



AGENDA

COMMUNITY DEVELOPMENT COMMITTEE RE: CIVIC PARTNERS ANNUAL REPORT MEETING

May 26, 2022, 9:30 AM
IN THE COUNCIL CHAMBER

Members

Councillor K. Penner, Chair
Councillor R. Pootmans, Vice-Chair
Councillor G-C. Carra
Councillor R. Dhaliwal
Councillor C. Walcott
Councillor T. Wong
Councillor J. Wyness
Mayor J. Gondek, Ex-Officio

SPECIAL NOTES:

*Public are encouraged to follow Council and Committee meetings using the live stream
www.calgary.ca/watchlive*

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

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

7.1. 2021 Civic Partner Annual Report, CD2022-0585

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. BRIEFINGS
None

12. ADJOURNMENT

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2021 Civic Partner Annual Report

RECOMMENDATION:

That the Standing Policy Committee on Community Development recommend that Council receive this report for the Corporate Record.



HIGHLIGHTS

- The Civic Partner Annual Report provides a snapshot of how Civic Partners contributed to the delivery of City strategies and plans in 2021, including support for Calgary's economic, social and climate resilience. Detailed information collected from each Civic Partner about 2021 includes key results, performance measures, partnerships, impacts of COVID-19, and pandemic adaptations that will be maintained long-term.
- **What does this mean to Calgarians?** This report is part of a broader accountability framework that supports transparency and due diligence processes for Civic Partners that receive operating grants from The City (Attachment 1). Detailed annual report templates (sample included as Attachment 2) have been provided by each Civic Partner and are included in Attachments 3 through 20.
- **Why does this matter?** Civic Partners meet the needs of Calgarians by delivering programs and services under eight Lines of Service in One Calgary. Through the investment of operating and capital 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, and construct and manage assets. They also effectively leverage resources to multiply The City's grants through sources such as earned revenue, grants and donations, and volunteers.
- In 2021, the majority of Civic Partners continued to report a negative impact of COVID-19 on revenue generation and the delivery of services, with closures and cancellations dominating the first six months of the year. However, many Partners began a journey to recovery when COVID-19 restrictions eased.
- Strategic Alignment to Council's Citizen Priorities: A well-run city
- Most recent Council Direction: Each year since 2010, a Civic Partner Annual Report has been brought forward, with the most recent report being CPS2021-0587. The Civic Partner Audit Report (AC2022-0387) is a companion report with further details about Civic Partner operations.

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 focuses on the 18 Civic Partners that received operating grants from The City in 2021. The Civic Partner Annual Report is one component of a larger accountability framework that also includes the Civic Partner Audit Report (AC2022-0387), ongoing relationship management, and due diligence related to each Partner's agreements with The City. The definition of "Civic Partner" is included in the *Investing in Partnerships Policy* (CP2017-01).

Leveraging The City's relationships with Civic Partners contributes significantly to strengthening economic development and tourism initiatives, enhancing the city's arts and culture landscape and attracting visitors from around the world to conventions, cultural attractions, and events.

2021 Civic Partner Annual Report

Civic Partners help Calgarians build knowledge and skills through access to high quality library services and training programs, provide access to affordable housing and support poverty reduction. They offer Calgarians a wide range of opportunities for sport, recreation, conservation, history, arts and culture.

The City's relationships with Civic Partners are mutually beneficial and Partners effectively leverage The City's investment and multiply it through earned revenue, donations, volunteers, sponsorships, grants, and other resources. In 2021, The City invested over \$114 million in operating grants and over \$20 million in capital grants in 18 Civic Partners. In 2021, Civic Partners worked alongside The City to adapt to COVID-19 restrictions and continue to deliver programs and services to Calgarians.

Support from Calgarians in terms of volunteerism, donations, and memberships remains critical to Partner success. In 2021, public health measures continued to restrict in person volunteer opportunities, however, 3,800 Calgarians still volunteered over 116,000 hours. This continued to be significantly lower than 2019 when 11,000 Calgarians volunteered over 366,000 hours. This trend reflects the ongoing impact of COVID-19 restrictions in 2021.

Also, similar to 2020, COVID-19 related emergency and recovery grant programs from all orders of government continued to be a critical support for Partners' operational stability including The City's the Emergency Resilience Fund grant program (see Attachment 2). Despite the financial and operating challenges related to COVID-19 impacts and restrictions, Civic Partners adapted programs and services to continue to support Calgary's economic, social and climate resilience and recovery.

2021 investment impact

Civic Partners **supported economic resilience** by increasing job and GDP growth through the delivery of programs to over 1,400 clients including founders, start-ups and established companies through Platform Calgary. Calgary Economic Development attracted 30 new companies and over 5,300 jobs to Calgary, and the Calgary Convention Centre operations had a direct economic impact of \$6.3 million. Cultural attractions drew Calgarians and visitors including over 1 million to the Calgary Zoo, close to 8,200 to the Hangar Flight Museum, over 56,300 to TELUS Spark and more than 321,800 to Heritage Park.

Partners **contributed to social resilience** by supporting targeted populations including children and youth through initiatives such as the Calgary Public Library's literacy outreach, Sport Calgary's return to sport activities, and TELUS Spark's coding ambassador robot dog. They engaged the community through programs such as Silvera for Seniors' Life, Learning & Leisure program, Fort Calgary's cross country ski loop, and Repsol Sport Centre's community hub. In 2021, Partners also continued to evolve their approaches to addressing equity, diversity, and inclusion (EDI). Details about Partner's EDI-related actions, initiatives and strategies are further detailed in the Civic Partner Audit Report (AC2022-0387).

Partners continued to **support climate resilience** by adapting facility operations; supporting waste diversion, recycling, and compost programs; and engaging the public and volunteers. TELUS Spark installed the Renfrew Solar Carport, Calgary Public Library locations found energy efficiency improvements, the Hangar Flight Museum installed LED lighting and completed upgrades with repurposed furniture, and the Calgary Zoo diverted over 87 per cent of its waste through recycling and composting.

2021 Civic Partner Annual Report

The City continues to work closely with all Civic Partners to achieve shared outcomes and meet the changing needs of Calgarians.

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

Full templates submitted by each Civic Partner are included in Attachment 3 through 20 in the proposed order of presentations for May 26.

IMPLICATIONS

Social

Civic Partners support a high quality of life for Calgarians by operating cultural attractions; offering programs focused on arts and culture, conservation, history and science, and recreation and sport opportunities; and gathering business and community leaders to collaborate. They offer services, facilities and public spaces and embrace diversity, inclusiveness and creativity. They support low-income Calgarians through access to a variety of subsidy programs.

Environmental

Civic Partners support environmental stewardship and community sustainability strategies including public education and awareness related to conservation, public spaces, and natural resources. They continue to review their operational practices, including facility maintenance, to reduce consumption and overall environmental impact.

Economic

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*.

Service and Financial Implications

Existing operating funding - base

\$114,824,139

Existing capital funding - one-time

\$20,481,196

Base operating grants for Civic Partners are included under eight Lines of Service in One Calgary. Civic Partner capital grant programs provided through programs such as the *Civic Partner Infrastructure Grant* support the maintenance and lifecycle required for high functioning City-owned assets managed and operated by partners.

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RISK

The Civic Partner Annual Report is part of a broader accountability framework in place to mitigate The City's financial and reputational risk. Other measures include financial monitoring of performance and risk management practices reported to the Audit Committee in the Civic Partner Audit Report (AC2022-0387), and ongoing partnership management and oversight.

ATTACHMENT(S)

1. Civic Partners Grant Funding 2019-2022
2. Civic Partner Annual Report Sample Template
3. Calgary Sport Council Society (Sport Calgary)
4. Parks Foundation, Calgary
5. Lindsay Park Sports Society (Repsol Sport Centre)
6. VCC Initiatives Ltd. (Vibrant Communities Calgary)
7. Calgary Economic Development Ltd.
8. Calgary Convention Centre Authority (Calgary TELUS Convention Centre)
9. Calgary Technologies Inc. (Platform Calgary)
10. Tourism Calgary-Convention and Visitors Bureau
11. Heritage Park Society
12. Calgary Zoological Society
13. Calgary Science Centre Society (TELUS Spark)
14. Aerospace Museum Association of Calgary (The Hangar Flight Museum)
15. Fort Calgary Preservation Society
16. Arts Commons
17. Calgary Arts Development Authority
18. Calgary Heritage Authority (Heritage Calgary)
19. Silvera for Seniors
20. Calgary Public Library Board
21. Administration Presentation
22. Calgary Sport Council Society (Sport Calgary) Presentation
23. Parks Foundation, Calgary Presentation
24. Lindsay Park Sports Society (Repsol Sport Centre) Presentation
25. VCC Initiatives Ltd. (Vibrant Communities Calgary) Presentation
26. Calgary Economic Development Ltd. Presentation
27. Calgary Convention Centre Authority (Calgary TELUS Convention Centre) Presentation
28. Calgary Technologies Inc. (Platform Calgary) Presentation
29. Tourism Calgary-Convention and Visitors Bureau Presentation
30. Heritage Park Society Presentation
31. Calgary Zoological Society Presentation
32. Calgary Science Centre Society (TELUS Spark) Presentation
33. Aerospace Museum Association of Calgary (The Hangar Flight Museum) Presentation
34. Fort Calgary Preservation Society Presentation
35. Arts Commons Presentation
36. Calgary Arts Development Authority Presentation
37. Calgary Heritage Authority (Heritage Calgary) Presentation
38. Silvera for Seniors Presentation
39. Calgary Public Library Board Presentation Department Circulation

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General Manager/Director	Department	Approve/Consult/Inform

Civic Partner Operating Grant Funding 2019-2022					
Organization Name	2019 Actual	2020 Actual	2021 Actual	2022 Allocated Funding	* Grant as % of Partner Operating Revenue
Aero Space Museum Association of Calgary (The Hanger Flight Museum)	461,358	411,358	411,358	411,358	30%
Calgary Arts Development Authority	12,040,000	13,140,000	14,290,000	17,490,000	87%
Arts Commons****	2,479,738	2,546,544	2,546,350	2,613,156	29%
Calgary Convention Centre Authority** (Calgary TELUS Convention Centre)	1,703,309	1,749,270	1,749,231	1,795,192	11%
One time funding	425,079	500,000			
Calgary Economic Development Ltd.	9,877,765	10,077,765	9,752,765	9,752,765	72%
Calgary Heritage Authority (Heritage Calgary)	193,000	343,000	343,000	343,000	43%
Calgary Public Library Board	52,457,720	50,327,720	53,627,720	53,877,720	85%
Calgary Science Centre Society (TELUS Spark)	2,139,562	2,197,327	2,197,092	2,254,857	24%
Calgary Sport Council Society (Sport Calgary)	462,210	444,265	459,596	471,651	76%
Calgary Technologies Inc.*** (Platform Calgary)	802,459	824,058	1,448,657	1,470,256	24%
Calgary Zoological Society	8,022,184	8,238,425	8,238,666	8,454,907	19%
Fort Calgary Preservation Society	1,109,210	1,139,097	1,138,984	1,168,871	67%
Heritage Park Society	3,494,787	3,614,787	3,739,787	3,869,787	22%
Lindsay Park Sports Society (Repsol Sport Centre)	1,352,762	1,389,179	1,389,596	1,426,013	15%
Parks Foundation, Calgary	193,000	193,000	193,000	193,000	63%
Silvera for Seniors	5,673,000	6,531,000	7,071,000	7,830,000	22%
Tourism Calgary - Calgary Convention & Visitors Bureau	2,703,665	2,777,001	2,777,337	2,850,673	22%
Special Events Fund	466,000	966,000	2,966,000	3,966,000	
VCC Initiatives Ltd. (Vibrant Communities Calgary)	484,000	484,000	484,000	484,000	58%
TOTAL	106,540,808	107,893,796	114,824,139	120,723,206	

*Percent of Organization's total operating revenue received from The City (excluding Emergency Resiliency Fund grants)

**Excludes debt funded on behalf of partners

***CTI's year end is March 31

****Arts Commons' year end is August 31

Civic Partner Capital Grant Funding 2019-2022				
Organization Name	2019 Actual	2020 Actual	2021 Actual	2022 Grant Budget
Aero Space Museum Association of Calgary (The Hangar Flight Museum)	34,635	116,589	112,896	296,771
<i>Calgary Mosquito Aircraft Preservation Society</i>**	41,383	8,580	-	222,604
Arts Commons	1,555,993	3,123,434	1,182,120	963,262
Calgary Convention Centre Authority (Calgary TELUS Convention Centre)	3,916,879	5,936,256	3,210,121	2,103,667
Calgary Public Library Board	2,309,822	1,794,392	2,165,988	5,190,734
Calgary Science Centre Society (TELUS Spark)	21,420	203,229	3,063,202	211,250
Calgary Zoological Society	1,328,596	1,391,175	1,919,264	550,708
Fort Calgary Preservation Society	72,715	49,612	67,290	94,365
Heritage Park Society	1,462,157	2,029,000	2,073,618	1,268,110
Lindsay Park Sports Society (Repsol Sport Centre)	497,652	436,948	75,248	220,500
Silvera for Seniors*	940,318	2,767,903	6,299,447	1,435,266
Vecova Centre for Disability Services and Research	267,157	122,732	312,002	140,950
TOTAL	12,448,728	17,979,851	20,481,196	12,698,187

*In 2021 Silvera for Seniors received \$2.3 million in one-time funding for completion of a capital project

** Undertaking restoration work for City-owned aircrafts

Emergency Resiliency Fund Grants 2020-2021		
Organization Name	2020	2021
Aero Space Museum Association of Calgary (The Hangar Flight Museum)	70,000	108,000
Arts Commons	523,000	439,000
Calgary Arts Development Authority <i>(for disbursement through grant programs)</i>	2,000,000	-
Calgary Convention Centre Authority (Calgary TELUS Convention Centre)	1,265,000	7,200,000
Calgary Science Center Society (TELUS Spark)	147,000	182,000
Calgary Sport Council Society (Sport Calgary)	25,000	50,000
Calgary Technologies Inc. (Platform Calgary)	30,000	-
Fort Calgary Preservation Society	62,200	84,200
Heritage Park Society	490,000	648,500
Lindsay Park Sports Society* (Repsol Sport Centre)	16,500	572,000
Silvera for Seniors	318,000	-



Civic Partner 2021 Annual Report (sample template)

STRUCTURE

1. Vision, Mission and Mandate:

2021 RESULTS

2. What key results did your organization achieve in 2021 that contributed to one or more of the [One Calgary Citizen Priorities](#), or contributed to Council-approved strategies such as *Calgary in the New Economy: An economic strategy for Calgary*, *Calgary Heritage Strategy*, *Cultural Plan for Calgary*, *Corporate Affordable Housing Strategy*, or other strategy.
3. Using the chart below, please report your 2021 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	2019 results	2020 results	2021 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?					

4. Briefly describe the any key impacts of COVID-19 on your operations in 2021.
5. Briefly describe any quality improvement changes or operational efficiencies your organization was able to achieve in 2021.
6. Did your organization implement any strategies or approaches in 2021 that supported racial equity in the delivery of programs or services?
7. Did your organization implement any further changes to strategies, programs or services in 2021 to address equity, diversity or inclusion?
8. Briefly describe how your organization worked in partnership with other community, private or public organizations to achieve shared results for Calgary and Calgarians in 2021.

