating a significant trade show activation area, CED achieved 295K mobile impressions, 1.5M #yyccenergy impressions and a 52% increase in Be Part of the Energy page views.

The Trade Accelerator Program (TAP) hosted five sessions in 2019. Since its launch in 2018, 104 companies from all sectors of the economy have participated in the program. In the six-week program, companies acquire the skills and knowledge needed to expand into new markets while creating an actionable export plan. In the sessions, companies are mentored by subject matter experts with insight on topics from law and finance to marketing and logistics. A key lesson was the implementation of a TAP alumni network which had acted as a catalyst for enlisting new companies to the program and to also share experiences with other small companies. It has proven to be very effective and considered by other TAP networks in Canada to be best practice.

**5. What is one success story from 2019 that demonstrates how you worked in partnership with other community, private or public organizations to achieve shared results for Calgary and Calgarians?**

**CED**

With demand for talent, and specifically tech talent, being at the core of needs for companies as they look to grow, expand and relocate to our jurisdiction the ability to not only attract out of market talent, but to build the necessary pipeline of well-versed technology infused talent is crucial to our future ability to attract and retain companies and people. Through commissioned research, Calgary Economic Development identified that Digital Transformation (DX) investment and spending across all of our industrial sectors would total \$18.4 billion dollars between 2019 and 2023 and would reflect a need of over 77,000 new technology related jobs across the province. CED worked with the Information Communications Technology Council, the U of C, SAIT, Bow Valley College and Riipen on a program design to train mid-career workers from the Oil and Gas sector to help them pivot to new in-demand digital opportunities. As a result, \$1.5M was awarded to launch EDGE UP, supporting 100 displaced professionals. The average age of the participants is 46, and almost 50% have education above a bachelor's level and over 55% have been displaced for 2 years or more. To date, over 1200 displaced O & G professionals have expressed interest in the program.

Bessie Box is a 2019 TAP graduate company delivering high-quality and locally-sourced meat across Alberta. The company has built a supply chain connecting producers to processors to customers. The company achieved over 160 customers within the first six months of operation.

### OCIF

The Opportunity Calgary Investment Fund announced seven funding agreements in 2019 that supported the expansion of the innovation ecosystems and/or strengthened the local talent pipeline for jobs created in the digital transformation of our industrial sectors. The Board of Directors approved milestone-based investments worth \$17.5 million in 2019 as the portfolio expanded in health and life sciences, energy, technology and training for workers. Cumulatively, the seven projects had a total investment size of \$127M, and secured 688 jobs, 385 new training spaces, and absorbed over 250,000 square feet of commercial real estate. At yearend 2019, almost 25 per cent of the \$100 million Fund had been approved for nine projects since its launch in April 2018. Additionally, more than \$7 million had been paid to recipients for the achievement of specifically approved economic development related milestones by the recipients. The Fund has become an effective tool to accelerate the implementation of *Calgary in the New Economy* and the Board ensures there is alignment with the economic strategy as part of the rigorous and disciplined evaluation and review processes for all applications.

As part of our cluster development, or ecosystem stream, OCIF and CED worked with the University of Calgary on a pivotal investment in the Life Science Innovation Hub. The Hub is a bridge to commercialize the advanced research at the University of Calgary. It provides lab and office space for researchers and companies to turn ground-breaking ideas into businesses. OCIF funds supported specific entrepreneurial programs and training to accelerate the growth of new companies.

### CFCL

CFCL welcomed it's largest budget feature film in to the facility Ghostbusters Afterlife, it was also the first partnership with Sony pictures, who had a great experience producing in Alberta.

Throughout 2019, CED worked with industry stakeholders on government advocacy which resulted in film/TV production incentive change from grant to Tax Credit system for budgets above \$500K with a per project cap increase to \$10M and maintained the Alberta Film Production Grant for local projects with budgets under \$500K.

## **RESOURCES**

6. **Please estimate how The City's operating funding was allocated in 2019. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.**

City Base Grant	Non-Core City <sup>1</sup>	Non-Core Other <sup>2</sup>	CED Total	Expense Category
14%	37%	58%	23%	Advertising and promotion
7%	14%	40%	14%	Programs or services
1%	0%	0%	1%	Office supplies and expenses
4%	4%	0%	3%	Professional and consulting fees

<sup>1</sup> Non-Core City funding includes Economic Resiliency Grant.

<sup>2</sup> Non-Core Other funding includes: Ryerson University Funding for EdgeUp Program, Government of Alberta Grant, Innovation, Science , and Economic Development (ISED) Grant, Team Calgary corporate partnership program, and other grants and sponsorships.



62%	35%	2%	50%	Staff compensation, development and training
0%	0%	0%	0%	Fund development
1%	0%	0%	1%	Purchased supplies and assets
3%	0%	0%	2%	Facility maintenance
8%	10%	0%	6%	Evaluation or Research
0%	0%	0%	0%	Other, please name:
100%	100%	100%	100%	

**7. Did volunteers support your operations in 2019? If yes:** Volunteers are actively engaged in support of Startup Calgary.

How many volunteers?	66
Estimated total hours provided by volunteers:	456

**8. What resources did your organization leverage to support operations in 2019?**

In 2019, the Base Operating Grant was \$9.9M, of which approximately 62% is used for staff compensation. CED partnered with other orders of government and businesses to leverage The City of Calgary's Base Operating Grant to generate additional revenue to support our business plan activities. This includes:

- Other grants from The City of Calgary totaling \$371K (2018 - \$2.5M);
- Revenue recognized from other orders of government was \$779K (2018 - \$1,530K);
- Team Calgary (TC) revenue earned was \$805K (2018 - \$660K);
- Other sponsorship revenue (incl. funding for Startup Calgary Initiatives) was \$895K (2018 - \$677K)
- Approximately \$550K of in-kind services received, primarily focused on marketing activities (2018 - \$614K).

The ratio of revenue from outside of the base grant was 23% or \$2.9M million (2018 - 52% or \$6.2M).

**9. Using the chart below, please report your 2019 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off. *Please identify through BOLD font, 1-2 measures that are most significant and could be presented in a chart.***

	Performance Measure Name	2017 results	2018 results	2019 results	What story does this measure tell about your work?
How much did you do?	<b>Accelerate sector development &amp; diversification</b>				CI film/TV attracted larger budget projects + two major FAM Tours resulting in higher annual budget impact and 77% Film Centre occupancy.
	Qualified Leads	377	414	700	
	Film Scouting & FAM Tours	14	20	15	
	Outbound trade missions	13	27	23	OCIF streamlined its processes by holding pre-application calls with prospective applicants to assess project fit against the OCIF defined criteria. This provided guidance to
	Inbound trade missions	29	17	10	
	OCIF applications received	N/A	183	35	
		24	39	65	



	Startup Calgary Events Research request fulfilled Research reports initiated	866 13	715 10	544 4	prospective applicants regarding eligibility, resulting in fewer applications submitted in 2019.
	<b>Stakeholder, partner and government relations</b> Team Calgary partner events Economic Strategy events	10 N/A	10 7	10 9	We continue to see strong community support for our Team Calgary partnerships with over 90% of partners renewing in 2019.
	<b>Calgary Economic Development Brand</b> Participants in signature events (Outlook, Report to Community, Launch Party)	3,250	2,981	3,359	Our signature events continue to be extremely very well received with our Economic Outlook and Start Up Launch Party events drawing record crowds for each, with Launch Party seeing at 50% increase.
	<b>Calgary's Brand</b> Media value generated Sector related stories	\$5.3M 108	\$5.6M 130	\$8M 141	Our media equivalency continues to be strong and supports our position as the storyteller for our community with content that people want to engage with.
<b>How well did you do it?</b>	<b>Accelerate sector development and diversification</b> Active prospects Visits by investors OCIF announcements Trade Accelerator cohorts Trade Accelerator graduates	146 124 N/A N/A N/A	280 160 2 3 45	209 10 7 4 59	
	<b>Stakeholder, partner and government relations</b> Positive progress on Economic Strategy (new) New Team Calgary partners Team Calgary retention rate	N/A 8 85%	N/A 3 95%	51% 7 94%	Our work on helping our community better understand the vision for Calgary is slowly taking hold and became a greater focus point. Our Team Calgary partnership program continues to grow and provide value for our business community and our partner retention rates reflect this.  We continue to see positive response on the use of our research

	<p><b>Calgary Economic Development Brand</b> Percentage businesses likely to:</p> <ul style="list-style-type: none"> <li>-express positive impression of CED 83%</li> <li>-continue working with CED 88%</li> <li>-recommend CED 81%</li> <li>-Familiarity of CED N/A</li> <li>-Clients accessing research 23%</li> </ul> <p><b>Calgary's Brand</b> Positive impressions of Calgary as a place to do business 78%</p> <p>CFCL utilization rate 48%</p> <p><b>High performing and engaged team</b> Employee engagement 61%</p> <p>Staff attrition 10%</p> <p>Internal moves 3</p>	83%	79%	82%	<p>products from both Team Calgary and businesses at large.</p> <p>We continue to drive messaging to help improve the impression of our community within the business sectors through 1:1 efforts and larger scale communication initiatives</p>
How are Calgarians better off?	<p><b>Accelerate sector development and diversification</b> Companies won 67</p> <p>Trade deals 6</p> <p>Direct/indirect jobs 5,719</p> <p>Film production \$178M</p> <p>Assist startups access capital 16</p> <p><b>Stakeholder, partner and government relations</b> Non-core funding \$2.4M</p> <p><b>Calgary's brand</b> Favourable perception of Calgary 79%</p>	67	87	82	<p><b>ADVANCED MICRO DEVICES (AMD):</b> The Silicon Valley-based semiconductor company opened its second Canadian office in Calgary to advance its graphics processing unit (GPU) software and drive innovation in industrial sectors.</p> <p><b>BASF:</b> The global chemical company relocated its Agriculture Solutions Headquarters in Canada from Mississauga, Ont. to Calgary, and expects to create up to 90 jobs as it joins the growing number of crop science companies clustered in Calgary.</p> <p>Ghostbusters Afterlife and Wynonna Season 4 were two key productions</p>

					<p>that occupied the full Film Centre at various periods in 2019</p> <p>The overall perception numbers grew slightly in 2019 in part thanks to our communication and marketing campaigns to help remove some falsely held beliefs about our community.</p>
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**10. Briefly describe how your key results in 2019 contributed to Council approved strategies (As applicable.)**

For example: *Calgary in the new economy*: An economic strategy for Calgary; Calgary Heritage Strategy; Climate Resiliency Strategy; Resilient Calgary; Enough for All poverty reduction strategy; Cultural Plan for Calgary; Downtown Strategy; Foundations for Hope: Calgary's Corporate Affordable Housing Strategy; Open Spaces Plan; Recreation Master Plan; Sport for Life Policy.