RESOURCES

9. **Please estimate how The City's operating funding was allocated in 2021. 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
%	<i>Other, please name:</i>

10. **Did volunteers support your operations in 2021? If yes:**

How many volunteers?	
Estimated total hours provided by volunteers:	

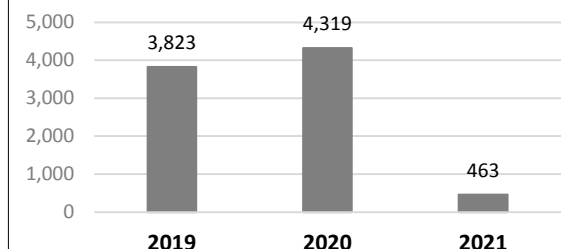
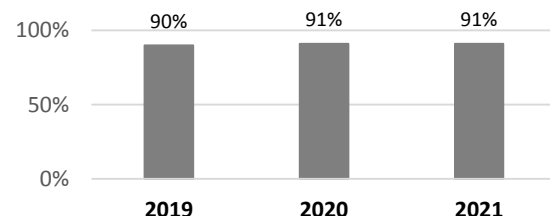
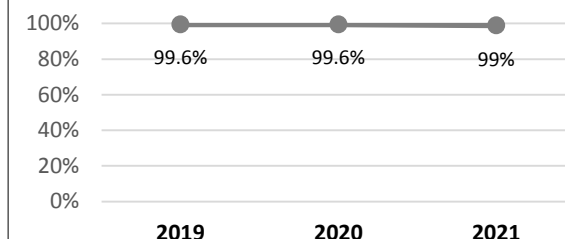
11. **What resources or funding sources did your organization leverage to support operations in 2021?**

12. **Did your organization receive any awards or recognition in 2021 that you want to highlight?**

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

Asset:

- a) **Provide a summary of your organization's 2021 capital work, including specific lifecycle/maintenance projects or capital projects.**
- b) **What funding did your organization leverage to support capital activities in 2021?**

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****2021 City Investment****Operating Grant:** \$459,596**2021 Economic Resiliency Fund:** \$50,000**2021 Results:****Participants (Children)****Participants Considering Registering in a Sport****Experience Rated Good/Very Good****The story behind the numbers**

- 2021 youth participation numbers reflect youth events that were postponed due to the pandemic but ultimately offered on a reduced scale to comply with safety guidelines.
- 2021 numbers reflect consistently high percentages of participants considering registering in a sport. Many families have shared how All Sport One Day encouraged their children to be physically active in personally meaningful activities.
- The All Sport One Day event has become an annual tradition that parents and sports organizations look forward to each year.

Impact of COVID-19

Cancelled the annual fundraising gala, and All Sport One City event in 2021, but held an All Sport One Day event in September. More than half of existing Celebration of Sport sponsors were not able to support Sport Calgary activities due to their own economic challenges. Shifted to host online events/panels focused on Return to Sport.

Advancing Equity, Diversity and Inclusion

Undertaking research to assess barriers to sport, focused on identifying racial inequities. Worked with partners in 2021 to promote diversity, equity and inclusion including Canadian Women and Sport, Respect Group, and KidSport.



STRUCTURE

1. Vision, Mission and Mandate:

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

Sport Calgary is the voice for sport in Calgary. Sport Calgary is 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.

2021 RESULTS

- 2. What key results did your organization achieve in 2021 that contributed to one or more of the [One Calgary Citizen Priorities](#), or contributed to Council-approved strategies such as *Calgary in the New Economy: An economic strategy for Calgary*, *Calgary Heritage Strategy*, *Cultural Plan for Calgary*, *Corporate Affordable Housing Strategy*, or other strategy.**

A City of Safe and Inspiring Neighbourhoods:

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

- Hosted the annual All Sport One Day: Extended Edition (September 1-30, 2021), providing opportunities for 1185 participants to discover a new sport, have fun and be active!. Still operating in a COVID-19 environment, 2021 saw a return to sport for youth
- Hosting various online events from virtual sport discovery (Faces of Calgary Sport series), to leadership development, to indigenous recognition (Truth and Reconciliation; How members of sport communities can contribute to advancing truth and reconciliation). , and many more. This allows learning for community members in a safe format.
- Continued to promote members of Sport Calgary through our member profile videos which highlights various options for Calgarians with sport organizations.
- Supported Calgary athletes who secured their spot at Tokyo 2020 and encouraged Calgarians to discover these athletes and their sport.
- Continue to support Calgary Adapted Hub which found its wings in 2021 with core partners returning to sport and opening several inclusive camps and programs.
- Worked with local sport organization on their return to sport, helping them navigate the new landscape and the COVID-19 rules and health measures. Promoted the use of the Risk Assessment Tool document designed to help sport organizations assess themselves for risk

of COVID-19, implement appropriate controls. Templates and guidelines provide example assessments and controls to aid this process.

A Healthy and Green City

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

- Continued to represent the sport community as a member of FAPRAC (Foothills Athletic Park Redevelopment Assessment Committee.)
- Key partner in Calgary Adapted Hub powered by Jumpstart (CAH). This program works to enhance and develop sport programs for families with disabilities.
- Continued a working relationship with ParticipAction, Sport for Life, Active City, cross-sectoral collectives supporting physical literacy, and physical activity.
- Hosted an online conflict de-escalation webinar in partnership with the Calgary Counselling Centre which had over 200 participants. Audience and speakers discussed strategies and tips on how to manage difficult conversations, gain self-confidence, and de-escalate conflict.
- Continue to work with support organizations like Kidsport Calgary, The Calgary Flames Sports Bank, and Jumpstart to connect sport organizations and community members to help them pursue sport when safe to participate.

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.

- Continue to be involved with ActiveCITY with the support of the Active Economy framework and connecting sport and activity with various ways with the economy.
- Continue to help sport groups navigate the various grants and subsidies available to help them finance the impact on their organization from Covid-19.
- Welcomed over 50 sport organizations that joined Sport Calgary for the first time in 2021.

[Calgary in the new economy: an updated economic strategy for Calgary](#)

Continued to ensure sport infrastructure needs are represented, through the facility demand study and consultative processes with our members.

Worked with Active City to promote 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.

[Sport for Life Policy](#)

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.

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; ^[L]_[SEP]
2. builds the capacity of local sport organizations through education, training, and best practices; and ^[L]_[SEP]
3. leads an advisory committee consisting of members of the Sport Sector that will:
 - i. coordinate efforts to build an integrated sport delivery system; ^[L]_[SEP]
 - ii. contribute to the advancement of Sport in alignment with this Council policy; and ^[L]_[SEP]
 - 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 *2021-23 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. Our Declaration of Inclusion is clearly visible at all our events and gathering, in-person and online.

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.

[Open Spaces Plan](#) (Calgary Parks’)

Promoted both structured and unstructured play opportunities within Calgary’s parks and recreation system.

Collaborated with Parks Foundation Calgary to continue development of “Sport for Calgary Foundation”.

3. Using the chart below, please report your 2021 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off.

	Performance Measure Name	2019 results	2020 results	2021 results	What story does this measure tell about your work?
How much did you do?	Adult registrations	1,346	2,748	3,746	These indicators show the growth, popularity and influence of our All Sport events. All Sport One City (adult) has set new records for participation each year. Thousands of people from across the city were able to participate in this free annual event, helping connect Calgarians to facilities and sport organizations. The youth event was postponed due to the pandemic but was successfully run, although in a much reduced scale so we could comply with all safety guidelines.
	Children attending	3,823	4,319	463	
	Total sport orgs.	81	91	14	
	Participating facilities	17	20	18	
How well did you do it?	Rated experience “good” or “very good”	99.7%	99.6%	99%	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.
	Intention to participate next year	99%	99%	100%	

How are Calgarians better off?	Adult Considering registering in a sport	84%	92%	92%	This indicator shows how effective All Sport events can be in encouraging children and adults 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. Survey indicate that the events are well run and considered essential when it comes to showcasing physical health opportunities All Sport events are also critical in promoting sport opportunities and sport infrastructure in the city
	Children Considering registering in a sport	90%	91%	91%	
	Calgarians feel they are informed about sport OPPORTUNITIES that are available in Calgary		59%	59%	
	Calgarians feel they are informed about sport FACILITIES that are available in Calgary		58%	68%	
	Calgarians believe sport in Calgary is ACCESSIBLE to all regardless of social, financial, geographic and physical barriers.		52%	59%	
	Calgarians believe sport in Calgary is INCLUSIVE and available for all individuals and groups within Calgary		63%	78%	

4. Briefly describe the any key impacts of COVID-19 on your operations in 2021.

Sport Calgary's staff have been working remotely since mid-March 2020 until July 2021, when a return to work was implemented to accommodate a hybrid work model. Sport Calgary uses online collaboration software (Microsoft Teams, Zoom, Squarespace, etc.) to ensure no disruption in our services to members.

As expected, health measures led to the cancellation of our annual fundraising gala in 2020 and 2021. More than half of our existing Celebration of Sport sponsors were not able to support our activities as they are also facing economic hardship.. We are making every effort to preserve these relationships, so that these sponsors can support us again in future years. The event will likely return in 2022, and in the interim we have hosted multiple online events/panels focused on "Return to Sport" sport discovery and leadership development.

Our signature annual event, All Sport One City, was cancelled in January 2021 due to COVID. While not a surprise, it was obviously extremely disappointing for us and for thousands of Calgarians who discover new sports at our sessions. We were able to hold a safe "All Sport One Day: Extended Edition" in September.

We have continued to support public health guidelines and encouraged our sport organization members to do their part in helping keep the community healthy and safe.

5. Briefly describe any quality improvement changes or operational efficiencies your organization was able to achieve in 2021.

Sport Calgary has been holding weekly "virtual coffees" with members over Microsoft Teams that have received a lot of interest, and we may continue with those as well post-pandemic.

Like many organizations, we are making extensive use of digital tools to tell our impact stories and share information; although it will never replace a face to face interaction, there are benefits to online communication to share information and collaborate with our partners; unfortunately, it also mean that some population segment who are not computer literate or do not have economic access to the digital landscape are left behind (seniors, new comers, financially disadvantaged families...) so we are planning to use a blend of digital and traditional communication tools as we move forward.

Complete review of approved 2021 Budget, with revisions to cut discretionary costs to the lowest possible levels, with a goal of implementing relevant cost control measure to be able to re-allocate funding to programming. Reviewed within context of board-approved 2021-23 Strategic Plan and associated activities and KPIs.

6. Did your organization implement any strategies or approaches in 2021 that supported racial equity in the delivery of programs or services?

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 professional development, grant applications and governance best practices, including organizational bylaws. We have a zero-tolerance stance on sexual harassment, bullying, and discrimination in sport. Our Declaration of Inclusion is clearly visible at all our events and gathering, in-person and online. We are undertaking research to assess barriers to sport, with a focus on identifying racial inequity issues and addressing them

7. Did your organization implement any further changes to strategies, programs or services in 2021 to address equity, diversity or inclusion?

Sport Calgary worked with various organizations to promote and encourage DEI including Canadian Women and Sport, the Respect Group and KidSport. We will partner with KidSport as the non-profit charitable organization rolls out various workshops on DEI. We will also continue to encourage all members to include DEI strategies, promote safe sport and all relevant training to encourage these initiatives as they emerge from the Pandemic. These initiatives will include alignment with the responsible coaching movement, developing a code of conduct, and emphasis on developing coaches, athletes, and officials that follow the safe sport national policy. This is important work that has been, and will continue to be, a priority for us in 2022.

8. Briefly describe how your organization worked in partnership with other community, private or public organizations to achieve shared results for Calgary and Calgarians in 2021.

Sport Calgary's Covid-19 impact survey in April 2020 received extensive positive coverage and comments. Our reach is extensive and this is how the national organization Sport for Life got involved. S4L then took our survey nationally and got results from over 750 communities. The survey results, supported by another survey made by Jumpstart in 2021 confirm that in many instances, local sport falls through the cracks. Many local sport organizations did not qualify for support funding.

We are aware that 10% of sport Calgary member organizations did not make it through 2021. Sport Calgary continues to be a part of media releases about local sport grants from partners like Jumpstart, who asked us to help them when they released their second Sport relief grant in February 2021.

There was a lack of centralized sport and recreation programming for families and children living with disabilities in Calgary. Even with the complete shut down of sport, we continue to work closely with our partners who make up the CAH (Calgary Adapted Hub powered by Jumpstart). This is a three-year grant (currently in year 2) which was created to offer and develop sport and recreation programming among Calgary children with disabilities including physical, intellectual, mental, sensory, developmental or otherwise. This is a partnership with the University of Calgary, Mount Royal University, City of Calgary Recreation, Vivo for Healthier Generations, Repsol Sport Centre, and Winsport. At this time all partners are working on returning to sport safely (as this population is vulnerable) and offered in person programs in the second half of 2021 that were safe for participants.

Much of the news of the pandemic and sport is all about struggles. As we mentioned, sport organizations are struggling financially, as cost of sport delivery increase and families cannot absorb the fee increase; it will be a tough situation for many years. There will also be a strain on volunteers from coaches, to officials as families are also struggling financially and many will not return to sport, or might be working a second job. However, there are some success stories. Corporations and foundations have been working hard to support the local sport sector and the communities (My first bicycle project for example will see that hundreds youth will receive a free bicycle in 2022)

RESOURCES

9. Please estimate how The City's operating funding was allocated in 2021. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.

Sport Calgary budget 2021 saw a 16% decrease in revenue.

0%	Advertising and promotion
0.1%	Programs or services
15%	Office supplies and expenses (inc. digital licenses)
5%	Professional and consulting fees
65%	Staff compensation, development and training
0%	Fund development
0.5%	Purchased supplies and assets
7.5%	Facility maintenance (rent+utilities)
0.5%	Evaluation or Research
%	Other, please name:

10. Did volunteers support your operations in 2021? If yes:

How many volunteers?	25
Estimated total hours provided by volunteers:	200

11. What resources or funding sources did your organization leverage to support operations in 2021?

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, down from 91% in 2015 to 72% in 2019. 2020 and 2021 were unusual years: sponsorship level declined sharply and the ratio of municipal funding to external sponsorship went up to 80% in 2021.

We understand the need to diversify funding sources, and the importance of ensuring the organization's financial stability into the future. Diversity of funding sources remains a priority for our organization. Sport Calgary applied and received Emergency Relief Funding from the City of Calgary which helped cover the cost of rent and a portion of the payroll since we did not qualify for most of the federal or provincial support programs.

Sport Calgary leverage partnerships with various organization to generate in-kind support for our programs and operations

12. Did your organization receive any awards or recognition in 2021 that you want to highlight?

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

Asset: Insert Name of City owned asset managed or operated

NOT APPLICABLE

CIVIC PARTNER 2021 ANNUAL REPORT SNAPSHOT- PARKS FOUNDATION, CALGARY

PARKS FOUNDATION, CALGARY

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

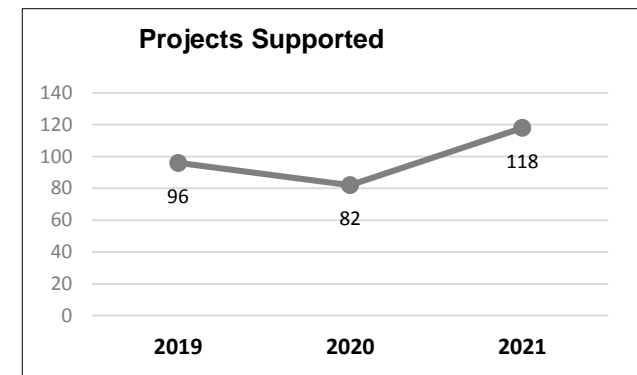
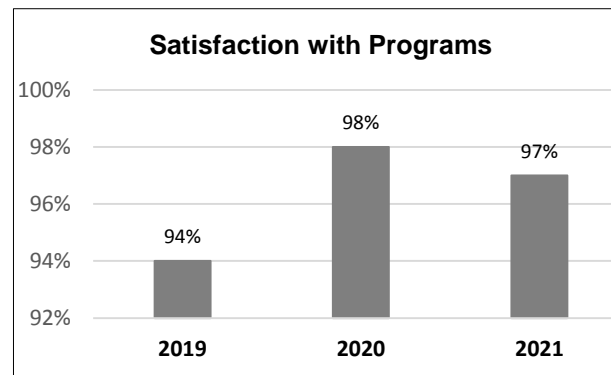
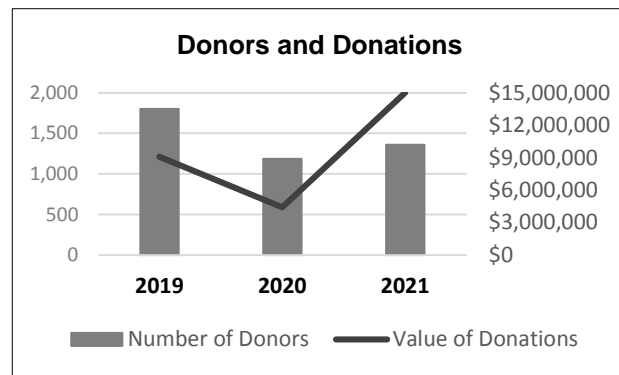
Mission: We exist so all Calgarians can enjoy a healthy lifestyle by providing easily accessible and unique, sport and green spaces.

One Calgary Line of Service: Parks and Open Spaces

2021 City Investment

Operating Grant:\$193,000

2021 Results



The story behind the numbers

- In 2021, donors and granters contributed \$15 million to Parks Foundation, including \$5.7 million in capital project funding from The City.
- Satisfaction with Parks Foundation remained high. Projects supported include playgrounds and parks and pathways that ensure Calgarians have access to nature and healthy and active lifestyles.
- Leveraged investment dollars to support both continuous and new projects in 2021 through the Project Support Program (PSP).

Impact of COVID-19

COVID-19 impacted all aspects of operations, but community projects continued to advance. Grant programs increased during COVID-19, including two new grant programs in partnership with The City: *Warm up to Winter Grant Program*, and *Embrace the Outdoors Grant Program* that supported 110 community events and projects.

Advancing Equity, Diversity and Inclusion

Launched a board Diversity, Equity and Inclusion Strategy, and conducted interviews and surveys with stakeholders, staff and volunteers. A Diversity, Equity and Inclusion Plan is in development and will be completed in mid-2022 and implemented in 2022-2023.



STRUCTURE

1. Vision, Mission and Mandate:

Vision: Since its establishment in 1985 as a non-profit organization, Parks Foundation Calgary (the "Parks Foundation") 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.

2021 RESULTS

What key results did your organization achieve in 2021 that contributed to one or more of the One Calgary Citizen Priorities, or contributed to Council-approved strategies such as *Calgary in the New Economy: An economic strategy for Calgary*, *Calgary Heritage Strategy*, *Cultural Plan for Calgary*, *Corporate Affordable Housing Strategy*, or other strategy.

Council Priority: A Prosperous City

At the Parks Foundation, 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 one hundred community organizations.

Council Priority: A City of Inspiring Neighbourhoods

Through our Building Communities Program, 18 playground projects were supported with grants and assistance in 2021. 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.

With the Parks Foundation's Dedication Program, 1,362 memorial benches and picnic tables have been donated in Calgary parks and along pathways since the program began thirty years ago. 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's Project Support Program supported 51 new and 118 ongoing community driven projects in 2021, 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 the Parks Foundation.

Council Priority: A Healthy and Green City

Through its programs, the Parks Foundation helps communities create new park and sport projects, giving help at every stage of the project. These projects take many forms: playgrounds, pathways, community gardens, ice rinks, bicycle pump tracks and more. In 2021, the Parks Foundation granted \$471,332 to park projects around Calgary.

Parks Foundation's Amateur Sport Grant Program, a partnership with The City of Calgary and the Saddledome Foundation, approved grants of \$811,078 to local amateur sport organizations in 2021. 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 2021, the Stella Conceptual Drawing Grant Program awarded \$5,000 each in seed money to 12 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 the Parks Foundation 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 the Parks Foundation supports, including playgrounds, parks and pathways, ensure Calgarians have access to nature and healthy and active lifestyles, with no additional municipal funding required.

2. Using the chart below, please report your 2021 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off.

	Performance Measure	2019 results	2020 results	2021 results	What story does this measure tell about your work?
How much did you do?	# Building Communities grants awarded	12	8	18	In 2021, Parks Foundation saw a significant increase in the number of community groups seeking support to complete a park, playground or sport project. Decreased government funding, combined with a surge in park usage during the pandemic contributed to this increase.
	# PFC Amateur Sport grants awarded	10	11	22	
	# <u>new</u> community projects supported by the Project Support Program (PSP)	32	29	51	
	# <u>continuous</u> projects supported by PSP	96	82	118	
	*Total disbursements to projects	\$8.6M	\$7.5M	\$11.6M	Disbursements included the construction of 4 new inclusive playgrounds and a bicycle pump track in Inglewood.
How well did you do it?	# Donors/contributors	1,803	1,185	1,360	In 2021, donors and granters contributed \$15 million to Parks Foundation, of which \$5.7 million was contributed by The City of Calgary. Of that \$5.7 million from The City of Calgary, \$3.6 million originated with the Province of Alberta's Municipal Stimulus Program (MSP), and was used to create 6 park projects.
	\$ Donor/contributors	\$9.1M	\$4.4M	\$15.0M	
	*Return on Investment of City dollars (city dollars compared to total disbursements to projects)	\$1 to \$6.5	\$1 to \$11.0	\$1 to \$5.5	
	*The ROI calculation is net of MSP.				

	Satisfaction rate of PFC program partners and users	94%	98%	97%	Satisfaction rate with Parks Foundation remains consistently high.
How are Calgary's better off?	Number of youth impacted by park and playground grants and supports given (Building Communities Program)	19,000	10,000	52,000	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. Community groups are learning new skills that they can use on future projects and initiatives that they undertake.
	Number of athletes who will have new sport equipment or facilities (Amateur Sport Grant Program)	46,000	24,000	72,000	
	% of community volunteers who said they gained new skills	96%	90%	85%	

3. Briefly describe the any key impacts of COVID-19 on your operations in 2021.

All aspects of Parks Foundation Calgary's operations were impacted by COVID-19: contributions, office administration, communication, program operation and project delivery. Staff worked a combination of remote and on site, depending on safety and operational requirements.

4. Briefly describe any quality improvement changes or operational efficiencies your organization was able to achieve in 2021.

Parks Foundation Calgary's programs increased and thrived in 2021. In partnership with The City of Calgary, we launched two new grant programs that aimed to support communities in gathering outdoors safely: the Warm Up to Winter Grant and the Embrace the Outdoors Grant. In total, these programs supported 110 community events (& projects). At a time when social isolation and mental health are major local concerns, these grant programs gave families the opportunity to spend meaningful time outdoors.

Two examples of grant recipients for these new programs:

a. Silvera for Seniors (Warm up to Winter Grant Program):

Gatherings at Silvera for Seniors were nonexistent for 18 months during the pandemic. Silvera received a Warm up to Winter grant that supported their 'Winter Festival' event. Their event included live music, photo booths, face painting, snow bowling, a reindeer "zoo," and more. A volunteer at the event said the following:

"It had been a long time since we have been able to gather our residents, their families and members of the community. Our event was one filled with gratitude, joy and a celebration that we could finally come together as a community. We had residents from our other Silvera lodges join us - which felt like a family reunion. To end the day, an impromptu dance party in the parking lot was symbolic of the fact that our residents are ready to begin living again."

b. The Calgary Flames Sport Bank (Embrace the Outdoors Grant Program)

The Calgary Flames Sport Bank received a grant to expand their sport equipment library.

Because of the Embrace the Outdoors grant, over 100 youth are now able to regularly access a library of equipment, such as scooters, skateboards, and helmets.

5. Did your organization implement any strategies or approaches in 2021 that supported racial equity in the delivery of programs or services?

In 2021, the Foundation's Board initiated a Diversity, Equity and Inclusion Strategy. Using an external consultant with expertise in this area, stakeholder, staff and volunteer interviews/surveys were completed. A Diversity, Equity and Inclusion Plan is underway that will involve specific actions and training in several areas, including anti-bias. The strategy is expected to be completed in mid-2022, and implemented in 2022-2023.

6. Did your organization implement any further changes to strategies, programs or services in 2021 to address equity, diversity or inclusion?

See above.

7. Briefly describe how your organization worked in partnership with other community, private or public organizations to achieve shared results for Calgary and Calgarians in 2021.

Parks Foundation is a donor driven organization that works with a variety of community organizations, sport groups, donors, foundations and other partners in order to bring sport and park projects to life. In 2021, we had 118 partnerships with community and sport organizations to help them plan and create projects, as well as purchase needed sport equipment. There were 1,360 contributors to the Parks Foundation who gave a total of \$15 million to support local projects, including the 2021 projects such as the Inglewood Pump Track, the Evanston Community Rink, the Parkdale Accessible Hub and more.

RESOURCES

8. Please estimate how The City's operating funding was allocated in 2021. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.

1%	Advertising and promotion
0%	Programs or services
12%	Office supplies and expenses
3%	Professional and consulting fees
75%	Staff compensation, development and training
0%	Fund development
0%	Purchased supplies and assets
4%	Facility maintenance
1%	Evaluation or Research
4%	<i>Other, please name: Travel, conferences, memberships, board initiatives</i>

9. Did volunteers support your operations in 2021? If yes:

How many volunteers?	684
Estimated total hours provided by volunteers:	8,549

10. What resources or funding sources did your organization leverage to support operations in 2021?

Parks Foundation's operational costs are funded by a combination of City of Calgary operating grant, earnings on funds, management fees and donations.

11. Did your organization receive any awards or recognition in 2021 that you want to highlight?

In 2021, Parks Foundation won the Alberta Recreation and Parks Association (ARPA) Parks Excellence Award for Flyover Park. The park reclaimed the forgotten space under the 4th Avenue overpass in Bridgeland-Riverside, creating a vibrant and accessible gathering place where residents, commuters, and visitors can enjoy an active lifestyle and environmental learning year-round.

Flyover Park combined the core elements of collaboration, creativity, innovative urban design and community engagement. Inspired by innovative urban parks that reclaim “forgotten” spaces in cities such as New York, Boston, Miami, and Toronto, Flyover Park has become a recreational hub on the edge of downtown Calgary. Once dark and sometimes dangerous, the park is forging a new way to re-imagine park spaces in urban locations.

Working with the Bridgeland-Riverside community Association, the Parks Foundation was able to leverage the dedication of the community and the imaginative spirit of local school children to create something extraordinary. The original concept of the park was championed by grade 6 students at Riverside School and landscape architecture students at the University of Calgary. With support from partners including The City of Calgary, The Alberta Government and the Bridgeland Riverside Community Association, the project also engaged the broader community to provide additional design input, with the final design created by Stantec.

The park design included unique play features and artistic elements to beautify the space. Specific features: hill slides, creative high-impact lighting, accessibility features, family fun games (shuffleboard, ping pong, ladder toss) and murals.

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

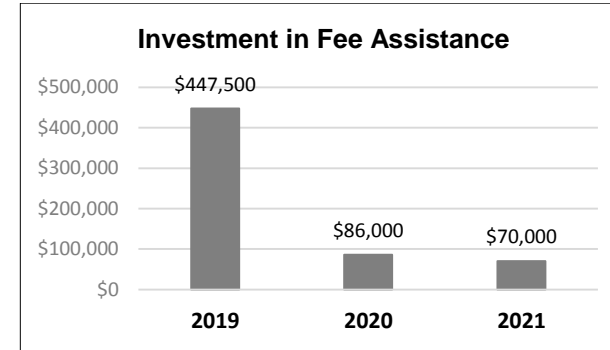
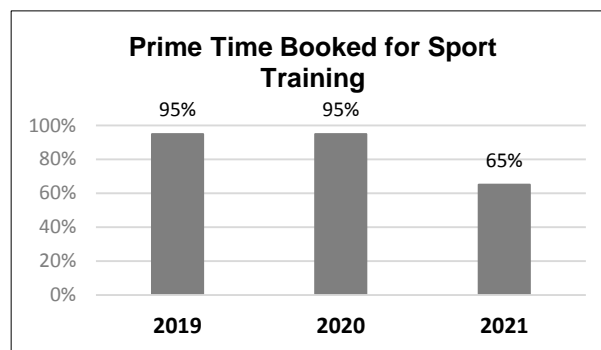
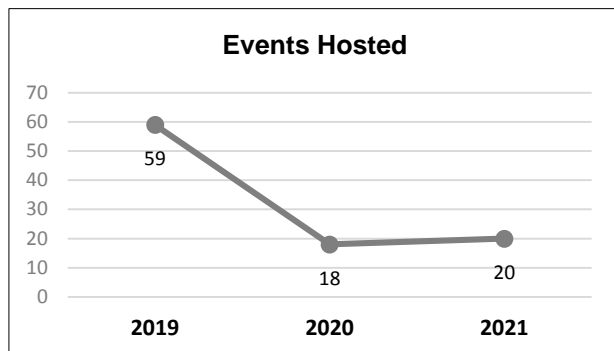
Provide a summary of your organization's 2021 capital work, including specific lifecycle/maintenance projects or capital projects.

In 2021, the Parks Foundation constructed seven new park and sport projects: Ramsay Inclusive Playground, Ted Harrison Inclusive Playground, VIVO Inclusive Playground, Elliston Inclusive Playground, Inglewood Bicycle Pump Track, Evanston Community Skating Park, and the Parkdale Accessible Hub. Many of these projects were “inclusive”, meaning that they exceeded minimum accessibility standards, providing environments where people of all abilities and ages can interact. Inclusive spaces utilize a set of design principles that guide the placement and overall function of the play structures, pathways, seating, equipment, and other amenities. An inclusive park is designed for equitable participation that would support the needs of a person with mobility limitations but might also cater to the needs of someone who is visually impaired or living with autism.

The Parks Foundation also maintained several parks that were constructed in previous years: Rotary/Mattamy Greenway (Copperfield portion), South Glenmore Bicycle Pump Track, Flyover Park and Quinterra Legacy Garden. The Parks Foundation is responsible for maintenance of its park projects during a 1-2 year warranty period leading up to Final Acceptance Certificate (FAC) from The City of Calgary.

What funding did your organization leverage to support capital activities in 2021?

Parks Foundation Calgary leverages support from a variety of sources 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 2021, donors and granters contributed \$15 million to Parks Foundation, out of which \$5.7 million was contributed by The City of Calgary. Of that \$5.7 million, \$3.6 million originated with the Province of Alberta's Municipal Stimulus Program (MSP), and was used to create 6 park projects.

LINDSAY PARK SPORTS SOCIETY (REPSOL SPORT CENTRE)**Mission:** Passionate about sport - and people – and community**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.**One Calgary Line of Service: Recreation Opportunities****2021 City Investment****Operating Grant:** \$1,389,596**Capital Grant:** \$75,248**Economic Resiliency Fund:** \$572,000*City owned asset***2021 Results****The story behind the numbers**

- Events were cancelled the first six months of 2021. Once restrictions lifted, Repsol Sport Centre hosted 20 events from July to December.
- Despite early year challenges, the Centre began to rebound with the Restrictions Exemption Program and the Mask Bylaw through the back half of the year.
- With health restrictions and facility closures, Repsol offered \$70,000 in subsidies for facility access, a drastic reduction from a typical year.