Through the stewardship of *Calgary in the New Economy*, the economic strategy for Calgary, Calgary Economic Development:

- Participated in the development of Calgary's Resilience Strategy, linking the economic resilience to *Calgary in the New Economy*;
- Participated in the refresh of Enough for All;
- Engaged with Calgary Arts Development and City of Calgary Recreation linking arts and culture to the economic strategy in place making;
- Participated in the development of the Downtown Strategy Leadership Team and contributed to the Stephen Avenue Master plan and Downtown Strategy; and
- Engaged with ActiveCITY and collaborating with The City of Calgary in building a healthy active Calgary.

**11. Did your organization receive any awards or recognition in 2019 that you want to highlight?**

In 2019, Calgary Economic Development was selected as the host for the International Economic Development Agency (IEDC) Future Forum 2020. With a program built on the pillars of *Calgary in the New Economy*, the Future Forum would be an excellent opportunity to promote the goals and vision of our community to our peers across North America. The IEDC was particularly interested in the inclusive approach to economic development and our ability to convene stakeholders in the community to achieve collective results. Due to the global health pandemic, the conference was put on hold. Calgary will now host the Future Forum in 2023.

**12. CAPITAL AND ASSET MANAGEMENT (for Civic Partners managing City-owned assets)**

**Asset:** *Calgary Film Centre Ltd.*

- a) Provide a summary of your organization's 2019 capital work, including specific lifecycle/maintenance projects or new capital projects.**

The City of Calgary purchased the Calgary Film Centre Ltd. facility in 2018 and signed an agreement with Calgary Economic Development to operate the facility and secure tenants. In line with this activity, the City of Calgary commissioned a Building Condition Assessment and 25 Year Life Cycle report. The activities in this report have contributed to the ongoing planning for maintenance purposes. As the film centre is a new facility which opened in 2016, there has not been any major structural capital expenditures. CED has noted the maintenance issues raised in the report and has developed a timeline for addressing these items over a five-year timeframe starting in 2019.

In addition to the Building Condition Assessment recommendations, the Operations Team at the film centre thoroughly assessed impacts to the facility from production tenants and ensured all facility repairs and cleaning are addressed with costs being passed onto the tenant.

**b) What funding did your organization leverage to support capital activities in 2019?**

CFCL did not require funding support for capital activities in 2019, as capital expenditures are funded by revenue.

**COVID-19 UPDATE**

**13. Briefly describe the key impacts of COVID-19 on your operations to date.**

CED developed a revised 2020 workplan that addressed the three phases of the pandemic – reactive, recovery and rebuild. With international borders closed, and local businesses struggling to survive, business attraction and expansion was greatly impacted. CED undertook an extensive outreach program to local companies to assess the impacts of COVID on their operations and to determine if there were companies that were seizing market opportunity to provide health services and products. As CED navigated an unprecedented situation, it implemented monthly touch point meetings with its Board of Directors to report on both the operations as well as the delivery of its programs and services. This regular board engagement was also implemented with the OCIF and CFCL boards. The update to the Board provided insights about the economy, while the feedback from the Board to staff provided strategic guidance on both program and operational issues.

Our Team Calgary partnership program was impacted by COVID through a dramatic reduction in our ability to attract local market partnership investments as companies looked to conserve cash and re-evaluate their community support initiatives. This resulted in a projected decrease of 39% in our partnership revenues and will have a lingering impact on our partnership revenues moving into the new fiscal as companies struggle and will continue to look for ways to cut expenditures.

In response to the impact of COVID, Calgary Economic Development took several steps to balance fiscal responsibility and flexibility. In order to protect as many positions as possible, staffing levels were reduced in April by 3 FTE's, a temporary hiring freeze was put in place, and further, effective May 1, 2020 a 10% rollback in both hours and pay was implemented for all employees, except the senior management team who took a 10% reduction in pay only. The hiring freeze and rollback of hours and pay were lifted as of July 1st, 2020.

The EDGE UP training delivery model was significantly impacted by COVID. However, the quick action of the Program Committee and PSI partners in modifying training delivery to an online model ensured that the participants experienced only a few days of downtime resulting in a 98% completion rate for the first cohort.

Commencing in June 2020, members of the senior management team, executive office and operations team slowly returned to the office in a staggered and limited capacity, with days in the office being a seldom occurrence and meetings continuing to be held virtually. The transition back to the office for the remainder of staff officially started in September with a new intake of team members every two weeks. This staggering provided flexibility to staff and allowing CED to monitor the impact, minimize the degree of contagion (if any) and providing flexibility to pivot planned return dates, if needed. Staff were allowed to select the date of their return through September and October, additionally staff were encouraged to continue to work remotely for up to three days per week. CED installed signage around the office, plexi-glass barriers in shared offices and at reception, enhanced its cleaning protocols and provided access to PPE.

At the **Calgary Film Centre**, COVID impacted the tenants currently using the space. With tenants pausing their operations, CFCL negotiated rental abatements during this pause given the extraordinary circumstances. They continued to pay for operating costs/utilities during this time. WES4 returned to complete their filming in early July 2020 and will be wrapping up their production in September. In April 2020, the **Opportunity Calgary Investment Fund (OCIF)** Board of Directors approved the decision to pause the intake of new applications amid the uncertain economic environment emerging from the twin crises of the COVID-19 pandemic and the oil price collapse. The Board was diligent to preserve the funds during the state of emergency and aimed to resume making strategic and high impact investments once a rebuilding phase emerged. This pause positioned the Fund to play a key part in accelerating opportunities aligned with the economic strategy *Calgary in the New Economy* by ensuring the Fund could continue to provide the City of Calgary with a strategic and critically important economic development tool as we turned to recovery. The OCIF Board approved the reopening of the application portal and advancement of files in the pipeline effective July 1<sup>st</sup>.

#### **14. What operational efficiencies did you implement to address the impact of COVID-19 up to September 1, 2020?**

CED requested all employees to commence a remote work environment effective March 16<sup>th</sup>. As CED had implemented a cloud-based Office 365 and SharePoint technology platform, combined with Microsoft Surface computes, prior to COVID, the ability of staff to physically transition to a remote work environment was immediate. There were a handful of transition issues that occurred as employees grew accustomed to their new work environment.

CED developed new COVID workplace policies and protocols addressing guidance from all orders of government on policies such as sick leave and use of PPE. CED enhanced its technology capacity by adding additional meeting software such as Zoom to supplement O365 Teams platform. CED launched a new workplace health app to assess fit for work status for staff upon returning to the office.

At the onset of our remote work, daily communication was provided by the CEO to all staff with was reduced to a weekly update. We commenced monthly virtual All-Staff meetings. Each team kept in close contact with their team members using the TEAMS technology and with daily meetings reducing to weekly. Robust project plans/task lists were utilized to keep in touch with remote workers, and this practice is ongoing.

During this time, most payments and cash receipts were moved to electronic format pre-COVID, we made additional strides to move the remaining manual cheques to electronic formats. The Finance and Operations team took advantage of the volume reduction to create additional efficiencies which include: transitioning the bank accounts of all three entities onto the same institution, upgrading the general ledger to an online platform, improve the workflow for the electronic purchasing/payment system, changed technology vendors to enable more cloud based environment and moving OCIF reporting to CRM using Power BI technology.

At the outset of the Covid-19 pandemic, the team at Calgary Economic Development moved quickly to develop and deliver COVID specific resource information and direction for our community as they looked to better understand the breadth and scope of the pandemic's impact. We re-dedicated a vast amount of resources to help respond to our community's needs. We implemented a COVID resource page on our web site which was updated daily with the most up to date and accurate COVID related materials. Calgary Economic Development also developed the ConnectingYYC.com resource platform that was built to provide those within our community the ability to share, request and engage with other community members to identify areas of need and opportunity. The team set up ConnectingYYC Marketplace, whereby businesses and individuals were able post, share or request solutions they were available to small and medium sized businesses as well as individuals. The ConnectingYYC Marketplace further amplified numerous stories about Calgary businesses helping make a difference within our community. The ConnectingYYC Job board was also developed and launched which allowed companies looking for help to post their specific needs for those directly impacted to find potential employment opportunities. This site was monitored and updated daily and was a completely free service to both employers and employees and supported over 400 job opportunities at its height. The ConnectingYYC Student site was also established with an aim to connect those students looking for real world work experience, which we no longer as broadly available during the pandemic, with small and medium sized enterprises who required assistance and they looked to not only survive throughout the pandemic, but also begin to plan for an uncertain future. This student matching initiative allowed students to gain the practical experience they required as part of their programs and provided small business owners, who had previously not had the opportunity of gaining fresh insights and support into their businesses to do so.