Impact of COVID-19

Significant impact on facility operations and stakeholders. Membership numbers were down by approximately 35 per cent at the start of the year. The cancellation of all events and most programs from January to July 2021 led to a significant drop in revenue. Steady growth returned after opening.

Advancing Equity, Diversity and Inclusion

Earmarked funding for investment in equity, diversity and inclusion training. Continued to update policies and procedures to increase diversity including changes to the skills matrix for board recruitment, and employee recruiting practices. Actively engaged Calgary Adapted Hub as a founding member and program partner.

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 - and community

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.

2021 RESULTS

2. What key results did your organization achieve in 2021 that contributed to one or more of the [One Calgary Citizen Priorities](#), or contributed to Council-approved strategies such as *Calgary in the New Economy: An economic strategy for Calgary*, *Calgary Heritage Strategy*, *Cultural Plan for Calgary*, *Corporate Affordable Housing Strategy*, or other strategy.

A Prosperous City

- In a typical year, Repsol Sport Centre hosts more than 55 events, creating millions of dollars in economic benefits for the City of Calgary. Unfortunately, due to the pandemic, all events were cancelled for the first 6 months of the year. When restrictions lifted, the Centre quickly returned to event planning and hosting, with 20 events taking place from July – December.
- Job creation through expanded facilities and partnership businesses. Repsol Sport Centre typically employs approximately 300 people, supports 36 sport partner businesses, enables four tenant businesses. While the pandemic significantly impacted employment opportunities, staff were quickly returned to work when restrictions lifted in the summer.

A City of Safe and Inspiring Neighbourhoods

- Safe public spaces
- Community hub; connecting neighbours – serve as a hub for four community associations 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. Fortunately, many of these activities were still delivered following Covid protocols.

A Healthy and Green City

- Accessible and affordable recreation. In a typical year, Repsol Sport Centre provides more than \$400,000 in subsidized facility access. This number was drastically reduced in 2021, to approximately \$70,000 as a result of facility closures and other health restrictions.
 - Communities that support healthy lifestyles. Repsol Sport Centre typically welcomes 4000-5000 daily, and 1.5M people annually. This all changed when health restrictions led to facility closures and service restrictions. Notwithstanding pandemic implications, when the Restrictions Exemption Program (REP) was introduced, Centre membership began to rebound and it continues to climb week over week. While pre-pandemic numbers have not been realized, 2022 is looking promising.

- 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.

A Well Run City

The fiscal year began with a number of business closures, service interruptions and program restrictions. Notwithstanding these challenges, Repsol Sport Centre managed to find opportunities. Despite the endless challenges associated with the pandemic, including two facility closures and ever-changing health orders, Repsol Sport Centre's leadership team and the Lindsay Park Sports Society Board expertly managed Centre operations. Every significant decision was considered with a safety, purpose and business focus. In order to deliver the Centre's mission, vision and values, a number of tough choices had to be made in order to manage the Centre through the pandemic and emerge at the end of it poised to take advantage of the opportunity. Leading during challenging times is not easy. Repsol Sport Centre did so with care and consideration for all stakeholders, all while showing strong fiscal management.

3. Using the chart below, please report your 2021 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off.

Performance Measure	2018 results	2019 results	2020 results	2021 results
Number of participant visits	1.5 million (approximate)	1.5 million (approximate)	Not available	Not available
Dollars invested into the Fee Assistance Program so that Calgarians may utilize Recreation programs and services offered by Repsol	\$451,000	\$447,500	\$86,000	\$70,000
Number of events including provincial, national and international competitions hosted at Repsol Sport Centre	58	59	18	20
Percentage of prime time hours allocated for sport training booked	95 per cent ¹	95 per cent ²	95 per cent ³ January – March Not available April - December	65 per cent ⁴
# of athletes trained on site	8000 (approximately)	8000 (approximately)	8000 January – March (approximately)	6000 (approximately)

¹ Aquatics at 99% and Dry land at 90%

² Aquatics at 99% and Dry land at 90%

³ Aquatics at 99% and Dry land at 90%

⁴ Aquatics 80% and Dry land 51%

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 (January – March)	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 (January – March)	30 to 50 per cent more visits to Repsol
Percentage of available competition and event weekend spaces booked	100 per cent	100 per cent	100 per cent (January – March)	100 per cent (September – December)
Percentage of members that are satisfied with Aquatic and Dry land services and programs offered at Repsol Sport Centre.	93%	86% (aquatics) Note: Dryland reporting not captured in 2019	Not available	80% satisfaction rating – Dry land 100% satisfaction rating - Aquatics
Social media ranking/satisfaction level(Ave rating - Yelp, Facebook, Google reviews, Trip Advisor)	88.5%	88%	Not available	88%

4. Briefly describe the any key impacts of COVID-19 on your operations in 2021.

Repsol Sport Centre and the Lindsay Park Sports Society took an aggressive, yet balanced, approach to managing through pandemic. Early on the Board and Leadership team set ground rules for operations focused on the Centre's four values which include safety, Legendary Service, Excellence and Innovation. Board and staff further agreed to follow both the intent and spirit of every health measure, Lastly we positioned the facility to make decision on both purpose and business related criteria.

Notwithstanding these guiding principles, the impact on the facility and stakeholders has been significant. The majority of employees were placed on at least two temporary layoffs. Membership numbers were off by as much as 35% at the beginning of the year. Cancellation of all events, most programs and collection of tenant rent from January – July led to significant drops in revenue. Despite these early year challenges, the Centre began to rebound with the introduction of the Restrictions Exemption Program and the Mask Bylaw. Steady growth occurred throughout the back half of the year.

5. Briefly describe any quality improvement changes or operational efficiencies your organization was able to achieve in 2021.

Adjusted org chart to better support OH&S and facility needs.

Finalized a strategic plan to provide focus for the future and in preparation of the Centre enhancements and expansion.

Improved overall reporting with the use of a scorecard to report results.

6. Did your organization implement any strategies or approaches in 2021 that supported racial equity in the delivery of programs or services?

Employees engaged in training sessions and lunch and learns to better educate team members on program and service equity.

Many policies and procedures were updated through the Centre's Human Resources Department to better support racial equity.

7. Did your organization implement any further changes to strategies, programs or services in 2021 to address equity, diversity or inclusion?

Yes, a number of processes were implemented including the following:

Through a strategic planning process, ear-marked \$20,000 for investment in Diversity, Equity and Inclusion training.

The LPSS Board of Governors further amended the Society's skill matrix and recruiting plan to include diversity as a key criteria.

Repsol Sport Centre further amended recruiting practices to include diversity as a sought after employment criteria.

Actively engaged in the Calgary Adapted Hub as a founding member and program partner.

Revisiting Fair Entry program with a view to reduce rates even more in 2022.

8. Briefly describe how your organization worked in partnership with other community, private or public organizations to achieve shared results for Calgary and Calgarians in 2021.

The Centre's success, can in part, be attributed to the many organizations the facility partners with. Repsol Sport Centre is a founding member of the Calgary Adapted Hub (CAH), a member of Sport Calgary, and a strategic partner of Tourism Calgary. Further collaboration exists with the University of Calgary, Mount Royal University, Parks Foundation Calgary, the Calgary Recreation Leadership Network, National Sport Organizations, Provincial Sport Organizations, ActiveCITY and the City of Calgary.

During the pandemic, and as the facility recovers, these relationships have been key in developing strategy, creating business opportunities, managing challenges and ensuring safety.

RESOURCES

9. Please estimate how The City's operating funding was allocated in 2021. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.

%	Advertising and promotion
90 %	Programs or services
%	Office supplies and expenses
%	Professional and consulting fees
%	Staff compensation, development and training
%	Fund development

%	Purchased supplies and assets
10 %	Facility maintenance
%	Evaluation or Research
%	Other, please name:

10. Did volunteers support your operations in 2021? If yes:

How many volunteers?	N/A
Estimated total hours provided by volunteers:	N/A

11. What resources or funding sources did your organization leverage to support operations in 2021?

Canadian Emergency Wage Subsidy (CEWS)
 10% Temporary Wage Subsidy
 Small and medium Enterprise Relaunch Grant
 City of Calgary Emergency Resilience Fund (ERF)
 Alberta Health Services
 Sport Physical Activity and Recreation (SPAR)
 City of Calgary Office of Partnerships
 ActiveCITY
 Calgary Adapted Hub
 Institute of Corporate Directors
 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

12. Did your organization receive any awards or recognition in 2021 that you want to highlight?

Yes, Repsol Sport Centre was recognized by the Life Saving Society with three awards.

- Governor Bruce Hogle Lifesaving Program Award
- Marlin Moore National Lifeguard Award
- Dr. William Patton First Aid Award

 Governor Bruce Hogle Lifesaving Program Award <small>Operating a single indoor pool.</small>	 Marlin Moore National Lifeguard Award <small>Operating a single indoor pool.</small>	 Dr. William Patton First Aid Award <small>Operating a single indoor facility.</small>
Repsol Sport Centre	Repsol Sport Centre	Repsol Sport Centre

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

Asset: *Repsol Sport Centre*

- a) **Provide a summary of your organization's 2021 capital work, including specific lifecycle/maintenance projects or capital projects.**

Capital expenses were driven by the Centre's Building Condition Assessment (BCA) with high priority items addressed.

A total of \$707,257 was invested in 2021 in the following areas:

1. Mechanical and safety equipment including piping, motors, ducts, fan coils and chlorine systems: \$170,000
2. Sport and program equipment: \$105,000
3. IT: \$245,500
4. Roof: \$187,500

- b) **What funding did your organization leverage to support capital activities in 2021?**

Additional funding was 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.

VCC INITIATIVES LTD. (VIBRANT COMMUNITIES CALGARY)

Mandate: Vibrant Communities Calgary (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, and believe that everyone has a right to fully participate in their communities. There are important systemic factors that contribute to poverty, and VCC believes that the whole community has a vital role to play in changing these conditions. Change occurs through engagement, inspiration and action.

Line of Service: Community Strategies

2021 City Investment

Operating Grant: \$484,000

2021 Results

- Engaged over 30,000 Calgarians through events and ward poverty profiles.
- VCC and its committee Poverty Talks! Held conversations and events to help people experiencing poverty engage with community including: a series of peer connection community conversations about key issues in the municipal election; and hosted *Poverty: It's a trap* on the International Day for Eradication of Poverty (October 17)
- Key focus on income supports in 2021 as co-chair of the Social Policy Collaborative. Led advocacy with the Government of Alberta focused on improving the effectiveness of Alberta's income and employment supports programs.

COVID-19 impact:

Impact on implementation of *Enough for All: Calgary's poverty reduction strategy*. Needed to act urgently with limited resources as the number of people in Calgary experiencing poverty grew due to COVID-19 and other affordability pressures.

Advancing Equity, Diversity and Inclusion

Ensuring equity for equity-deserving groups is a key focus of *Enough for All*. In 2021, VCC hosted sessions for Strategy Champions focused on how to be effective allies and offered them a series of Indigenous learning events.

Supported the Be Local Network's efforts to advance anti-racism by facilitating sessions to explore how to engage and encourage enrollment of black, indigenous and people of colour who own businesses. Started development of an equity, diversity and inclusion framework for *Enough for All*.



VCC INITIATIVES LTD (VIBRANT COMMUNITIES CALGARY) Civic Partner 2021 Audit Report

STRUCTURE

1. Vision, Mission and Mandate:

Vision: We live in a community where there is enough for all.

Mission: We will create opportunities to align and leverage the work of hundreds of organizations and thousands of Calgarians to reduce poverty in our city.

Mandate: Vibrant Communities Calgary (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, and believe that everyone has a right to fully participate in their communities. There are important systemic factors that contribute to poverty, and VCC believes that the whole community has a vital role to play in changing these conditions. Change occurs through engagement, inspiration and action.

As of January 1, 2015, VCC became the stewards of Calgary's community-driven poverty reduction strategy: [Enough for All](#), which was refreshed in 2019.

2021 RESULTS

2. What key results did your organization achieve in 2021 that contributed to one or more of the [One Calgary Citizen Priorities](#), or contributed to Council-approved strategies such as *Calgary in the New Economy: An economic strategy for Calgary*, *Calgary Heritage Strategy*, *Cultural Plan for Calgary*, *Corporate Affordable Housing Strategy*, or other strategy.

Calgary's Corporate Affordable Housing Strategy: "Housing" is identified in *Enough for All* as a [Lever of Change](#) and outlines that access to affordable and appropriate housing decreases the likelihood that families and individuals will fall into or remain in poverty. In 2021 VCC invested significant resources to continue advocacy on this file. Examples of this advocacy include a detailed analysis of the [Government of Alberta's affordable housing strategy](#) in conjunction with the Edmonton Social Planning Council and provided [concrete critical feedback on planned housing investment strategies](#) for use by policy makers. VCC was also instrumental in the merger of CHAC into ASCHA to influence affordable housing policy at the provincial level.

Truth and Reconciliation, White Goose Flying: One of three goals of *Enough for All* 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 *Enough for All*, an [Indigenous Poverty Reduction Strategy](#) was developed and it is being implemented, including work focused on establishing an Indigenous Gathering Place that was recently approved by Council. Our shared commitment to ensuring that all Indigenous People are equal participants in Calgary's future was at the forefront of VCC's work in 2021 and VCC is guided in this work by the *Enough for All* [Indigenous Advisory Committee](#). Throughout 2021, VCC held a series of Indigenous learning events for our [Champions](#). Participants were asked to reflect on their own Truth and Reconciliation journey and its place in the *Enough for All* strategy, and the barriers to moving Indigenous engagement work forward. These collaborative sessions are a step-in building understanding and

mutual respect with Indigenous communities. On National Indigenous Peoples Day, VCC Champions were privileged to learn from Elders and members of our Indigenous Advisory Committee about reconciliation, transformative change and honouring the learnings we have been given. Additionally, VCC supported the Be local Network in their efforts to explore ways to engage and encourage the enrollment Indigenous-owned businesses.

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 participated in the updating of the economic strategy, and a representative of Calgary Economic Development participated on the *Enough for All* Refresh Steering Committee to enhance and support alignment between the two strategies. In 2020, VCC contributed to an update of KPIs for Calgary in the New Economy and continued to track intersections with this strategy related to [living wage](#), transit, and housing affordability.

Recreation Master Plan: *Enough for All* identifies "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.

Resilient Calgary: In 2021, VCC continued its advocacy related to Basic Income, both by providing backbone support to Basic Income Calgary, as well as co-chairing and founding [Basic Income Alberta](#) (BIA) in conjunction with End Poverty Edmonton. BIA has created widespread public awareness and policy traction over 2021 to leverage this unique policy window. Basic Income is included in Resilient Calgary's strategy.

Age Friendly Calgary: VCC identifies older adults as a unique demographic of Calgary's population that requires targeted policy and system change solutions. VCC works with the Age-Friendly Calgary staff at the City of Calgary to share data and identify intersections about seniors who live in poverty.

3. Using the chart below, please report your 2021 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off.

NOTE: A detailed accounting of organizational outcomes will be provided in the annual *Enough for All* evaluation which will be released in June 2022 that is compiling data from the City of Calgary, United Way, Momentum (our MOA Partners) and other sources. The City of Calgary is a member of the *Enough for All* Evaluation Committee.