To help support and keep our Team Calgary partners as informed and current as possible the team at Calgary Economic Development planned and delivered a series of virtual roundtable discussions throughout the early months of the pandemic. Our team provide our partners with unique access to hear from and engage with all levels of governments throughout including sessions with the Mayor, Tom Sampson, Ministers Fir and Panda from the Government of Alberta, Dr. Jack Mintz as well as the Deputy Director of Finance for the Federal Government. These sessions allowed Calgary Economic Development to gain insights and knowledge of the issues and questions facing our partners throughout the pandemic and this information was invaluable in our ability to tailor the information cycles that we were able to provide to ensure that our constituents we kept as up speed as possible of the potential impacts on their businesses.

At the **Calgary Film Centre**, the team was cognizant of the need to work with tenants to address the impact of a large number of people on the site once the tenants returned. To continue to promote health and safety during this period, the operations team at the film centre implemented new COVID safety protocols and facility upgrades in preparation for the return of the tenants. Hand sanitization stations were installed, along with signage, touchless fixtures (sinks and toilets), and automatic doors in select locations. A one pager outlining the post-COVID protocols and health measures being implemented at CFCL were provided to our tenants in preparation for their return to the facility. This



communication tool allowed our staff to provide a high level of customer service during these uncertain times and enhances the marketability of the Centre to new films during this uncertain time.

As referenced in Question 13, the **Opportunity Calgary Investment Fund** program paused for a 90-day period between April and July. During the pause, OCIF continued to work with existing clients to mitigate the effects of the situation on their businesses as it related to meeting OCIF milestones. Many clients experienced a negative impact on their operations, and they were receptive to working with OCIF to determine if adjustments related to milestone dates were required. Prior to the pause, OCIF was close to announcing files that had advanced through the process and were close to finalizing funding contracts. In July, OCIF announced the funding of Harvest Ventures and AltaML, and in September, announced funding for the SAIT DX Hub. OCIF is now experiencing a backlog of files and applications to be processed due to this pause, but continues to work to address these files in a timely manner and strives to achieve the goals set out in the 2020 Business Plan.

**15. Were there any program or service changes made during the response to COVID-19 that you plan to integrate into longer term operations? For example, shifting some programming online, or modifications to your delivery model or operations.**

COVID-19 has disrupted business plans for companies in all sectors. Tourism has been hit hard with travel within Canada severely impacted and international travel brought to a near standstill. Arts and cultural festivals and events have been cancelled. The shutdown has delayed Foreign Direct Investment (FDI) and The Canadian Federation of Independent Businesses estimated 30 per cent of small businesses will not recover from COVID-19. Governments, businesses, and not-for-profits are bracing for a long-term recovery.

There is growing consensus the recovery from the COVID-19 lockdown will be digital. It will be the new normal. With its focus on the digital transformation (DX) of our key industrial sectors, *Calgary in the New Economy* is the right strategy for Calgary in these fast-changing times. COVID-19 has accelerated the dramatic changes in the global economy that were already under way. Greater concern about human health and safety and an increased focus on supply chains for all essential products have the potential to fundamentally change the local and global economy.

Digitization and application of advanced technologies in all elements of energy, health and life sciences, transportation and logistics, and food and agriculture will be critical in an increasingly complex world. Calgary Economic Development continues to be a conduit, connector, and catalyst for Calgary to lead the digital transformation of our economy supporting policymakers so companies can innovate, and workers can acquire the skills they need for the new jobs.

From a marketing and communications perspective, we will be looking to incorporate a greater use of virtual event platforms in our talent attraction initiatives going into 2021. We will also have a greater focus on delivering virtual webinars/seminars while looking to engage key partners and stakeholder, such as trade commissioners and foreign intermediaries, in international markets as we continue to our efforts to attract both companies and talent to our community. We will also be looking to invest in digital tools that will help streamline the process of information gathering within our family of web assets and we will increase our use of digital medias as a delivery mechanism for our key messaging.

As a result of COVID, all EDGE UP programming is now delivered online only. All proposed reskilling initiatives for 2021 are to be delivered online, due to the uncertainty of COVID's impact on in-class training.

The impact on COVID-19 on the world economy has had a dramatic impact on the number of multi-national companies choosing to restrain from expanding their international operations. With this dramatic reduction in opportunities to attract foreign direct investment, CED has focused resources on business retention and expansion (BRE) in the local community. Providing awareness of COVID-19 funding programs has helped local companies in retaining their workforce. Local outreach has also uncovered opportunities to assist local companies in their plans to expand their business and to recruit more talent. Going forward, a BRE program will be a key to CED ensuring we retain, expand and attraction business in Calgary.

### **COVID-19 Service and Impact Demand Update** *Reporting for September 2020*

The following information is collected to align with City of Calgary report to Council on the current impact of COVID-19 on delivery of services and programs and may be shared with Council separately from the previous Civic Partner Annual Report Template content.

#### **Service Impact**

Please choose the one option below that best describes the impact of COVID-19 on your programs or service in the month of September 2020.

<input type="checkbox"/>	<b>Negligible</b>	Minimal to no impact on service. Service is currently operating close to normal.
<input type="checkbox"/>	<b>Minor</b>	Continuing to provide programs and services but some coping strategies required – able to be addressed with existing strategies and resources.
<input checked="" type="checkbox"/>	<b>Moderate</b>	Some challenges on ability to achieve objectives. Some delay. Some aspects of the programs or service are only being met in part.
<input type="checkbox"/>	<b>Significant</b>	Difficulties to achieve objectives. Delays or notable aspects of objectives not completed. Falling well-short of normal operations.
<input type="checkbox"/>	<b>Severe</b>	Unable to meet normal objectives due to serious extended disruption. (e.g. full facility closure, major decrease in users)

#### **Service Impact Narrative:**

Please briefly describe the impact of COVID-19 on your service for the month of September. You may want to include any major issues/events you experienced.

#### **Current Demand for Service:**

At this point in time, based on what you know right now, what is your best estimate of the current demand for your service compared to typical demand?



<input checked="" type="checkbox"/>	Demand is steady, largely business as usual.
<input type="checkbox"/>	Demand has increased notably.
<input type="checkbox"/>	Demand has decreased notably.

**Service Demand Narrative:**

*Please provide a supporting narrative that describes how COVID-19 has impacted the demand on your programs or services for September 2020. This may include any new program or service impacts that your organization has faced in the past month.*

Many commercial projects and major film/TV productions that were paused due to the pandemic have returned to work in the Calgary Film Centre and Southern Alberta region. Comprehensive COVID-19 safety guideline documents have been created and adhered to by these productions. The documents cover everything from overarching risk assessment and control to detailed, department-specific protocols to follow. Calgary is well positioned to activate on increased volumes of production as cross-border travel from the US into Canada is permitted for Screen Industry professionals (with a 14-day quarantine). The Calgary Film Centre continues to be a key asset to attract film & television production to our region.

Calgary Economic Development has been supporting The City of Calgary's Business Sector Support Task Force and the Economic Resilience Task Force. As part of this work responding to community needs through the Pandemic, we supported The City in securing the Shop Here Digital Mainstreet program for Calgary and deployed Connecting YYC, a local marketplace promoting companies that are hiring, connecting companies with COVID-19 services as well as matching student internships to companies needed support to survive the health crisis.

The Trade Accelerator Program was paused across Canada in response to health and safety. This did not hinder the team from continuing outreach to alumni and the promotion of the program to potential attendees. As of September 2020, the program is now running again with Cohort #9 being held in-person with 11 companies at the Calgary TELUS Convention Centre. Cohort #11 is a virtual TAP and will feature 12 companies.

Real Estate and Talent continue to conduct business retention and expansion outreach and help recruit Calgary companies for the virtual job fair in August and for the Talent Canada Career Fair – Toronto held September 23.

2020 statistics for global foreign direct investment (FDI) are expected to fall by more than 30% even under the most optimistic scenario. FDI could remain at, or below, current levels throughout 2021, if public health measures and economic support policies are not effective. Recognizing the impact, the BD team has been conducting more BRE outreach with local companies to support the retention and expansion of the local workforce. Going in 2021, attention to BRE will be maintained and the BD Team will continue to prime the pipeline with new international companies for the return to normalized levels of FDI.

OCIF has been actively working with existing clients to address ongoing or lingering impacts of COVID on their businesses and milestone metrics. OCIF is also working to progress files in the application



## **Calgary Economic Development Ltd. Civic Partner 2019 Annual Report**

pipeline, identifying how the impacts of the pandemic are negatively affecting the forecasts for some files while providing opportunities to pivot for other companies. This has required more research and analysis of both the files as well as the innovation landscape in Calgary.