Performance Measure Name: All Calgarians live in a strong, supportive and inclusive community

How much did you do? In addition to the allyship and Indigenous reconciliation activities listed throughout this report, VCC, with its committee Poverty Talks! held a number of important conversations and events to encourage people who live in poverty to get [engaged in our community](#) through civic participation. Below are some of the activities that were held this year to reach this goal:

- Starting in May, 2021, PovertyTalks! held a series of peer connection community conversations discussing key issues in the municipal election.
- Poverty Talks! hosted Poverty: it's a trap on October 17 - the International Day for the Eradication of Poverty. The event included an in-depth conversation about poverty in Calgary, led by people with lived experience and a keynote address from Mayor Naheed

Nenshi.

- On Dec. 21, the Longest Night of the Year, the Poverty Talks! youth team interviewed unhoused people to hear their stories. The videos were released leading up to the Calgary Homeless Foundation's Longest Night of the Year memorial service.

How well did you do it? Across these events and the ward poverty profiles linked above, we engaged over 30 000 Calgarians.

How are Calgarians better off? Calgarians who live in poverty are not always aware of the municipal policies and systems that hold poverty in place. By engaging citizens in these issues, Calgarians became aware of the key role that the municipality plays in poverty reduction and the citizen role in participating in local government to advocate for issues that affect people in vulnerable situations.

Performance Measure Name: All Calgarians have sufficient income and assets to thrive

How much did you do? Income Support advocacy was a major focus for VCC in 2021. Calgarians are facing elevated levels of unemployment, employment volatility, and income instability as we work to recover from the overlapping crises of the COVID-19 pandemic and the crash in oil prices that have shocked Alberta's economy. VCC is both backbone and co-chair of the [Social Policy Collaborative](#) that created [this brief](#) and led advocacy with this province in this area with the goal of improving the effectiveness of Alberta's Income and Employment Support programs. These programs will be essential to the province's economic recovery as Calgarians seek support to meet their essential needs and find new opportunities to become self-sufficient through employment. Additionally, VCC continued to lead the [Basic Income Alberta](#) and [Alberta Living Wage Network](#) work for Calgary.

How well did you do it? VCC has had several meetings with policy makers and business to increase adoption of income support policies that work for all Calgarians. Additionally, VCC is called on as the subject matter expert in many fora related to income support policy with the goal of increasing population-level understanding of how adequate income addresses most areas of poverty reduction (for example, the answer to food insecurity is not more food, it's adequate income).

How are Calgarians better off? Adequate income support programs (e.g., Employment Insurance, Social Assistance, Guaranteed Income Supplement) are a critical part of the community's social safety net. They complement and fill the gaps when well-paying employment is currently unavailable or for people unable to work full-time hours or at all.

Performance Measure Name: All Indigenous People are equal participants in Calgary's future
(see alignment with the Truth, Reconciliation and White Goose Flying section for progress against this outcome).

4. Briefly describe the any key impacts of COVID-19 on your operations in 2021.

As VCC is not a service provider impacts have been manageable. With that said, there is a high-level impact to VCC's operations related to the implementation of the *Enough for All* strategy that has required VCC to act with urgency on limited resources as the number of people in poverty in Calgary grows due to pandemic and other affordability pressures.

5. Briefly describe any quality improvement changes or operational efficiencies your organization was able to achieve in 2021.

VCC shifted to an online convening methodology at the start of the pandemic, which has had the positive outcome of allowing a greater number of Calgarians to participate in important conversations where there may have been barriers to doing so pre-pandemic (including ability to take public transportation, time/schedules etc.).

6. Did your organization implement any strategies or approaches in 2021 that supported racial equity in the delivery of programs or services?

Ensuring equity for equity-deserving groups is one of the key tenets of *Enough for All* implementation which considers how the *Levers of Change* may express themselves uniquely for racialized people, Indigenous people, women, youth, seniors, newcomers and refugees, and LGBTQ2S people in our community. In 2021, the [Enough for All Principle](#) of *Reducing racism and discrimination and promoting diversity in the development and evaluation of policies, services, programs and workplace practices* was a major focus of VCC's work. Below are some examples of the work we did in this area in 2021:

- VCC continued its awareness raising and capacity building for *Enough for All* Champions on its [Racism is a Root Cause of Poverty work](#) which included sessions on how Champions can be effective allies in their organizations.
- VCC launched a series of Indigenous learning events for our Champions. Participants are asked to reflect on their own Truth and Reconciliation journey and its place in the *Enough for All* strategy, and the barriers to moving Indigenous engagement work forward. These collaborative sessions are a step-in building understanding and mutual respect with Indigenous communities.
- VCC supported the Be local Network in their efforts to advance anti-racism. VCC facilitated several sessions, which explored ways to engage and encourage the enrollment of black, Indigenous and people of colour-owned businesses.

7. Did your organization implement any further changes to strategies, programs or services in 2021 to address equity, diversity or inclusion?

VCC started work on the development of an EDI framework which will be applied to the *Enough for All* strategy. This framework will be launched in summer, 2022 and is the first of its kind for any poverty reduction strategy in the country.

8. Briefly describe how your organization worked in partnership with other community, private or public organizations to achieve shared results for Calgary and Calgarians in 2021.

The *Enough for All* model is one of collective impact that brings together organizations, businesses, governments and individuals to work towards the implementation of the strategy. In 2021, Enough for All worked with [its Champions](#) to implement the strategy.

RESOURCES

9. Please estimate how The City's operating funding was allocated in 2021. 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
16%	Programs or services
2%	Office supplies and expenses
5%	Professional and consulting fees
63%	Staff compensation, development and training

0%	Fund development
0%	Purchased supplies and assets
4%	Facility maintenance
5%	Evaluation or Research
	<i>Other, please name:</i>

10. Did volunteers support your operations in 2021? If yes:

How many volunteers?	13
Estimated total hours provided by volunteers:	Approx. 2000 hours

11. What resources or funding sources did your organization leverage to support operations in 2021?

VCC receives funding from the United Way of Calgary and Area and the City of Calgary to implement the *Enough for All* Strategy.

12. Did your organization receive any awards or recognition in 2021 that you want to highlight?

N/A

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

Asset: N/A

a) Provide a summary of your organization's 2021 capital work, including specific lifecycle/maintenance projects or capital projects.

b) What funding did your organization leverage to support capital activities in 2021?

CIVIC PARTNER 2021 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.

Mission: We collaborate to advance opportunities in achieving economic success, embracing shared prosperity and building a strong community for Calgary.

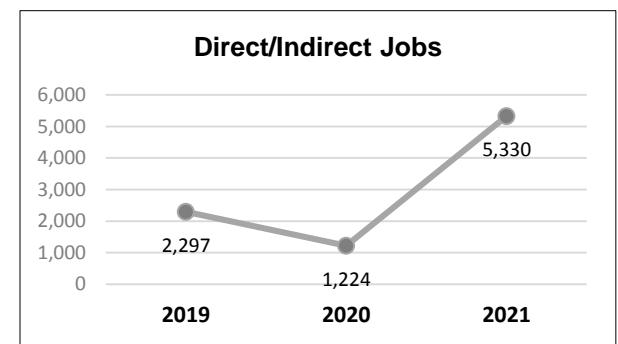
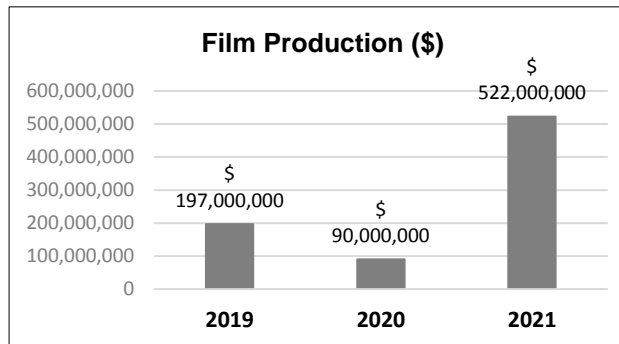
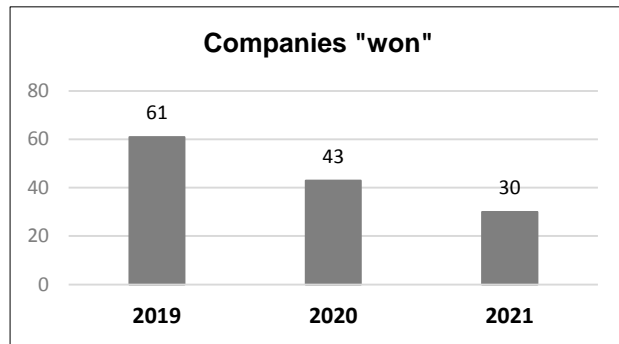
One Calgary Line of Service: Economic Development and Tourism

Wholly Owned Subsidiary

2021 City Investment

Operating Grant:\$9,752,765

2021 Results:



The story behind the numbers

- 'Companies won' focused on large-scale companies to increase the return on investment. New balanced scorecard metrics were adopted to reflect the pursuit of larger investment opportunities and job creation.
- Supported local talent needs through talent attraction events that included over 185 local companies and engaged with over 5,000 individuals.
- Over 120 film and television projects took place in 2021. The Calgary Film Centre was fully occupied and continued to lead the industry with health/safety protocols that were launched in 2020 to facilitate the film productions in Calgary.

COVID-19 impact

During COVID, the team continued to focus on local companies to support growth and expansion and engaged with in-market consultants. Focused on offering virtual programming, shifted signature events online, and participated in virtual talent attraction events.

Advancing Equity, Diversity and Inclusion

Continued the process of developing a Reconciliation Pathway for the organization through work with a Indigenous reconciliation consultant, to better position the organization for long term economic reconciliation. Recognized the National Day of Truth and Reconciliation and provided learning resources to staff. Undertook a comprehensive review of policies and practices from an equity, diversity and inclusion (EDI) point of view, established an internal EDI Committee, and adopted EDI metrics and objectives.

CIVIC PARTNER 2021 ANNUAL REPORT SNAPSHOT- CALGARY ECONOMIC DEVELOPMENT LTD.

STRUCTURE

1. Vision, Mission and Mandate:

Calgary Economic Development (CED) is a civic partner agency of the City of Calgary with a volunteer Board of Directors comprised of community and business leaders. We collaborate with local and external stakeholders to advance economic growth and diversification that creates opportunities for all Calgarians. We work with businesses, governments, educators, and community partners to position Calgary as a destination of choice for companies, capital, and a diverse and highly skilled workforce.

Vision: Calgary Economic Development (CED) 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: CED 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.

2021 RESULTS

2. What key results did your organization achieve in 2021 that contributed to one or more of the [One Calgary Citizen Priorities](#), or contributed to Council-approved strategies such as *Calgary in the New Economy: An economic strategy for Calgary*, *Calgary Heritage Strategy*, *Cultural Plan for Calgary*, *Corporate Affordable Housing Strategy*, or other strategy.

CED stewards the development and implementation of *Calgary in the New Economy*, the economic roadmap created by the community for the community and unanimously approved by City Council in 2018.

All of CED's work advances priorities identified in *Calgary in the New Economy*. In 2021 we pressure-tested the strategy with hundreds of Calgarians and have filed an update with City Council that it is the right future-focused plan for Calgary after two years of pandemic and global economic challenges. CED's focus on changing perceptions of Calgary in key tech markets showed significant results in 2021 and reinforced the importance of reputation and branding as integral parts of the economic strategy.

Business Development: Expansion, Retention & Attraction, of companies is a main focus for CED and one of the many ways we contribute directly to a prosperous Calgary. With COVID-19, much of our work focused on support for local companies in 2021 but major investment announcements by leading global companies generated headlines worldwide.

As foreign direct investment globally rose 77 per cent last year to \$1.65 trillion US, according to the UNCTAD's Investment Trends Monitor, CED focused on working with larger and more impactful clients. We directly supported 30 companies moving to or expanding in Calgary that will create or retain 5,330 direct jobs over three years.

Major technology and innovation investment announcements included NYSE-listed Mphasis (1,000 jobs) and Infosys (500 jobs), RBC (300 jobs) and AWS (200 jobs). There were also notable wins in several other key sectors:

- Transport and Logistics: Lynx Air (375 jobs) and Bird Canada (100)
- Agribusiness: Spud/Food-X (200) and Agriplay (340)
- Energy and Environment: mCloud (160) and Seppure (45)
- Life Sciences: BioHubX (111)

Leading business accelerators Plug and Play, SVG Thrive and Creative Destruction Lab also announced major investments in Calgary in 2021 that support the growing and scaling up of innovative local companies that will help position them for long term success on a global stage.

CED's Trade Accelerator Program (TAP), which works with local companies to help build out local, national and international go to market plans, recorded strong growth as graduate companies signed 34 trade deals compared with 20 in 2020. TAP held six training cohorts in 2021 with 72 companies completing market export plans.

Opportunity Calgary Investment Fund (OCIF): OCIF is a City of Calgary fund overseen by a volunteer Board of Directors comprised of some of Calgary's top business and community leaders and is administered by CED. It makes leveraged investments to advance *Calgary in the New Economy*. The six agreements in 2021 totaled commitments of \$18.33 million to support projects with a total investment of up to \$44 million.

To support more local companies, OCIF issued two RFPs in 2021. One (Innovation Ecosystem) sought business accelerator organizations that provide training and mentoring to grow local companies to be more globally competitive. The second (Third-Party Fund Manager) sought qualified firms to manage a fund, leveraging other investors to identify and invest in early stage, technology-focused companies in Calgary.

In total, \$12.33 million was committed to ecosystem projects (Endeavor, Plug and Play, SVG Thrive, CDL Rockies, Movement51) to support the growth of 359 companies over five years, and \$6 million was allocated to the Accelerate III Fund and managed directly by Yaletown Investments with a goal of providing the necessary scale capital to Calgary companies

Talent (EDGE UP 2.0 and WIL): Retention of new grads and retraining of displaced mid-career professionals are important elements of CED's Talent strategy. After a successful two-year pilot project for EDGE UP (Energy to Digital Growth Education and Upskilling) more than \$5.4 million was secured from the Future Skills Centre, a Federal Government Organization, to launch EDGE UP 2.0: A Scaling Opportunity. EDGE UP 2.0 runs through 2023 and will train over 320 displaced oil and gas professionals for in-demand tech careers. The program grew from three to seven training streams, added more work integrated learning opportunities, and targets candidates from a broader pool of professions. Last fall, 113 participants were selected from more than 1,000 applicants and 10 per cent secured jobs before the training was completed.

CED is working with Calgary's seven post-secondary institutions (PSI) to develop a pilot project to make Work-Integrated Learning (WIL) more accessible to employers and provide more opportunities for learners. The pilot launched in 2021 with \$2.5 million in funding from the Government of Alberta and \$2.6 million by the Government of Canada under the Future Skills program.

Marketing, Reputation & Perceptions: The globally acknowledged and award-winning Live Tech. Love Life. marketing campaign – which looks to position Calgary as a destination of choice for top talent globally, is the focal point of CED's talent attraction and retention efforts. Year two of the campaign that positions

Calgary as a centre for tech and innovation, with an unparalleled quality of life produced strong results. We also invested heavily on a local campaign that focused on showcasing our amazing Calgary companies that we were built by visionaries, dreamers and builders and provides all Calgarians a view to some of these companies that the entire community can be proud of.

Our paid-media campaigns reached over 30 million people in 2021 and our social and digital communication initiatives generated more than 9.7 billion aggregate readership impressions. More than 3,000 media stories about Calgary and CED in 2021 generated \$24.3 million in media ad equivalency.

Live Tech. Love Life. is intended to drive awareness and change perspectives of Calgary. Our perceptions research in key markets last year found 77 per cent of business leaders would consider expanding to Calgary, up 33 per cent in one year, and 78 per cent said Calgary is a place where new ideas, businesses and people thrive. Among workers, 48 per cent say Calgary has a diverse economy, which was up six per cent year over year

Creative Industries: The 123 film and television productions in Calgary in 2021 generated a record \$522 million in spending by the industry – a remarkable five-fold increase in one year.

Major productions that took place last year included the largest project currently filming in Canada (HBO, The Last of Us) as well as Imagine/FX (Under the Banner of Heaven), Disney (Skulls), Paramount (Guilty Party) and Universal (Billy the Kid). The Calgary Film Centre Ltd. operated at full capacity in 2021.

The Calgary Film Commission team within CED facilitated more than 500 City of Calgary permits in 2021. There is high-level City support for the Film Friendly initiative to make Calgary more appealing to filmmakers.

Calgary was named among the top 10 Best Places to Live and Work as a Moviemaker in North America.

3. Using the chart below, please report your 2021 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off.

	Performance Measure Name	2019 results	2020 results	2021 results	What story does this measure tell about your work?
How much did you do?	Accelerate sector development & diversification				Limited travel impacted both inbound and outbound trade missions and limited uptake on virtual trade programming in 2021 *EDGE UP 2.0 received \$5.4M in funding in 2021 to
	Qualified Leads	700	928	1,575	
	Film Scouting & FAM Tours + digital photo packages	15	9 Scouts + 28 digital photo packages	6 scouts + 22 digital photo packages	
	Outbound trade missions	23	14	9	
	Inbound trade missions	10	9	2	

	OCIF applications received	217 ¹	12	38	deliver a 2-year program to 320 participants. The first cohort of graduates is scheduled for 2022.
	EDGE Up students graduated	N/A	98	N/A*	
	Research request fulfilled	544	280	300	
	Research reports initiated	4	9	5	
	Stakeholder, partner and government relations				
	Team Calgary partner events	10	4	4	*2020 and 2021 event were impacted by Covid-19 and forced us to hold virtual events
	Economic Strategy events	9	4	5	
	Calgary Economic Development Brand				
	Participants in signature events (Outlook, Report to Community, Launch Party)	3,359	2,536	2,400	
	Calgary's Brand				
	Media value generated	\$8M	\$64M	\$24M	
	Sector related stories	141	158	138	
How well did you do it?	Accelerate sector development and diversification				*In 2021, having evaluated the impact of COVID-19 on its beneficiary companies, OCIF focused its funding on ecosystem projects to support
	Active prospects	209	206	429	
	Visits by investors	10	3	15	
	OCIF announcements	7	5	6	

¹ Data point is cumulative to December 31, 2019.

	OCIF Funds Committed ²	\$17.5M	\$18.55M	\$18.33	359 Calgary companies over the next 3-5 years and made a direct investment in a fund manager. The lower number of direct jobs and square footage reported in 2021 are directly attributable to the accelerator and incubator organizations and fund manager. OCIF anticipates the companies utilizing the programming or invested in by the fund manager will grow faster than without the support, resulting in increased follow-on jobs and real estate requirements in the coming years.
	OCIF: Total project investment size	\$65M-\$127M	\$236M-\$472M	\$22M-\$44M*	
	OCIF: jobs created or retained (projected over 3 -5 years) ³	688	912	20*	
	OCIF: Commercial real estate square footage absorbed	250,300	142,000	2,500*	
	OCIF: new training graduates. ³	370	2,158	165	*EDGEUP 2.0 cohort 1 graduation is in June 2022. These participants were able to secure full-time job opportunities or enrolled in other training before the training was completed
	OCIF: Companies supported via accelerators ⁴	20	104	359	
	EDGE UP students employed or enrolled in additional education	N/A	Pilot Cohort 1: 43% of 49 participants Pilot Cohort 2: 29% of 49 participants	Pilot Cohort 1: 78% of 49 participants Pilot Cohort 2: 72% of 49 participants EDGEUP 2.0 Cohort 1: 13% of 113 participants*	
	Trade Accelerator cohorts	4	5	6	
	Trade Accelerator	59	54	72	

² Based on originally committed amounts with beneficiaries.

³ Includes OCIF funded and unfunded.

⁴ Includes OCIF funded, only.

	company graduates				
	Stakeholder, partner and government relations				
	Positive progress on Economic Strategy	51%	66%	80%	
	New Team Calgary partners	7	13	8	
	Team Calgary retention rate	94%	91%	90%	
	Calgary Economic Development Brand				
	Percentage businesses likely to:				
	-express positive impression of CED	82%	80%	87%	
	-continue working with CED	72%	73%	83%	
	-recommend CED	74%	66%	77%	
	-Familiarity of CED	40%	37%	83%	
	-Clients accessing research	63%	65%	69%	
	Calgary's Brand				
	Positive impressions of Calgary as a place to do business	74%	74%	89%	
	CFCL utilization rate	77%	68% (88% after removing COVID shutdown)	100%	

	High performing and engaged team				
	Employee engagement	76%	80%	76%	
	Director participation	N/A	86%	88%	
	Staff attrition	18%	13%	25%	
	Internal moves	15	9	14	
How are Calgarians better off?	Accelerate sector development and diversification				<p>* 2021 was the implementation of new metrics to reflect strategy to pursue larger investment opportunities and job creation with the intention of increasing ROI. The target company parameters changes from “no limitations” to the following:</p> <p>Emerging Sectors (e.g. Life Science) require a minimum of 10 jobs for year one and 40+ jobs by end of year three.</p> <p>Mature Sectors (e.g. Energy) require a minimum of 40 jobs for year one and 100+ jobs by end of year three.</p>
	Companies won	61	43	30	
	Creative wins	21	11	28	
	Trade deals	13	16	30	
	Direct jobs created/retained/expanded	2,297	1,224	5,330	
	Film/TV direct jobs	3,808	1,649	4,985	
	Film production	\$197M	\$90M	\$522M	
	Assist startups access capital	12	N/A	N/A	
	Stakeholder, partner and government relations				
	Non-core funding	\$3.9M	\$2.8M	\$3.8M	
	Calgary's brand				
	Positive progress is being made on the Economic Strategy	77%	66%	80%	
	Favorable impression of Calgary Economic Development	78%	77%	85%	
	Familiarity of Calgary by	71%/88%	67%/83%	67%/89%	

	workers/leaders in key markets				
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4. Briefly describe any key impacts of COVID-19 on your operations in 2021.

Working remotely remained an option for staff in 2021 but some people did return to the office voluntarily in the summer. CED implemented a mandatory vaccination policy in October. As of December 31, 100 per cent of employees were vaccinated.

Protocols initiated in 2020 were maintained. They included online health checks to enter the office, masking, plexiglass barriers and enhanced cleaning. In October, domestic and international travel was re-opened to staff with trip-risk assessments required for return on investment and COVID-related risks.

- Business Development staff increased their focus on local companies in supporting them for their growth and expansion.
- Covid19 also saw our team focus on working with in-market consultants for investment attraction and lead generation. As restrictions eased late in 2021 CED welcomed more investors and participated in programming outside of the region.
- EDGE UP and TAP successfully moved to virtual programming.
- CED led and participated in almost two dozen virtual talent attraction events with over 185 local companies taking part
- Team Calgary corporate partnership program recorded an 11 per cent shortfall on revenue projections as companies re-evaluated community support initiatives in financially challenging times
- The Calgary Film Centre was fully occupied in 2021, other than a two-week shutdown. Health & Safety protocols and investments initiated in 2020 enabled productions to continue activity with minimal disruptions.
- OCIF worked with its beneficiary organizations in 2020 to address the impacts of COVID. By 2021 many were adjusting, and OCIF disbursed approximately \$6.5 million for achievement of project milestones.
- Report to the Community and Economic Outlook, our signature annual events moved to virtual formats. All CED and OCIF news conferences were streamed live.

5. Briefly describe any quality improvement changes or operational efficiencies your organization was able to achieve in 2021.

We upgraded our Customer Relationship Management systems in 2021 to improve the collection and tracking of business development leads and opportunities and created an intake and tracking process for research projects and client/stakeholder inquiries and requests

Invest Alberta relocated its offices and left CED offices in mid-2021 due to growth plans for that organization. The space has been absorbed by programs managed by CED that include office space as part of the program management (e.g. EDGE UP 2.0, TAP, Work Integrated Learning).

We worked with our IT Managed Service provider to allow better remote management of technology applications and update all our remote devices with critical software, including advanced threat protection.

New Balanced Scorecard metrics were adopted to reflect the pursuit of larger investment opportunities and job creation to increase ROI. Target company parameters changed from “no limitations” in size, scope or industry to:

- Emerging Sectors (e.g., Life Science) require at least 10 jobs for year one and 40+ jobs by year three.

- Mature Sectors (e.g., Energy, Technology) require a minimum of 40 jobs for year one and 100+ jobs by the end of year three.

6. Did your organization implement any strategies or approaches in 2021 that supported racial equity in the delivery of programs or services?

CED is committed to fostering a culture of diversity and inclusion. We embrace and encourage differences in age, color, disability, ethnicity, family or marital status, gender identity or expression, language, national origin, physical and mental ability, political affiliation, race, religion, sexual orientation, socio-economic status, veteran status, and other characteristics that make our employees unique.

Discrimination is not tolerated in any circumstances.

CED has policies to commit to the prevention and eradication, or, if that is not reasonably practicable, controlling the hazards of Workplace Violence, Harassment and Discrimination in the workplace in all its forms. Harassment or discrimination complaints are managed by a third-party provider, with an escalation process that includes Executive Management or the Board's Performance & Compensation Committee Chair & Board Chair

OCIF issued two RFPs in 2021 that included, in the evaluation criteria, the awarding of a significant number of points to organizations that demonstrated a successful track record of Equity Diversity and Inclusion initiatives and inclusion of initiatives in future programming supported by OCIF.

EDGE UP has focused on EDI since its inception with 41 per cent of participants newcomers or visible minorities, and almost 30 per cent women.

Did your organization implement any further changes to strategies, programs or services in 2021 to address equity, diversity or inclusion?

Recognizing Indigenous Reconciliation is related but separate from equity, diversity, and inclusion, CED is developing a Reconciliation Pathway. In 2021, CED began work with Rise Consulting, a CCAB-approved consultant, to develop our Indigenous Reconciliation Pathway, to contribute to economic Reconciliation in our city, based on the tenant "nothing about you, without you."

We reached out to individuals and organizations in local First Nations and Metis communities to build meaningful relationships in hopes of better understanding how CED can support their diverse communities to thrive and prosper. Specific steps towards Indigenous Reconciliation included:

- Indigenous leaders spoke at a staff forum on economic development and the Indigenous economy.
- The National Day of Truth and Reconciliation was recognized as a statutory holiday and staff were provided educational resources to learn about reconciliation.
- Rise Consulting completed a Discovery Phase, Listening Circles, and summary report last year and will create a strategy and action plan in 2022.
- Four staff members participated in Workforce Forward focused on Indigenous inclusion training, employment strategies and employment best practices.
- 2021's Economic Outlook showcased an Indigenous artist, Indigenous keynote speaker, and supported and Indigenous charity.

A separate initiative for Equity, Diversity and Inclusion was also underway in 2021. CED's existing policies and practices were reviewed from an EDI lens including recruitment, performance management, vendor evaluation & selection, as well as business planning process. An internal EDI Committee made up of a diverse group of CED staff members was stood up and Terms of Reference were created. As part of the

business planning process in 2021, EDI metrics and objectives are now embedded into the 2022 business plan and balanced scorecard. In December 2021, work commenced on a corporate EDI strategy to develop action plans to be undertaken by the organization in 2022 and beyond.

Briefly describe how your organization worked in partnership with other community, private or public organizations to achieve shared results for Calgary and Calgarians in 2021.

CED pressure-tested *Calgary in the New Economy* to ensure, as we recover from the impacts of COVID-19, it remains the right strategy for our city. It was done in three phases: making it more tangible and measurable, identifying global economic trends relevant to Calgary and testing future-focused scenarios, and engaging with our community.

More than 720 persons from community organizations, civic partners, post-secondary institutions, and businesses were engaged. A public survey on whether the economic strategy direction and focus areas remain relevant was conducted. Open houses were hosted to raise awareness on the strategy and key civic initiatives. Focus groups were facilitated to capture feedback on each driver of the strategy.

The direction and key drivers continue to resonate with Calgarians, but the strategy needs to more inclusive, simple, and accessible to all. CED will continue to engage with communities to ensure the strategy reflects all those who contribute to the prosperity of our community.

We collaborated with the City's Strategic Foresight team to pressure-test the economic strategy and continue to on trend and horizon scanning, scenario development and updates, and other foresight processes.

We also collaborate with organizations, including the Real Estate Sector Advisory Committee, the Downtown Strategy Champions Network and Working Group, Innovation District Working Group, and Business Advisory Committee and Task Force.

CED worked with post-secondary institutions (PSIs) to launch a Work-Integrated-Learning platform to better connect students to non-traditional experiential learning opportunities with employers.

EDGE UP's program partners include Future Skills Centre, Information and Communications Technology Council, Riipen, University of Calgary – Continuing Education, SAIT, Bow Valley College and Mount Royal University.

OCIF partners with other orders of government to co-fund Calgary projects. A co-funding consortium was launched with Alberta Innovates and Prairies Economic Development Canada (PrairiesCan) to leverage additional funding through the Alberta Scaleup and Growth Accelerator program.

We hold weekly calls and other touch points with civic partners as part of our collaboration with local organizations including Tourism Calgary, The Calgary Chamber, Calgary Arts Development, Calgary Municipal Land Corp., Sport Calgary and the Alberta Business Council.

CED is a member of the Consider Canada City Alliance as well as the World Energy Cities Partnership. CED participates in the Alberta Investment Team and has relationships with Invest Alberta and Invest in Canada.

RESOURCES

7. Please estimate how The City's operating funding was allocated in 2021. 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 Other	CED Total	
12%	33%	18%	Advertising and promotion
2%	0%	1%	Programs or services
0%	0%	0%	Office supplies and expenses
6%	53%	19%	Professional and consulting fees
65%	13%	51%	Staff compensation, development and training
0%	0%	0%	Fund development
0%	1%	0%	Purchased supplies and assets
5%	0%	3%	Facility maintenance
9%	0%	7%	Evaluation or Research
1%	0%	1%	Other, please name: Technology
100%	100%	100%	

8. Did volunteers support your operations in 2021? If yes:

How many volunteers?	Volunteer Board Members: CED 15, OCIF 12, CFCL 3
Estimated total hours provided by volunteers:	472

9. What resources or funding sources did your organization leverage to support operations in 2021?

The Core operating grant from The City was \$9.8 million. Approximately 65 per cent went to staff compensation, at CED our people are the most important asset we have and such we continue to build an environment where individuals can work to their full potential and continue to work and ensuring that Calgary is well positioned for long term economic growth and prosperity. CED partnered with other orders of government and local businesses to leverage The City of Calgary's Base Operating Grant to generate additional revenue to support our business plan activities.

Team Calgary Partner cash revenue for 2021 was \$885,000 and of the available in-kind contributions from Team Calgary Partners, CED leveraged approximately \$413,000 of this amount.

Sponsorship revenues included \$5.4 million over two years for EDGE UP 2.0. and \$5.2 million over three years for CED's Work-Integrated-Learning Initiative.

PrairiesCan funded \$50,000 for the Alberta Energy Transition Study and CanExport funded \$233,000 to support CED's FDI promotion including:

- Reports and value propositions in the Energy, Environmental Technology, Digital Media, Logistics and Aerospace sectors.
- Web design and multimedia marketing that were critical tools during Covid-19.
- Funding Talent research into the trajectory of Calgary's skilled labour force.