As a result of ongoing layoffs in the Oil and Gas sector (18,596 in Alberta year over year), and the additional impact of COVID-19, CED continues to see increased demand for reskilling programming to re-engage talent to support all sectors in the digital economy. CED is currently working on submitting a federal funding request for a scaled-up version of EDGE UP to support the workforce transition for displaced

## CIVIC PARTNER 2019 ANNUAL REPORT SNAPSHOT- THE CALGARY PUBLIC LIBRARY BOARD

### CALGARY PUBLIC LIBRARY BOARD

**Mission:** Empower community by connecting you to ideas and experiences, inspiration and insight.

**Vision:** Potentials realized.

**One Calgary Line of Service: Library Services**

*Registered Charity*

### 2019 City Investment

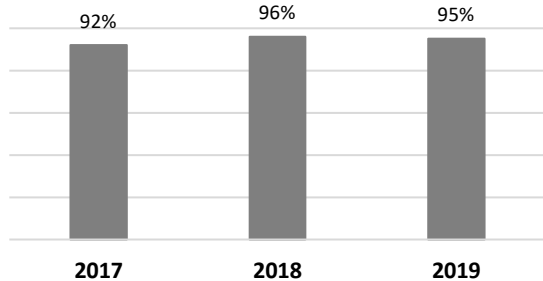
Operating Grant: \$52,457,720

Capital Grant: \$2,309,822

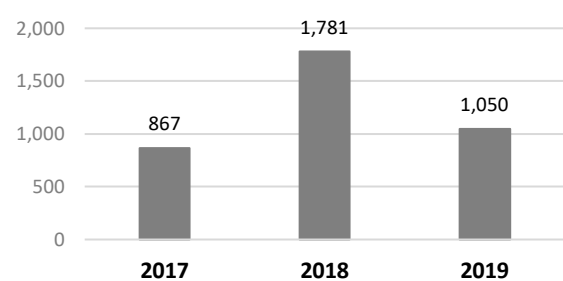
City owned asset? Yes

### 2019 Results

#### Satisfaction with Library Experience



#### Early Literacy Programs



#### Creating a Sense of Belonging:

**4.1 out of 5**

#### Achieving Personal Growth:

**3.9 out of 5**

### The story behind the numbers

- Early literacy programs and learning improve school readiness, a leading indicator of success later in life. These figures show how many children reached in an effort to improve core literacy skills and child development. Outreach initiatives were limited in 2019 due to operating budget reductions.
- Continuing high levels of satisfaction indicate the Library understands and effectively responds to evolving needs and circumstances.
- Users highly regard the Library's effectiveness at helping to create a sense of belonging in the community and a sense of making progress on personal growth goals (scale of 1 to 5)

### Current state 2020: COVID-19 impact

- Library locations were closed until June 23 and contactless service launched mid-May including curbside pickup. All locations re-opened by July 20. Innovations to circulation services continue including curbside holds and pickups, and QR code checkout.
- Locations continue to have reduced capacity and in person group services including programs, events and room rentals are largely prohibited. Outdoor programming is being piloted. Due to the high touch nature of children's spaces, they are significantly affected.
- Investment in online content continues including on-demand videos, group learning and engagement, and live events.
- Physical visits to Library locations are approximately 50 per cent of pre-pandemic levels in the first three months of operation and circulation of materials has recovered to approximately 80 per cent of pre-pandemic levels.

**Service Impact:** Significant

**Current Demand for Service:** Demand has increased notably



## Calgary Public Library Board Civic Partner 2019 Annual Report

**Organizational Structure:** Legislated Body, Libraries Act (Alberta)

**Fiscal Year:** December 31, 2019

**Related Subsidiaries or Foundations:** Calgary Public Library Foundation

**Manage/Operate City Owned Asset:** Calgary Public Library network

**City 2019 Operating Grant:** \$52,457,720

**City 2019 Capital Grant:** \$2,309,822

### STRUCTURE

#### 1. Vision, Mission and Mandate:

The Calgary Public Library's vision, mission and values speak to the Library's role as a community hub supporting the potential and dreams of Calgarians. Our vision is "Potentials Realized" and our mission is to "empower community by connecting you to ideas and experiences, inspiration and insight". Rooted in our values of Inclusion, Curiosity, and Collaboration, the Library is committed to removing barriers and increasing access to information in all its forms as we strive to become the most literate community in Canada. We want every Calgarian to know that this city's 21 libraries are community hubs that ignite learning, discussion, invention, and action.

### 2019 RESULTS

#### 2. What key results did your organization achieve in 2019 that contributed to one or more of the One Calgary Citizen Priorities? (*A Prosperous City, A City of Safe & Inspiring Neighbourhoods, A Healthy and Green City, A Well Run City*)

The Library Services service line primarily impacts two Council Priorities – A Prosperous City and A City of Safe and Inspiring Neighbourhoods. Key results include ending 2019 with:

- Over 720,000 members
- Over 15 million circulations
- Over 7.6 million in-person visits and 15 million digital visits
- Over 4.8 million computer and technology uses
- Over 490,000 participants in programs and events

In addition, the Library supports prosperity with a number of technology, job readiness and skill development programs and resources alongside the computer and internet access noted in the figures above. Also, the Library provides space to a technology training organization which upgrades coding skills as part of a provincially sponsored re-employment initiative.

The Library supports neighbourhoods by investing in the rejuvenation of community libraries to ensure established neighborhoods have amenities as functional as those in the newest neighbourhoods. In 2019, the Library made significant investments in four libraries in these communities:

- Crowfoot Library in Arbour Lake (Ward 2)
- Fish Creek Library in Willow Park (Ward 11)
- Country Hills Library in Country Hills (Ward 3)
- Memorial Park Library in Beltline (Ward 11)

#### 3. What quality improvement changes did you make, or operational efficiencies did you find in 2019?

The Library's operating grant was reduced by \$1.792 million in 2019. Operating grant reductions do limit the Library's ability to grow and reach as many Calgarians as possible, especially as they result in the reduction in high-impact outreach activities in the community. At the same time, the Library has taken a robust and innovative approach to operational efficiency to ensure that the impact of Calgary's investment in public libraries is maximized. For instance, the Library has built and promoted mass self-service options in order to free staff time for more impactful work, leveraged system capacity in the automation of certain functions like materials handling, accelerated the transition away from certain collections categories nearing obsolescence (e.g. CDs, and DVDs), and invested in new technologies in order to deliver online and virtual content, services, and programs that can reach new audiences.

Increased opportunities for volunteers to improve the experience of Library visitors were implemented, resulting in over 176,000 hours being volunteered to the Library by community members of all ages.

**4. What program, service or initiative was most successful in 2019? What lessons learned from this experience can inform future work?**

Building on the success and lessons from early literacy initiatives, the Library moved to develop and launch a School Aged Strategy. This included strong partnerships with the Calgary Board of Education and the Calgary Catholic School District. This far-reaching project included new initiatives to build connections with students and teachers such as the launch of a Teachers Convention event at Central, launch of Library School, parent / caregiver education workshops in collaboration with school boards, and more. The Library identified a specific need to address school readiness for pre-K children which ensures long-term school success. This led to the piloting and launch of new community supports, such as Kindergarten Confident, a parent and child workshop to model what to expect in the classroom, and Kindergarten Class Card, a commemorative Library membership card for kindergarten classes.

A focus on inquiry-based learning and supports for grade school was also a priority, leading to the enhancement and expansion of Questionarium spaces for school-aged children in three libraries in 2019 and plans for an additional three spaces in 2020. The Library's popular Ultimate Summer Challenge was also expanded to support learning and engagement over the summer and had over 26,000 registered participants in 2019.

**5. What is one success story from 2019 that demonstrates how you worked in partnership with other community, private or public organizations to achieve shared results for Calgary and Calgarians?**

The Calgary Fire Department and Calgary Public Library partnered in 2019 to help all children in Calgary learn about fire safety. Calgary Fire has been distributing a colouring book to help teach children about fire safety for decades, but the book had not been updated in 12 years and needed review.

Working with Calgary Fire's safety experts, the Library took on the development of a new book in consultation with literacy and early learning specialists to create an engaging and helpful tool.

The Fire Safety Activity Booklet teaches kids all about home safety and the life of a firefighter through colouring sheets, puzzles, and games designed to engage school-aged learners.



## Calgary Public Library Board Civic Partner 2019 Annual Report

In addition to the development and printing of the booklet, the Library also committed to increasing its distribution. The new Fire Safety Activity Booklet is now available in all fire stations and public libraries throughout Calgary. Following its launch, more than 75,000 booklets were distributed in just three months.

### RESOURCES

6. **Please estimate how The City's operating funding was allocated in 2019. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.**

61%	Staff compensation, development and training
12%	Collection materials and services
15%	General Operating
10%	Building and Equipment
2%	Occupancy Costs

7. **Did volunteers support your operations in 2019? If yes:**

<b>How many volunteers?</b>	3,789 volunteers
<b>Estimated total hours provided by volunteers:</b>	176,622

8. **What resources did your organization leverage to support operations in 2019?**

The City of Calgary Operating Grant represented 82% of revenues in 2019. Other sources of revenue were:

- Alberta Government 11%
- Miscellaneous grants and sponsorships 4%
- Fines, fees, and rent 2%
- Interest 1%

Library resources are leveraged through volunteer support, partnerships, and the Calgary Public Library Foundation.

In 2019, nearly 3,800 volunteers contributed over 176,000 hours. Valued at the minimum wage, this represents a value of \$2.65 million. These volunteer hours freed staff to undertake work for which they are uniquely qualified.

To assist the Library in achieving service goals, it establishes and evaluates strategic partnerships. Connections include many business units within The City of Calgary, such as Calgary Fire, Calgary Police Service; other levels of government; the Federation of Calgary Communities; Business Revitalization Zones; and learning institutions including Calgary Board of Education, Calgary Catholic School District, Bow Valley College, Mount Royal University and the University of Calgary. Other partnerships enable the Library to provide programs and services to targeted populations including newcomers, vulnerable children, and families.

9. **Using the chart below, please report your 2019 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off. Please identify through **BOLD font**, 1-2 measures that are most significant and could be presented in a chart.**

	Performance Measure Name	2017 results	2018 results	2019 results	What story does this measure tell about your work?
<b>How much did you do?</b>	<b>Attendance at In-Library Early Literacy Programs</b>	<b>116,164</b>	<b>151,075</b>	<b>216,000</b>	Early literacy programs and learning improve school readiness, one of the leading indicators of success later in life. These figures show how many children we reach in our effort to improve core literacy skills and child development. Outreach initiatives were limited in 2019 due to operating budget reductions.
	Early Literacy Outreach Programs	867	1,781	1,050	
	Library Visits	6,842,000	6,950,000	7,694,000	
<b>How well did you do it?</b>	<b>Satisfaction with Library Experience</b>	<b>92%</b>	<b>96%</b>	<b>95%</b>	Continuing high levels of satisfaction indicate that the Library understands and effectively responds to evolving needs and circumstances.
	Library Members	630,000	687,000	724,000	
<b>How are Calgarians better off?</b>	<b>Creating a sense of belonging</b>	N/A	N/A	<b>4.1</b>	Users highly regard the Library's effectiveness at helping to create a sense of belonging in the community and a sense of making progress on personal growth goals (scale of 1 to 5)
	Achieving personal growth	N/A	N/A	3.9	

**10. Briefly describe how your key results in 2019 contributed to Council approved strategies (As applicable.)** For example: Calgary in the new economy: An economic strategy for Calgary; Calgary Heritage Strategy; Climate Resiliency Strategy; Resilient Calgary; Enough for All poverty reduction strategy; Cultural Plan for Calgary; Downtown Strategy; Foundations for Hope: Calgary's Corporate Affordable Housing Strategy; Open Spaces Plan; Recreation Master Plan; Sport for Life Policy.

### ***Calgary In The New Economy***

- In partnership with 10 different organizations, the Library delivered 24 small business workshops in 2019 with 833 registrants.
- The Library announced a new partnership with InceptionU to develop a not-for-profit coding training centre at Central Library. This included the delivery of free, public technology programs that were piloted in late 2019 and were well received, with one class having a 100-person wait list.
- The Library continued to work with tourism partners to support tourism initiatives and campaigns by profiling Central Library as a must-see destination and secure international and influential media coverage.

### ***Enough For All Poverty Reduction Strategy***

- Calgary Public Library continued as a key partner in the Community Hubs Collaborative. Calgary Public Library is an active member of both the Community Hubs at the Village Square Recreation Centre and Genesis Centre, where collaborative programming among partners is increasing.
- Fair Entry continued at Village Square Library and a pop-up took place at Central Library from June – August 2019.
- The Library provides support and feedback to the Community Action on Mental Health and Addiction initiative and the Social Wellbeing Advisory Committee.

### ***Cultural Plan for Calgary***

- Memorial Park Library continues to be a hub for cultural programming in partnership with local arts organizations. Over 450 programs drew more than 9,100 attendees to this newly designated national heritage site in 2019.
- Indigenous Placemaking was expanded to install two new pieces at Central Library and new installations at Signal Hill and Forest Lawn Libraries.
- Indigenous languages have long been underrepresented in literature — especially in children's books. To address this, the Library worked with aspiring Treaty 7 authors to publish 14 original children's books in their traditional languages. These books are now available through the system and are shared across Alberta.



- The Library participates in the Cultural Leadership Council to steward and advise on the Cultural Plan for Calgary.

#### ***Downtown Strategy***

- Activation of Central Library and hosting major events (NYE, Canada Day, birthday celebrations) drew over 1.6 million visitors to the new Central Library in 2019.
- A diverse range of Library events and third-party bookings make Central Library a vibrant destination. Last year, 586 events ranging from graduation ceremonies to fashion shows to author talks and more attracted 21,500 attendees.
- The Library is an active member of the 9 Block Program and is involved with the Future of Stephen Avenue project.

### **11. Did your organization receive any awards or recognition in 2019 that you want to highlight?**

The opening of Central Library in late 2018 yielded many architectural and design distinctions in 2019, but there were also operational awards for the system. Below are a few highlights.

#### **Central Library**

Gold LEED Certification for Central Library  
2019 Mayor's Urban Design Award for New Central Library  
2019 The Calgary Award for Accessibility  
2019 AIA / ALA Library Building Award, American Institute of Architects, The Central Library  
2019 SEG D Global Design Awards, Merit Award for Wayfinding - The Central Library  
2019 Fast Company's Innovation by Design Awards, Finalist in the Spaces, Places, and Cities

#### **Operations**

2019 Library of the Year, Library Journal, Special Mention  
2019 Calgary White Hat Legacy Award  
2018 Calgarian of the Year was awarded to Bill Ptacek, former CEO  
2019 Fast Company's Innovation by Design Awards, Honorable Mention in the Learning category  
2019 Best of Use of Social Media, Hashtag Awards, Finalist

### **12. CAPITAL AND ASSET MANAGEMENT (for Civic Partners managing City-owned assets)**

**Asset:** The Library is the steward of 19 City-owned buildings, including 18 community libraries and the Central Library.

#### **a) Provide a summary of your organization's 2019 capital work, including specific lifecycle/maintenance projects or new capital projects.**

The Library's capital work included lifecycle projects at the following sites:

- Memorial Park Library
- Fish Creek Library
- Crowfoot Library
- Country Hills Library

These projects typically combine items that extend the useful life of the asset, such as roof re-finishing and elevator renewal, with items that are intended to improve the user experience, such as adding meeting spaces, or improving the efficiency of fixtures or operations.

#### **b) What funding did your organization leverage to support capital activities in 2019?**



The majority of funding for the Library's capital program is provided by the City of Calgary through its Library Lifecycle Grant. For 2019, this grant provided \$2.024M, all of which was used in support of the Library's capital program.

## **COVID-19 UPDATE**

### **13. Briefly describe the key impacts of COVID-19 on your operations to date.**

The Library was ordered to cease physical access and services as of March 16, 2020. The Library quickly moved to further develop existing online services, including enhanced digital collections, expanded access to online learning, introduction of virtual programs, as well as expanding the Library Hotline remote phone, email and chat services to provide enhanced reference services and offer technical troubleshooting support.

Contactless service options, such as curbside holds pick-up was implemented in mid-May during closure, and then expanded to include book recommendation and selection services and book collection drop-off services to seniors' care facilities and day homes in August. These options provide service alternatives to Calgarians that may be at a higher risk for COVID-19 or prefer to reduce risk of exposure in general.

Library locations remained closed to the public until June 23, when a few select locations re-opened. All locations were re-opened at regular hours by July 20.

All locations continue to meter access, with capacity limits well below normally allowed levels. In-person services that involve groups of customers, such as programs, events and room rentals, remain largely prohibited at this time. Outdoor programming is being piloted and the Library continues to expand online programming options, including the transition of existing learning and enrichment opportunities as well as the development of new ones.

Children's programming and spaces have been significantly affected due to the challenges of physical distancing and the level of high-touch equipment required, such as toys.

### **14. What operational efficiencies did you implement to address the impact of COVID-19 up to September 1, 2020?**

The Library initiated a temporary employee layoff after receiving the order to close. Approximately 75% of the Library workforce was affected. This action allowed the Library to return \$3 million to The City. Recalls began in mid-June and were complete by mid-July.

### **15. Were there any program or service changes made during the response to COVID-19 that you plan to integrate into longer term operations? For example, shifting some programming online, or modifications to your delivery model or operations.**

At the onset of the pandemic, the Library explored and piloted a number of different online learning and program strategies, resulting in the establishment of a strong foundation that enables staff to transition existing programs and design new opportunities as needed to meet the needs of the community. Models include on-demand video content, one-on-one consultation and service, group learning and engagement, and live events. This investment in an online program infrastructure will address the needs of the community during the pandemic and provide additional options to support varied learner needs on a long-term basis.



## Calgary Public Library Board Civic Partner 2019 Annual Report

The Library intends to further invest and develop its knowledge and skills in developing high quality, interactive, virtual programming delivered with the involvement of staff, volunteers, and community partners. For example, in partnership with the City of Calgary Arts Centres, the Library recently piloted a take-home kit option to enhance learner engagement for children participating in an online arts program; this is a strategy we hope to expand on in the future, particularly in programs for children and families.

Innovations to circulation services include a range of contactless options, such as curbside holds pick-up, book selection services, and QR code checkout. These new elements provide an enhanced customer experience and position the Library well for any future service interruptions.

### COVID-19 Service and Impact Demand Update *Reporting for September 2020*

The following information is collected to align with City of Calgary report to Council on the current impact of COVID-19 on delivery of services and programs and may be shared with Council separately from the previous Civic Partner Annual Report Template content.

#### **Service Impact:**

Please choose the one option below that best describes the impact of COVID-19 on your programs or service in the month of September 2020.