10. Did your organization receive any awards or recognition in 2021 that you want to highlight?

Our New Economy LIVE online panel discussions to *promote Calgary in the New Economy* to more Calgarians received a bronze medal at the International Economic Developers Council Awards in the Special Event category.

CED won four awards from Economic Developers Alberta: Economic Development Through Film and Television won three: Business and Investment Attraction, Large Community; Alex Metcalfe Award recognizing the best of the best; and the CAPP People's Choice Award. EDGE UP won the Community Economic Development award.

Calgary was named 10th Best Place to Live and Work as a moviemaker in North America for a second consecutive year by MovieMaker magazine.

Startup Genome's 2021 rankings of Global Startup Ecosystems rated Calgary among the Top 30 of nearly 300 cities worldwide and singled us out as a cleantech "ecosystem to watch" in North America.

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

Asset: *Calgary Film Centre*

a) Provide a summary of your organization's 2021 capital work, including specific lifecycle/maintenance projects or capital projects.

The Film Centre operations team completed the minor remediation work from the Building Conditions Assessment. There was significant cleaning/restoration work at the conclusion of a production lease in June.

CFCL invested approximately \$100,000 on upgrades to bring the wireless networking to the Wi-Fi 6 standard. It also provided enhanced networking speed and improved network management and configuration.

The CFCL Board assessed a 15-year plan regarding facility improvements and maintenance requirements related to the BCA. Facility improvements were put on hold in 2021 when The City initiated the sales process.

b) What funding did your organization leverage to support capital activities in 2021?

There was no external funding for capital activities in 2021.

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.

One Calgary Line of Service: Economic Development and Tourism

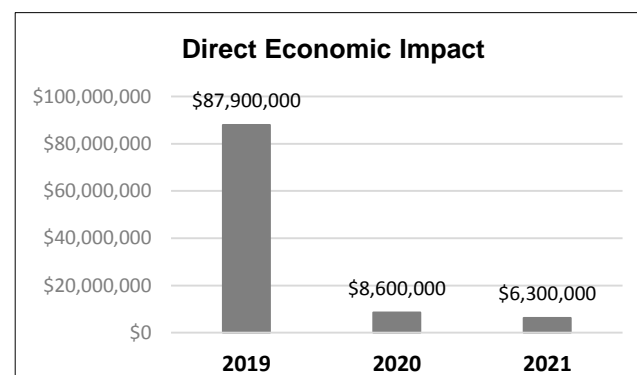
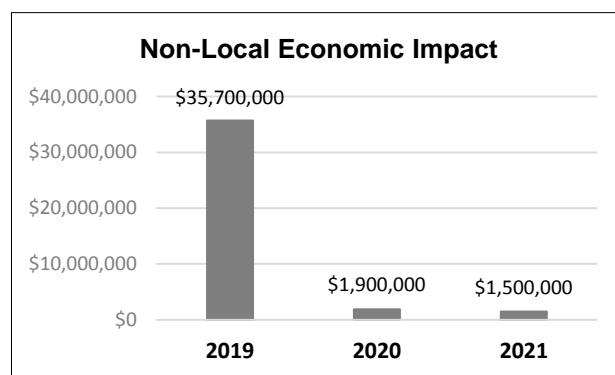
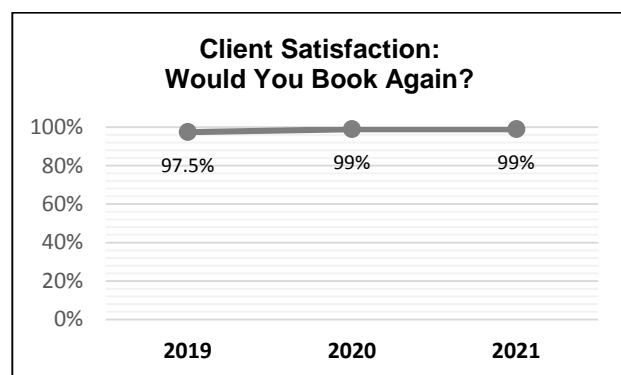
2021 City Investment

Operating Grant: \$1,749,231

Capital Grant: \$3,210,121

Economic Resiliency Fund: \$7,200,000

City owned asset

2021 Results**The story behind the numbers**

- Despite impacts from COVID-19, satisfaction remains high and the convention centre's experience leaves a good impression with visitors for services that were able to proceed in 2021.
- The impact of COVID-19 on the total economic impact of the convention centre core operations continued to be significant with the non-local economic impacts and direct economic impact severely reduced due to the majority of events being postponed to later dates.

Impact of COVID-19:

With the continued impact on hosting in person events, meetings and conventions in 2021, the convention centre team focused on improving and maintaining the facility including developing improved room settings, unique creative spaces, and public spaces; and upgrading technology. Compared to 2020, more clients shifted from outright cancelling events to postponing, or moving deposits to a future date.

Advancing Equity, Diversity and Inclusion:

The board approved a new Diversity and Inclusion Policy to support racial equity and demonstrate commitment to a supportive and safe environment for all employees. The team participated in an LGBTQ+ Foundations workshop, and created new gender neutral staff washrooms.



**CALGARY CONVENTION CENTRE AUTHORITY
(CALGARY TELUS CONVENTION CENTRE)
Civic Partner Annual Report 2021**

STRUCTURE

1. Vision, Mission and Mandate:

Mandate and Vision

The Calgary TELUS Convention Centre (CTCC) is Calgary's meeting place, which brings the community together in a central hub to connect, learn, innovate, celebrate, support and grow. The CTCC connects Calgary with the global community, leveraging assets to create opportunities that impact the lives of Calgarians and Canadians.

The Calgary Convention Centre Authority (CCCA) strives to manage, market and operate the CTCC in an efficient and market-competitive manner in order to maximize overall economic benefits to the City of Calgary while maintaining acceptable financial performance.

CTCC hosts professional, personalized & customized experiences – all ways.

History and Responsibilities

The CTCC is owned by the City of Calgary and operated by the CCCA. The CCCA was incorporated through an Act of the Legislative Assembly of Alberta in 1974. The CCCA operates the facility on behalf of the City under the terms of the mandate passed by City Council in 2005.

Pursuant to the Glenbow Museum Agreement signed in 1973, the CCCA entered into an agreement with the City to provide maintenance, repairs, cleaning and janitorial services to the Glenbow Museum. The CCCA also provides maintenance and repairs to the commercial and retail spaces owned by the City in the North Building. Through an agreement between the City and Balboa Land Investments Inc. signed in 1999, the CCCA operates and maintains the shared loading dock in the North Building. A Food and Beverage Services Agreement issued by the City of Calgary gives the exclusive rights to all food and beverage services in the CTCC to the attached hotel (currently the Calgary Marriott Downtown Hotel) until 2039. Through a joint agreement with the City, the CCCA and TELUS, the CCCA manages the TELUS Naming and Business Rights agreement. This agreement will be reviewed again prior to December 31st, 2024 expiring on December 31st, 2025.

The CTCC is a place where people gather, visions are realized, ideas are exchanged, knowledge is shared and relationships are built. The CTCC is thoughtful in its offering and entrepreneurial thinking. CTCC is a platform where global leaders connect, a community hub for local, national and international events and is an economic driver for our city.

As a brand, the CTCC has a collective offering of three key components: our services, our location, and our people. Together, these three components drive the CTCC brand as a flexible convention and event space, providing premium customer-focused service within an urban neighbourhood, all located in the vibrant heart of Downtown Calgary.

2021 RESULTS

- 2. What key results did your organization achieve in 2021 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), or contributed to Council-approved strategies such as *Calgary in the New Economy: An economic strategy for Calgary*, *Calgary Heritage Strategy*, *Cultural Plan for Calgary*, *Corporate Affordable Housing Strategy*, or other strategy.**

A Prosperous City:

The CTCC is an economic driver for Calgary. Business events promote significant financial boosts to numerous downtown and citywide organizations including hotels, restaurants, transportation, retailers, attractions, and post-secondary educational institutions.

ISC: UNRESTRICTED

Due to the pandemic, 2021 continued to see events and in-person meetings being postponed. The CTCC was able to recalibrate and develop new methods of hosting events safely for both clients, guests, and employees. In continued partnership with Encore (previously FMAV) and the Marriott Hotel, the CTCC successfully hosted 37 events (23 in-person, 11 virtual and 3 hybrid events) of varying sizes, duration, and reach.

Although COVID hindered the number of in-person events that CTCC was able to hold, the Sales team continued to sell into future years out to 2028. This, with the continued collaboration through partnerships with Tourism Calgary, Travel Alberta, The Calgary Stampede, The Calgary Downtown Association, Calgary Economic Development, and the Calgary Hotel Association, the CTCC promotes synergies to improve Calgary's image and reputation as a dynamic convention destination.

A City of Safe & Inspiring Neighbourhoods:

The CTCC has been a community hub, a business catalyst, and an international welcome centre since 1974. Built on the vision of City leaders, the CTCC was designed to connect with the Glenbow Museum and what is now the Marriott Hotel. With its Civic Partners, the CTCC offers an integrated experience and leverages its mixed-use meeting space of nearly 300,000 sq. ft. The facility is central to the downtown core (located on Stephen Avenue, a Canadian Historic Site), and offers flexible and personalized solutions for clients.

While maintaining a customized client focus, CTCC's Security team acts as a first responder, contributing to a safe environment for employees, clients, guests, and the public. The CTCC is committed to providing consistent and relevant training to all members of the 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.

The Security team works closely with other community partners, including CPS and is an active participant in the 9 Block Initiative. The CTCC plays an integral role in improving the vibrancy and safety in Calgary's downtown hub.

A Healthy and Green City:

While the pandemic has had a profoundly negative impact on CTCC revenues, the CTCC has sustained critical business by maintaining unsurpassed health and safety standards. In 2020, the CTCC received accreditation for the Global Biorisk Advisory Council® (GBAC) STAR™, which was successfully renewed in 2021.

The CTCC's upgraded air handling system continued the 100% outside air exchange to a maximum of 26 degrees Celsius where a minimal amount of recirculated air is used. The dual filtration system is on par with superior commercial facilities; this is critical to ensuring a safe environment for indoor gatherings. The CTCC maintains its yearly Clean Air Award Status with the National Air Filtration Association (NAFA).

The CTCC remained cognizant of decreasing the number of touchpoints throughout the facility. Where possible, touchless access devices were installed, and automatic sanitizer dispensers were dispatched throughout the facility.

3. Using the chart below, please report your 2021 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off.

	Performance Measure Name	2019 results	2020 results	2021 results	What story does this measure tell about your work?
How much did you do?					
How well did you do it?	Satisfaction Surveys Metric used "Would you book again"	97.5%	99%	99%	City reputation enhanced; experience leaves a good impression with visitors.
How are Calgarians better off?	Economic Impact				Direct economic impact registers spending tied to the delegates specifically.
	Local ¹	52.2M	6.7M	4.8M	
	Non-Local ²	35.7M	1.9M	1.5M	Indirect and Induced impact refers to spending by businesses that are affected by the meetings and conventions happening at the CTCC.
	Exhibitor ²	N/A	N/A	N/A	Note: COVID-19 continued to negatively impact our ability to generate economic impact in 2021. The Sales team remained steadfast in their ability to reschedule postponed events and book new business into 2022 and beyond.
	Total Direct	87.9M	8.6M	6.3M	
	Indirect ³	18.8M	5.9M	4.4M	
	Induced ³	16.3M	3.7M	2.7M	
	Grand Total	123.0M	18.2M	13.4M	

4. Briefly describe any key impacts of COVID-19 on your operations in 2021.

Since the announcement of COVID-19, the operations of the CCCA have continued to be significantly impacted. Similar to 2020, as cases increased and municipal, provincial and federal restrictions were put in place, the majority of events were postponed to later dates. However, in contrast to 2020, clients were more open to postponing events or moving their deposits to new future dates as opposed to cancelling entirely.

The Sales Teams worked closely with each client to find the best options for their events, whether they found alternative dates to host in the future or moved forward with hosting in person, virtually or as a hybrid, depending on the restrictions at the time of their event.

All COVID-19 safety protocols remained in place and were enhanced where needed. The Health Screening Surveys continued to be completed by all staff, contractors, and clients on-site. The CTCC COVID-19 Ambassador Program maintained its support to in-house clients. The CCCA established a

¹ Estimated based on average spend of \$150 per local delegate per day – CCCA Deloitte Economic Contribution Study – 2019 Fiscal Year

² Based on the avg \$279 per non-local delegate CCCA Deloitte Economic Contribution Study - 2019 Fiscal Year

³ Calculated from CCCA Deloitte Economic Contribution Study – 2019 Fiscal Year

Vaccination Policy where 100% of employees and embedded partners were fully vaccinated by the end of 2021 (two doses). The CCCA also participated in the Federal Rapid Testing program, supplying rapid tests for the staff to use regularly. Results were submitted to HR who in turn submitted aggregate numbers to Health Canada. The testing program was active before year-end.

From April to July, the CCCA proudly transformed the facility into a mass vaccination clinic welcoming over 400,000 to the CTCC for vaccinations.

CCCA continued to hold discussions with the City throughout the year and monitored and assessed the impact COVID-19 had on operations. CCCA was also an active member in discussions with the Government of Alberta and industry partners within the province.

While the pandemic continued to significantly impact the CCCA's core business, the CTCC continued to focus on ensuring a safe and healthy environment for gatherings of all descriptions and sizes.

5. Briefly describe any quality improvement changes or operational efficiencies your organization was able to achieve in 2021.

With COVID-19's continued effects on CTCC operations and hosting in-person events, the team continued its focus on managing improvements at the facility. Quality improvements included completing critical life-cycle maintenance, improved room settings, unique creative spaces, public spaces and upgraded technology.

Additional operational efficiencies included the following:

- Secured existing client business that was at risk through dynamic scheduling for the future while continuing to sell new future events (2022 - 2028)
- Completed over 25 Capital Projects
- Improved the CTCC COVID-19 Relaunch/Reopening Plan
- Completed 2021/2022 Labour strategy for optimal performance and service
- Completed CTCC Sustainability Plan mind mapping
- Established and implemented the *Enhanced Health Care Cleaning*
- Established and implemented a new model for the Housekeeping
- Implemented electronic checklists (Google Forms) for rooms and building inspections and disinfectant levels checks with a measurement matrix for calls to service
- Completed the 2021 Security Services Knowledge Assessment
- Implementation of Visitor monitoring procedures
- Re-assessed and re-implemented Incident Debrief process to support risk mitigation strategies
- Implementation of a new ambassador screening process, including CTCC-branded wristbands & vaccination record scanning devices
- Modified the CTCC Emergency Management Plan for COVID-19 environments
- Implemented use of "When I Work" to dynamically schedule and communicate with Casual staff
- Upkeep (CMMS System) implemented
- Muddy Boots (Digital Logbook System) implemented for dynamic communications and calls to service.
- Cross-training various departments supporting the risk mitigation strategy
- Reviewed the current Financial System and implementation of Ungerboeck V30 for improved measurement of the facility
- Received reaccreditation for GBAC STAR™

6. Did your organization implement any strategies or approaches in 2021 that supported racial equity in the delivery of programs or services?

As further clarified below, in 2021, the Diversity and Inclusion Policy was reviewed and approved by the Board. This policy supports racial equity and shows commitment to providing a supportive and safe work environment for all employees.

7. Did your organization implement any further changes to strategies, programs or services in 2021 to address equity, diversity or inclusion?