<input type="checkbox"/>	<b>Negligible</b>	Minimal to no impact on service. Service is currently operating close to normal.
<input type="checkbox"/>	<b>Minor</b>	Continuing to provide programs and services but some coping strategies required – able to be addressed with existing strategies and resources.
<input type="checkbox"/>	<b>Moderate</b>	Some challenges on ability to achieve objectives. Some delay. Some aspects of the programs or service are only being met in part.
<input checked="" type="checkbox"/>	<b>Significant</b>	Difficulties to achieve objectives. Delays or notable aspects of objectives not completed. Falling well-short of normal operations.
<input type="checkbox"/>	<b>Severe</b>	Unable to meet normal objectives due to serious extended disruption. (e.g. full facility closure, major decrease in users)

#### **Service Impact Narrative:**

The impact of the pandemic on operations remains drastic with hundreds of programs cancelled or delayed into September. Community use of meeting rooms remains restricted and some spaces within locations remain closed, such as early learning play structures, large program rooms, and theatres.

Physical visits to Library locations have been growing and have now risen to approximately 50% of pre-pandemic levels in the first three months of operation after reopening. Other services continue to see a reduction in activity commensurate with lower visitation, and group programs and events continue to be severely restricted indoors, although some outdoor and virtual programming is being offered. Circulation of Library materials has recovered to approximately 80% of pre-pandemic levels and continues to grow.



## Calgary Public Library Board Civic Partner 2019 Annual Report

Mask use continues to be an area of concern. Compliance with the bylaw was initially very good, but over time, more customers seem intent on challenging the bylaw and our staff's attempts to encourage compliance.

A challenge remains how to provide as much public service as safely as possible, and Library leadership is committed to continually reviewing what services could continue to be offered in the event of future service interruption or widespread public health restrictions.

### **Current Demand for Service:**

At this point in time, based on what you know right now, what is your best estimate of the current demand for your service compared to typical demand?

<input type="checkbox"/>	Demand is steady, largely business as usual.
<input checked="" type="checkbox"/>	Demand has increased notably.
<input type="checkbox"/>	Demand has decreased notably.

### **Service Demand Narrative:**

*Please provide a supporting narrative that describes how COVID-19 has impacted the demand on your programs or services for September 2020. This may include any new program or service impacts that your organization has faced in the past month.*

While current public health restrictions may limit the range of public service, the Library continues to strive to meet existing and emerging urgent community needs

While in-person programming has been significantly limited, the Library is working to translate the Library experience to virtual platforms. For example, the annual Ultimate Summer Challenge children's program is a popular in-location program that had to move completely online due to COVID-19. Registration was down 81% from 2019, but it also proved an invaluable experience to test learning programs in advance of September. School supports and online learning are in increasingly high demand, even if only through virtual platforms.

While other partners and organizations may experience significant reductions in public program attendance and registration, the Library continues to experience modest, sustainable growth for online program registration and visitation. This includes new programming and supports for newcomers, small businesses, parents and caregivers, and readers.

Contactless borrowing service options such as curbside service and the implementation of public health measures in locations to allow in-person holds pick-up and browsing, have accelerated continuing recovery in the circulation of physical items. The Library is seeing a large increase in digital circulation and record uptake in the use of online courses.

The Library has recently implemented modified outreach services to day homes, Calgary Housing, and senior care facilities, but these supports remain limited at this time.

While locations remain under reduced capacity limits to support physical distancing, some libraries report daily line-ups for service and patron queries to the enhanced Library Hotline service come in regularly from email, chat, and phone.



## **Calgary Public Library Board Civic Partner 2019 Annual Report**

The Library will continue to deploy modified and / or existing programs as public health restrictions evolve with a steadfast commitment to the safety of Library staff and patrons.

## CIVIC PARTNER 2019 ANNUAL REPORT SNAPSHOT- SILVERA FOR SENIORS

### SILVERA FOR SENIORS

**Our Purpose:** To support seniors to Live their Best Life.

**Values:** Accountability, relationships, honesty and innovation.

**One Calgary Line of Service: Affordable Housing**

**Registered Charity**

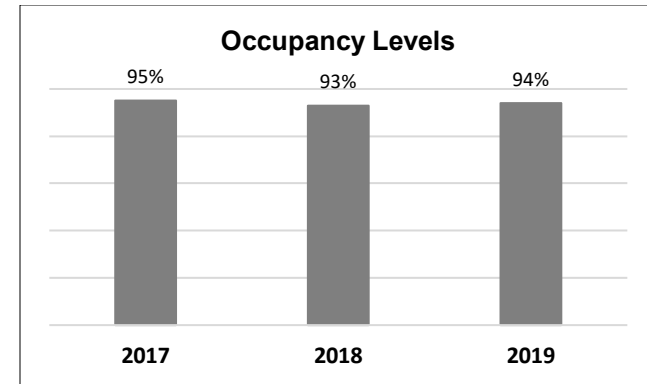
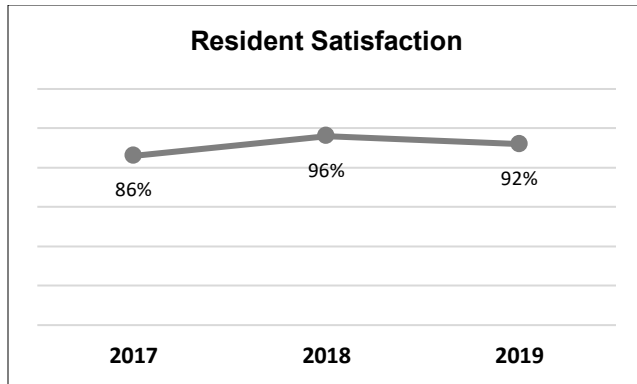
### 2019 City Investment

Operating Grant:\$5,673,000

Capital Grant: \$940,318

City owned asset? No

### 2019 Results



### The story behind the numbers

- Resident engagement and satisfaction with quality of service (food, cleanliness, activities, safety) remains high.
- It is increasingly difficult to maintain high occupancy levels in buildings that deteriorate over time, especially in absence of adequate maintenance funding.
- Employee engagement remained high for direct service staff providing clean and safe housing and quality services to residents.
- Employee overall engagement has been tested during the months of COVID lockdown: as an essential service staff continued to report to work, adopting new safety protocols during a changing and uncertain time.

### Current state 2020: COVID-19 impact

- Occupancy has been adversely affected and more noticeable in the large communities, due to COVID-19 outbreaks and public fear.
- Staff fatigue and demonstration high mental health strain.
- Multiple strategies in place including enhanced cleaning, centralized coordination, monitoring and distribution of PPE resources, virtual tours, health screening, COVID readiness and response plan, research on seniors' mental health in response to isolation.

**Service impact:** Minor but requiring shift to support programs with physical distancing or through isolations. Dining has been strained to provide significant tray service through isolations and outbreaks.

**Current demand for service:** Demand is steady, largely business as usual.



## SILVERA FOR SENIORS Civic Partner 2019 Audit Report

**Organizational Structure:** Legislated Body (Alberta Housing Act; Ministerial Order H:029/16)

**Fiscal Year:** Ended December 31, 2019

**City 2019 Operating Grant:** \$5,673,000

**City 2019 Capital Grant:** \$834,161

### STRUCTURE

#### 1. Vision, Mission and Mandate:

**Silvera for Seniors Purpose:** Live your best life.

**Values:** Accountability, Relationships, Innovation and Honesty

**Supporting behaviours:** Caring, Driven, and Positive

### 2019 RESULTS

#### 2. What key results did your organization achieve in 2019 that contributed to one or more of the One Calgary Citizen Priorities? (*A Prosperous City, A City of Safe & Inspiring Neighborhoods, A Healthy and Green City, A Well Run City*)

**(A Prosperous City, A City of Inspiring Neighborhoods, or A Healthy and Green City?) Council Directives P1/P2/P4 N1/N3 N4/5**

Silvera continues to be a strong employer offering opportunities for Calgarians and new Canadians seeking stable and noble work in supporting quality services to our aging population. With an employee turnover rate average for our industry, Silvera hired 136 Calgarians in 2019 for existing full-time, part-time and casual positions. Silvera maintains its credible reputation for offering safe, affordable and quality housing and services for Calgarians in our city. Silvera continues to advance our affordable housing developments. Despite limited budgets, Silvera maintained suites in current Seniors Self-Contained housing and supported greater accessibility via investment in lodge suites. Silvera has maintained safety and quality of existing City affordable housing properties to the best of its ability and in face of aging buildings and infrastructure. Silvera has been very purposeful and strategic in its capital development to increase the availability and accessibility of affordable housing to Calgary seniors; as well as to promote integration of such housing into Calgary communities as means of maximizing inclusivity. Additionally, Silvera has built its capital strategy around the development of mixed-use neighborhoods. Ongoing rejuvenation and the ongoing development of the mixed-market, energy efficient Westview-Glamorgan community hub are an attestation to realizing this commitment. Additionally, such efforts increase the operating and financial viability of the communities. As Silvera builds new lodges, we are also closely collaborated with the Province to optimize and rejuvenate our current lodges, such as Spruce during 2019, to respond to the changing needs of seniors and increased need for aging in place as a result of demands on higher levels of care. One of such new lodge developments in progress is the Gilchrist lodge.

We have engaged our seniors in providing feedback to inform the design of service delivery to promote healthy living and independence as well as Calgary community inclusion as evidenced by Silvera's Healthy Aging programming. Silvera worked alongside of many Calgary community partners, including other non-profit organizations, post-secondary institutions, local services, local businesses, local transportation organizations and produce vendors to increase seniors' physical, mental, intellectual,



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nutritional and social wellbeing. This allowed our seniors to enjoy better quality of life as Calgarians and be more active participants in city's neighborhoods, arts, cultural and recreational events, tourism, public and specialized transit and parks. Moreover, this contributed to strengthening seniors' purchasing power therefore benefiting Calgary's economy.

Silvera continues to ensure equitable access to affordable housing and services. We have processed 625 new applications, and reviewed 2,858 existing applications for seniors' affordable housing during 2019. Out of 625 new applicants, 424 were waitlisted, which calculates to 68%. This waitlist trend is a reflection of the increased demands on affordable housing needs. The average number of calls from inquiring seniors and families was 277 per month.

### **3. What quality improvement changes did you make, or operational efficiencies did you find in 2019?**

Silvera articulated the "Silvera Way" and shared it with partners, funders and influencers to drive the growth in the key service areas. This was conducted via collaborative stakeholder engagement, including residents, their families and Silvera staff to deepen the roots of Silvera strategic imperatives' to Silvera's purpose of seniors living their best life. Silvera Service Strategy was developed. Resource allocation for the oversight of 5 key service areas: Healthy Aging, Dementia, Transitions, Mental Health, and Diversity, was optimized to allow robust development of each key service area via fund development for innovation and research. Silvera adopted Community 2020 model, which optimized the efficiencies and management of key operations areas, such as maintenance, active aging, Resident Support services, dining and housekeeping by decentralizing resources and aligning them with specific community. With the support of committed donors, Silvera launched its own Research Program to better understand trends for older adults in the future, which will help inform its activities and service planning. Silvera developed a growing reputation as a trusted partner and collaborator in areas of research and community development across the city and the province. To help guide Silvera's strategic use of research to inform service redesign and inform best practice, a Research Framework was developed. Dynamic community engagement plan was developed to help increase marketing of vacancies. YARDI software system was implemented to optimize analytical capacity and access to information to guide decision making.

### **4. What program, service or initiative was most successful in 2019? What lessons learned from this experience can inform future work?**

Following a successful implementation of medical assistance in dying at one of Silvera's communities end of 2018, Silvera developed an operational plan based on the impact and risk of the MAiD legislation relative to residents within the housing sector, employees and organizational reputation. Silvera contracted a research report on Medical Assistance in Dying (MAiD) practice in supportive living (lodge) communities in Q2 2019. A PhD student from Faculty of Nursing-University of Calgary compiled a literature review and facilitated resident focus groups in five Silvera communities to gather information regarding knowledge and attitudes towards MAiD in general, and the provision of MAiD at Silvera. This research is a key component of developing a comprehensive end of life strategy, which will guide training and support for staff as well as residents in community housing. The final report was completed and was submitted for publication in the Journal of Aging and Social Policy to raise awareness of this issue in non-medically supported living environments.





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### 5. What is one success story from 2019 that demonstrates how you worked in partnership with other community, private or public organizations to achieve shared results for Calgary and Calgarians?

Silvera underwent a visioning exercise to convene a concept of Dementia Village, modelling after Schlegel Village, at Beaverdam community. This collaborative included Urban Matters, social innovation consultant; AHS; Beaverdam neighbourhood; local businesses; residents; caregivers; Silvera staff; Alzheimer's Society; Dementia Network and involved plans for capital redevelopment, barrier-free wayfinding design, service innovation and neighbourhood engagement. Additionally, Dementia Champions continued to advance two key areas of work; further embedding the "Best Friends Approach" into staff training as well as identifying and recommending "care environment" changes within our buildings and service offerings.

### RESOURCES

#### 6. Please estimate how The City's operating funding was allocated in 2019. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.

0.7%	Advertising and promotion
12.4%	Programs or services
0.1%	Office supplies and expenses
1.0%	Professional and consulting fees
49.8%	Staff compensation, development and training
0.3%	Fund development
0.5%	Purchased supplies and assets
7.1%	Facility maintenance
0.1%	Evaluation or Research
28.0%	Other, please name: Administration (17%); Amortization (3.8%); Utilities (7.2%)

#### 7. Did volunteers support your operations in 2019? If yes:

How many volunteers?	1,545 volunteers
Estimated total hours provided by volunteers:	9,385 hours

#### 8. What resources did your organization leverage to support operations in 2019?

Silvera continued to engage local corporations to invest in operations support with over 4,350 hours delivered by 1,450 volunteers via Silvera Care Days Corporate Volunteer Program as means of offsetting our operating costs. Silvera Care Days benefited both, our SL and Seniors Self-Contained communities. The activities include outdoor maintenance projects, Spring/Fall clean up, planting and maintenance of flower gardens, seasonal activities and supporting active aging through one-time activities (i.e.: crib tournament, pottery painting). Additionally, we partnered with 95 community volunteers, who contributed 5,035 hours of operations support at our SL communities by participating in our Healthy Aging Programming with residents. Silvera leveraged our APAA, ICCER and ASCHA memberships as well as Age Friendly participation for continued advocacy in the sector to keep seniors front and centre on municipal and provincial agenda. Ongoing collaboration continued throughout 2019 with post-secondary partners such as University of Calgary, Mount Royal University, SAIT, and Trico Changemakers Innovation Lab to support quality improvement, research, staff development and innovation. Silvera partnered with Alzheimer Society to redesign early onset dementia care at Beaverdam.



9. Using the chart below, please report your 2019 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off. *Please identify through BOLD font, 1-2 measures that are most significant and could be presented in a chart.*

Performance Measure Name	2017 results	2018 results	2019 results	What story does this measure tell about your work?
<b>How much did you do?</b>				
<b>a. Regulatory Compliance</b> <b>b. Maintain Occupancy</b> <b>c. Employee engagement</b> <b>d. Resident satisfaction</b>	<b>a. 100%</b> <b>b. 95%</b> <b>c. 70%</b> <b>d. 86%</b>	<b>a. 100%</b> <b>b. 93%</b> <b>c. 57%</b> <b>d. 96%</b>	<b>a. 100%</b> <b>b. 94%</b> <b>c.</b> <b>d. 92%</b>	a. Silvera maintained audit-ready state to ensure optimal compliance. b. It is increasingly difficult to maintain high occupancy levels in buildings that deteriorate over time, especially in absence of adequate maintenance funding. c. Our participation in 2018's AON Best Employers for Small to Medium Sized Employers provided us with a lot of data, on which we acted in 2019 to increase specific factors of engagement with specific groups. As well, we moved staff engagement questions onto annual performance appraisals rather than solicit more feedback. This provided us with qualitative feedback vs a percentile score. Overall employee engagement remained high for direct service staff providing clean and safe housing and quality services to residents in our lodges. Employee overall engagement has been tested during the months of COVID lockdown: as an essential service staff continued to report to work, adopting new safety protocols during a changing and uncertain time. d. Our residents' engagement and satisfaction with quality of service (food, cleanliness, activities, safety) remains high.
<b>How well did you do it?</b>	<b>Same as above</b>			
<b>How are Calgarians better off?</b>	Seniors have the ability and the means to maintain independent living in community. Silvera communities allow for development of relationships and meaningful connections. Communities are safe, well maintained and landscaped, therefore contribute to the vibrant fabric of Calgary neighbourhoods. The deterioration of the older building and reduced maintenance funding poses difficulties. Staff have meaningful and stable jobs.			

10. Briefly describe how your key results in 2019 contributed to Council approved strategies (As applicable.) For example: Calgary in the new economy: An economic strategy for Calgary; Calgary Heritage Strategy; Climate Resiliency Strategy; Resilient Calgary; Enough for All poverty reduction strategy; Cultural Plan for Calgary; Downtown Strategy; Foundations for Hope: Calgary's Corporate Affordable Housing Strategy; Open Spaces Plan; Recreation Master Plan; Sport for Life Policy.



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**Enough for All 2.0 Poverty Reduction Strategy:** Resident Support Services actively supported seniors to access funding necessary to secure and maintain living in affordable Silvera communities, therefore preventing risks for poverty and homelessness. This directly aligns with and contributes to Calgary's Enough for All 2.0 Strategy, the Senior Age-Friendly Strategy and A Prosperous City mandate. Silvera continued to be Calgary's only provider of the Municipal Lodge Program and maintained its commitment mandate to serve low/modest income seniors.

**Calgary in the new economy: An economic strategy for Calgary:** Silvera contributed to Calgary's economic strategy by creating jobs and maintaining a high level of employee retention, which provides a stable workforce. Staff and residents maintained close connection with Calgary's neighbouring communities for accessing services, businesses, events and parks. Silvera's development considers future of technology, energy efficiency and creating livable, inclusive, dynamic integrated communities.

Silvera contributed to the interconnectivity of communities with the integrated design of our Gilchrist and Glamorgan sites and participation in ARP for Bridgeland. Inclusion in our communities, training for staff and residents on diversity, engagement through innovation, efforts to improve our own wage structures as they are fully aligned with a poverty reduction framework.

**Cultural Plan for Calgary:** Silvera continues to demonstrate strong sense of inclusion with diversity in both residents and staff. As a result, we have undertaken focused effort to create a deliberate Equity, Diversity & Inclusion program model that will inform Silvera's service design within all communities. Partnership with Centre for Sexuality was pursued to explore seniors' LGBTQ+ needs and Silvera's assessment capacity.

**Downtown Strategy:** Our Bridgeland community hub supports this strategy by contributing to a livable, thriving and caring core. This community provides seniors with better access the downtown landscape, amenities, services and businesses. Also, it provides work environment for many staff who travel or transit towards the downtown core every day. Additionally, Silvera worked collaboratively with the Bridgeland Riverside Community Association (BRCA) to increase participation by Silvera residents in neighbourhood initiatives. This included soliciting resident feedback to improve area wayfinding, accessibility design, security, and social programs which bring residents together from across the neighbourhood. Representatives from the BRCA were invited to promote their vision and discuss shared priorities, including ways to generate and sustain community engagement with surrounding residents in Silvera locations.

**Open Spaces Plan:** Silvera's housing upgrades and new development continued to consider purpose-built outdoor spaces, gathering green space, pathways that meet City requirements and interconnection with broader communities, common areas for all, and senior appropriate developments.

**Foundations for Hope: Calgary's Corporate Affordable Housing Strategy:** Silvera continued to offer affordable housing with wide variety of service and housing options on the care continuum. City's HIP funding was leveraged Glamorgan development and planning advanced.

**Recreation Master Plan & Sport for Life Policy:** The Active Aging Strategy, modeled after World Health Organization's determinants of health, focused on establishing new long term partnerships with YMCA Calgary older adult program team. This partnership resulted in expanding the resident Silvera



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Games to an inter-agency event at an external location. Silvera also trialled the SHAW Tri-bikes program with CNIB and collaborated with the City of Calgary Parks and Recreation department active aging project team to maximize seniors' outdoor sport opportunities.

**Did your organization receive any awards or recognition in 2019 that you want to highlight?**

Not Applicable

### **11. CAPITAL AND ASSET MANAGEMENT (for Civic Partners managing City-owned assets)**

**Asset:** *Insert Name of City owned asset managed or operated*

**a) Provide a summary of your organization's 2019 capital work, including specific lifecycle/maintenance projects or new capital projects.**

- 
1. Confederation Park Lodge Community – Total \$21,368: Remodeling of public washrooms \$9,509; Security cameras \$11,859
  2. Bow Valley Lodge Community - Total \$9,567: Remodeling of public washrooms
  3. Beaver Dam Lodge Community - Total \$33,720: Window replacement
  4. Shouldice Lodge Community - Total \$32,870: Suites window replacement
  5. Valleyview Lodge Community - Total \$12,162: Wall sconce light replacement \$1,200; Kitchen hot water tank \$10,962
  6. Shawnessy Lodge Community - Total \$25,129: Replacement of fire alarm system \$3,680; Replacement of fire system piping \$14,970; Dining room painting \$6,479
  7. Spruce Lodge Community – Total \$421,018: Flat roofing (south) \$78,573; Roof next phase \$52,350; Fire shutters \$9,031; Renovation \$281,064
  8. Aspen Lodge Community – Total \$278,328: Vestibule work \$40,653; Suite blinds & door closures \$27,868; Scooter garage \$15,860; Rear entrance elevation correction \$40,039; Common areas blinds & flooring \$53,980; Staff space \$17,500; Stainless steel phase \$2,403; ISW Fiber, Cat6 & cordless phone system \$76,025
- 
- Total – Lifecycle grant: \$834,161
9. All Lodges – Dining Equipment upgrade \$99,633 – Suzie Qs
  10. Spruce continuing renovation - \$68,093
- Total – Internal sources: \$167,726  
Total All Sources - \$1,001,887

**b) What funding did your organization leverage to support capital activities in 2019?**

Internal reserves - \$68,093 (spruce renovation from 2018)
Operating Cash - \$99,633 (Dining equipment – Suzie Qs and other)

### **COVID-19 UPDATE**

**12. Briefly describe the key impacts of COVID-19 on your operations to date.**

Impact on community operations fluctuates with respective community's risk tolerance levels and exposure. We are constantly balancing resident risk and choice along with the City's progressive relaunch activities and CMOH order changes. Occupancy has been adversely affected and more noticeable in the large communities, due to fear of COVID-19 exposure. Enhanced cleaning protocols are maintained within each community on regular basis, including a regular Clorox360 disinfection rotation. Silvera communities have managed exceptionally well throughout the pandemic. Resident and family engagement and trust in Silvera staff's abilities to maintain a safe home environment remains high. Staff engagement, spirit and level of energy also remains high within each community, although risk of staff burnout is increasing as the influenza season starts. Due to shifting priorities as a result of short notice-CMOH order changes and outbreak declarations, risk of underutilized vacation accruals is likely.

The opening of the school system and increased risk of exposure also adversely delays the staff ability to take vacation due to reduced team capacity as staff need to isolate, therefore stretching the team even further.

The heightened pandemic activity and the reopening of the school system exerted an increased pressure on scarce system resources, revealing certain gaps and inefficiencies in the health sector, both of which increase the complexity of housing operators' risk management and adversely impacting outbreak mitigation efforts. Residents of congregate living communities experience a significant delay in COVID-19 testing, on average 1 week in both outbreaks. Contact tracing delays contribute to the testing lag to a certain degree. Instances of delayed communication from Public Health to confirm the testing arrangements for symptomatic residents have been noted. Neither Public Health, nor Home Care have the capacity to swab the housing operator staff as the outbreak is declared, necessitating staff to arrange the testing via Health Link or community pharmacies. Contact tracing delays contribute to the testing lag to a certain degree. Many community pharmacies declined to facilitate testing upon learning of the outbreak activity, despite staff being asymptomatic, hence exerting more pressure on the Health Link resources. Significant delays of 1-2 weeks have been experienced, leading to potential unnecessary exposure, which will contribute to the breakdown of the already-stretched workforce structure, leading to staff shortages during an active outbreak. To mitigate this issue, Silvera was fortunate to partner with a local pharmacy provider and coordinate timely testing at the pharmacy location. Since the pharmacies are not permitted to swab on-site, staff needed to be transported to the pharmacy location. Another mitigated risk was the lack of test results communication by Communicable Disease Centre to Silvera management about resident status, resulting in a positive resident not being isolated on time.

**13. What operational efficiencies did you implement to address the impact of COVID-19 up to September 1, 2020?**

- Adoption of Clorox360 technology to increase disinfection efficiency and reduced strain on staffing levels
- Centralized coordination, monitoring and distribution of PPE resources
- Absorption of health screening role into receptionist duties
- Leveraged tablet technology to mitigate resident social isolation and access to services/supports
- Virtual tours to facilitate suite viewings
- Coordination of asymptomatic staff testing via partner pharmacy during an outbreak to mitigate breakdown of workforce stability
- Development of COVID readiness and response plan, along with communication framework



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- Utilized Research Lead position to research Covid-19 impact on seniors' mental health in response to isolation
- Initiated short term respite occupancy during a vacancy period due to increased Home Care needs for restorative care, in light of diminished access in LTC and subacute by pandemic.

**14. Were there any program or service changes made during the response to COVID-19 that you plan to integrate into longer term operations? For example, shifting some programming online, or modifications to your delivery model or operations.**

- Virtual format of some programming ex. seniors' Silvera Games over MS Teams, shifting to brain games vs. physical "Olympics".
- Clorox360 disinfection roster in every community
- Staff wear eye protection in addition to masks as means of enhancing safety and mitigating risk of transmission, as recently evidenced by health-care originated outbreaks.

### **COVID-19 Service and Impact Demand Update** ***Reporting for September 2020***

The following information is collected to align with City of Calgary report to Council on the current impact of COVID-19 on delivery of services and programs and may be shared with Council separately from the previous Civic Partner Annual Report Template content.

#### **Service Impact**

Please choose the one option below that best describes the impact of COVID-19 on your programs or service in the month of September 2020.

<input type="checkbox"/>	<b>Negligible</b>	Minimal to no impact on service. Service is currently operating close to normal.
<input checked="" type="checkbox"/>	<b>Minor</b>	Continuing to provide programs and services but some coping strategies required – able to be addressed with existing strategies and resources.
<input type="checkbox"/>	<b>Moderate</b>	Some challenges on ability to achieve objectives. Some delay. Some aspects of the programs or service are only being met in part.
<input type="checkbox"/>	<b>Significant</b>	Difficulties to achieve objectives. Delays or notable aspects of objectives not completed. Falling well-short of normal operations.
<input type="checkbox"/>	<b>Severe</b>	Unable to meet normal objectives due to serious extended disruption. (e.g. full facility closure, major decrease in users)

#### **Service Impact Narrative:**

Silvera staff adopted innovative ways of service and program delivery, therefore were able to mitigate the impact.

Please briefly describe the impact of COVID-19 on your service for the month of September. You may want to include any major issues/events you experienced.

#### **Current Demand for Service:**



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At this point in time, based on what you know right now, what is your best estimate of the current demand for your service compared to typical demand?

<input checked="checked" type="checkbox"/>	Demand is steady, largely business as usual.
<input type="checkbox"/>	Demand has increased notably.
<input type="checkbox"/>	Demand has decreased notably.

### **Service Demand Narrative:**

Please provide a supporting narrative that describes how COVID-19 has impacted the demand on your programs or services for September 2020. This may include any new program or service impacts that your organization has faced in the past month.

Occupancy remains steady, although uptick in COVID outbreaks and heightened activity in Calgary did impact tenancy desirability at large lodges. Outbreak declarations further contributed to delays of filling vacancies. Active aging programming and communal dining is in high demand as residents are eager to participate in social activities. The need for Resident Support Coordinators remains high to due continued COVID impact on resident mental health and availability of external supports.