In 2021, the Diversity and Inclusion Policy was reviewed and approved by the Board. The CCCA is dedicated to providing an atmosphere free from barriers, where all employees are included and treated with dignity and respect to promote equity and diversity. The CCCA celebrates and welcomes the diversity of all employees, stakeholders, and external (contract) personnel. It is the policy of the CCCA to foster an environment that respects people's dignity, ideas and beliefs thereby ensuring equity and diversity in employment. This commitment is demonstrated by providing a supportive work environment, policies and a corporate culture that welcomes and encourages equal opportunities for all employees.

In October of 2021, the organization participated in an LGBTQ+ Foundations workshop presented by Queer Education Foundation. The workshop included an introduction to LGBTQ+ language on gender identity, sexual orientation, and present-day community social development. HR updated employee enrolment forms to include the identification of pronouns should staff wish to disclose. Pronouns were also introduced to email signatures.

Staff washrooms for the engineering team in the Boiler room were transformed to be gender-neutral. Additionally, the team reviewed the washrooms in the administration offices to also be updated to be gender-neutral

8. Briefly describe how your organization worked in partnership with other community, private or public organizations to achieve shared results for Calgary and Calgarians in 2021.

The CTCC is an active contributor to the Calgary community and Calgary's downtown core. Between April 2021 and July 2021, the CTCC transformed into a mass vaccination clinic, providing significant support to the municipality. Working closely with AHS, CEMA, CDA and various City of Calgary departments, the CTCC provided 100 staff for housekeeping, security, and line control. Over 3,400+ immunizations were administered per day, totaling over 400,000+ immunizations to the citizens of Calgary. The equivalent of 27% of Calgary's total population was immunized at the CTCC.

In 2021, the CTCC provided space to the Calgary Police Youth Foundation in support of a variety of events and campaigns, including their holiday hampers, Amazon donation give-a-way days and the Chief Youth Courage Awards Silent Auction.

The CTCC continues to be an active member supporting the 9 Block Coordinated Safety and Security Pilot Steering Committee. The CTCC's participation in the 9 Block Committee aimed to improve the safety of the downtown area through community involvement.

With the connection to the Plus 15 network, the CTCC is an active member of the Plus 15 Advisory Committee. Strategic advice is provided on the coordination of the network's operations, initiatives, and programming.

RESOURCES

Please estimate how The City's operating funding was allocated in 2021. Mark all areas that apply by approximate percentage. For example, 45% is 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
100 %	Facility maintenance
%	Evaluation or Research
%	Other, please name:

9. Did volunteers support your operations in 2021? If yes:

How many volunteers?	N/A
Estimated total hours provided by volunteers:	N/A

10. What resources or funding sources did your organization leverage to support operations in 2021?

City of Calgary

- Operating Grant: \$1,749,232

Resources are used to achieve earned revenues, which provide the majority of the funds required to operate the CTCC. Other funding is received to provide services to the Glenbow and to the retail spaces in the CTCC, which supports labour efficiencies. The \$1,749,232 operating grant received from the City of Calgary assisted to offset the cost of building maintenance. The CTCC 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:

- Calgary Hotel Association
- Calgary Economic Development
- Calgary Stampede
- Tourism Calgary
- Travel Alberta
- Calgary Downtown Association
- Calgary Chamber of Commerce
- Tourism Industry Association of Alberta
- Tourism Industry Association of Canada
- Canadian Association of Exposition Management
- Convention Centres of Canada
- 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

2021 COFLEX Grant

- \$7,200,000

As a result of the significant impact of COVID-19 on operational revenue generation, the CCCA received \$7.2M of COFLEX funding grant. These funds were used to sustain the CCCA during the pandemic while enabling the CCCA to continue to advance future sales while concurrently protecting the current client base through dynamic scheduling processes. These funds enabled the organization to position itself for post-pandemic recovery. This fund also enabled the CCCA to assist our community with hosting the Mass Vaccination Site on a cost-recovery basis.

11. Did your organization receive any awards or recognition in 2021 that you want to highlight?

At the CTCC, the safety and health of clients, staff and the community remain the top priority. The CTCC continues to work closely with clients and industry stakeholders to implement the best practices and improve safety and cleaning protocols. In 2021, the CTCC renewed their GBAC STAR™ program accreditation.

Since 2018, the CTCC has maintained its NAFA Clean Air Award status, renewing the status for 2021-2022. Through the use of high-efficiency filtration products and good maintenance practices, the CTCC maintains a clean and healthy indoor work environment, while reducing overall operating costs.

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

Asset: *Calgary TELUS Convention Centre*

- a) Provide a summary of your organization's 2021 capital work, including specific lifecycle/maintenance projects or capital projects.**

PROJECT NAME	AMOUNT
Building Management System Replacement Phase 2	\$ 418,568.37
Portable Bar Upgrade	\$ 54,648.81
South Emergency Generator Replacement	\$ 359,520.97
Wayfinding Signage (Exterior)	\$ 13,598.53
Videoboards/Digital Signage	\$ 136,468.62
Linen-Less Tables Upgrade	\$ 280,936.42
Water Filling Stations	\$ 4,774.24
Silk Tree Upgrade	\$ 87,937.46
North Building Floor Covering Upgrade	\$ 177,976.32
Exhibition Hall Prefunction Renovation	\$ 57,848.83
Exhibition Hall Washroom Renovation	\$ 66,401.99
North Building Main Floor Washroom Renovation	\$ 171,493.54
Glen Prefunction Renovation	\$ 117,188.02
Glen Washroom Renovation	\$ 123,245.22
South Building Electrical Panel Upgrade	\$ 104,605.43
Parkade Drain And Pipe Replacement	\$ 5,750.00
Various GIs Neilson Block 5th Floor Renovation	\$ 36,288.52
Ceiling Tile Replacement Phase 2	\$ 152.00
North Building HVAC Upgrades Phase 2	\$ 8,966.87
South Building Floor Covering Upgrade	\$ 294,794.23

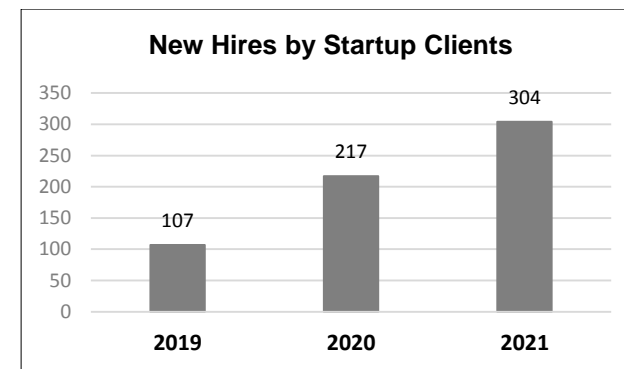
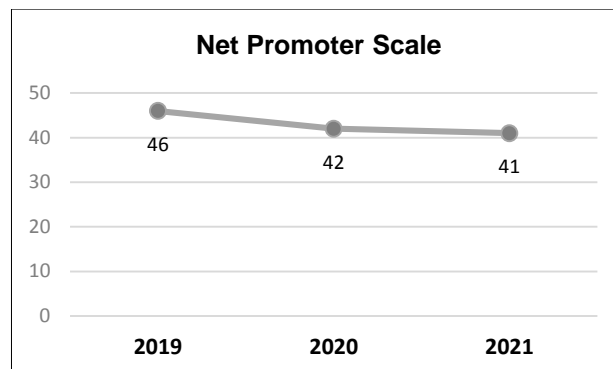
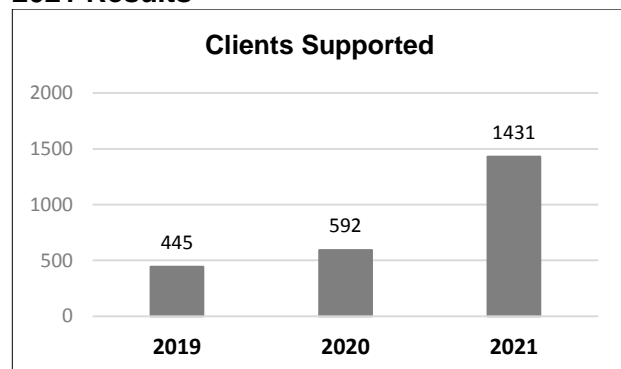
South Building Floor Covering Upgrade	\$	10,920.35
South Building Handrail Upgrade	\$	136,891.34
Payroll System Upgrade	\$	29,172.50
Various Gls Neilson Block Administration Renovation	\$	539,076.30
Telepresence Robot	\$	10,889.27
South Building Roof Lifecycle Repairs	\$	51,463.58
Fire System Replacement (Design)	\$	71,850.00
South Building HVAC Upgrades	\$	41,864.69
North Building HVAC Upgrades	\$	23,395.65
Washer & Dryer Combo	\$	4,270.00
North Stairwell Led Lighting Upgrade	\$	5,633.85
Exhibition Hall Prefunction Lighting Upgrade	\$	156,770.50
Meeting Room Lighting System Upgrades – Consultation Phase	\$	24,925.00
Event/Finance Software Replacement	\$	124,567.88
Floorplan Software Replacement (Vectorworks)	\$	23,550.00
South Main Flex Space	\$	10,593.04
Fire System Phase 1 (Life-Safety Assessment)	\$	67,000.00
TOTALS	\$	3,853,998.34

b) What funding did your organization leverage to support capital activities in 2021?

The Authority leveraged The City's Convention Centre Lifecycle Program for support in capital activities in 2021.

City of Calgary

- Capital Grant: \$3,210,122

CALGARY TECHNOLOGIES INC. (Platform Calgary)**Vision:** Building shared prosperity by making Calgary a global hub for startups and innovation.**Mission:** Empowering people building the next economy.**One Calgary Line of Service: Economic Development and Tourism****2021 City Investment****Operating Grant:** \$1,448,657**2021 Results****The story behind the numbers**

- With COVID-19 public health measures in 2021, almost all program were delivered virtually, allowing the expansion of client volume and geographic reach.
- The net promoter score stayed flat despite a significant increase in volume of clients served, with almost 100 per cent virtual delivery. The score measures a client's experiences and their level of satisfaction with Platform Calgary's programs and services.
- New hires data collected through an Annual Client Survey had an increased number of respondents in 2021 compared to 2020 and 2019.

Impact of COVID-19

Continued to deliver most programs online. Occupancy and opening of the new Platform Innovation Centre was delayed, with the full public opening anticipated later in 2022. COVID-19 led to reduced fundraising revenue, supply chain issues related to construction, shifting timelines that impacted implementing a new business model, and challenges hiring and retaining staff.

Advancing Equity, Diversity and Inclusion

Engaged a consultant to conduct an equity, diversity and inclusion (EDI) audit and provide recommendations for a new Strategic Plan. Built EDI provisions into the governance model for a new program, Alberta Catalyzer, to be delivered in partnership with Innovate Edmonton. Staff participated in Land Acknowledgement training to increase their knowledge and understanding of Indigenous issues.



CALGARY TECHNOLOGIES INC. (PLATFORM CALGARY) Civic Partner 2021 Audit Report

STRUCTURE

1. Vision, Mission and Mandate:

Mission: Empowering people building the next economy.

Vision: Building shared prosperity by making Calgary a global hub for startups and innovation.

A key strategic goal is to 10x the rate of startup creation and scaling to triple the economic impact of tech in Calgary by 2031.

2021 RESULTS

2. What key results did your organization achieve in 2021 that contributed to one or more of the [One Calgary Citizen Priorities](#), or contributed to Council-approved strategies such as *Calgary in the New Economy: An economic strategy for Calgary*, *Calgary Heritage Strategy*, *Cultural Plan for Calgary*, *Corporate Affordable Housing Strategy*, or other strategy.

In support of the citizen priority “A Prosperous City” and the strategy “Calgary in the New Economy”, Platform Calgary delivered services to 1431 (=924 + 507 Startup Essentials) program clients in 2021. On top of these, at the Alastair Ross Technology Centre (ARTC), we housed 68 companies until the ARTC was sold to UCalgary on Aug30, 2021. These clients – founders, startups, and established companies – started and grew companies in Calgary that resulted in jobs and increased GDP.

In support of the citizen priority “A Healthy and Green City”, Platform Calgary, with our partner Foresight Cleantech Accelerator, helped cleantech startups advance their business. In 2021, 46 clean tech companies were supported (included in the above program client count).

3. Using the chart below, please report your 2021 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off.

	Performance Measure Name	2019 results	2020 results	2021 results *includes Startup Calgary	What story does this measure tell about your work?
How much did you do?	Number of clients served incl. INC members	445	592	1431	Demand for Platform Calgary's entrepreneur and venture development programs continues to grow. COVID-19 public health measures were such that nearly all

					program clients were served virtually (e.g. over Zoom), thereby allowing us to expand client volume and our geographic reach.
How well did you do it?	NPS score	46	42	41	Platform Calgary's net promoter score is relatively flat despite significantly increasing volume of clients served, and nearly 100% virtual delivery. The loss of face to face interaction with clients did not significantly degrade client satisfaction.
How are Calgarians better off?	New Hires (responding clients)	107	217	304	New Hires data is extracted from our Annual Client Survey of which there were 62 respondents in 2019, 50 in 2020, and 71 in 2021.
	New Hires per responding client (average)	1.7	4.3	4.3	Average new hires per responding client has trended flat since 2020 despite the significant growth in client volume.

4. Briefly describe the any key impacts of COVID-19 on your operations in 2021.

COVID-19 public health measures changed with the various waves of the pandemic. Platform Calgary staff, our partners, program clients, and ARTC tenants usually worked from home. Our programs were mostly delivered remotely.

The new Platform Innovation Centre in the East Village was granted an occupancy permit for the first of two floors on September 2021, at which time the Platform Calgary team moved in. This partial occupancy was granted 6 months later than our initial plans for full occupancy and grand opening. Although we were able to keep tight control over project costs, the building's anticipated "full opening" date has pushed later into 2022, and still suffers from ongoing challenges with the supply chain. Key impacts can be summarized as follows:

1. Dampened enthusiasm for fundraising vs feasibility studies conducted in 2019. The project is likely to carry a mortgage, despite contributions from government and the private sector.
2. Due to supply chain uncertainty, our planned opening date has moved more than once. Employee morale and the ability to maintain momentum with our program partners, has suffered. We are actively managing employee health and wellness to avoid burnout and mitigate stress.
3. Opening delays have caused us to expend more of our operating reserves than planned, prior to our ability to begin generating new sources of revenue through a new business model at the Platform Innovation Centre. We had always planned for approximately 36

months of “ramp up” time to convert to the new sustainable model, but will have to alter plans to move faster through the ramp period, or find alternate sources of ramp up funding.

4. Inflation and changes in the job market have made it challenging to hire and retain staff at our target non-profit salary ranges. Our team is highly mission driven, allowing us to mitigate some of these effects, but program expansion and our ability to operate our new model have been slowed due to recruitment and turnover.

5. Briefly describe any quality improvement changes or operational efficiencies your organization was able to achieve in 2021.

The most significant operational efficiency improvement in 2021 was our ability to mount more programming cohorts and serve more clients in those cohorts virtually (e.g. via Zoom) or a few times via hybrid operation.

We undertook an organization structure change in late 2021 to foster a stronger focus on revenue generation and program execution.

6. Did your organization implement any strategies or approaches in 2021 that supported racial equity in the delivery of programs or services?

1. Platform Calgary worked with a consultant to audit and build recommendations to guide a diversity, equity and inclusion strategy for the organization. This work is ongoing and will be fully reflected in our upcoming strategic plan.
2. The Platform Calgary team undertook professional development through participation in Land Acknowledgement Training offered by The Calgary Foundation.
3. Platform Calgary’s partner network includes several organizations that promote diversity, equity and inclusion. These organizations will be supported by and integrated into the Platform Innovation Centre’s community.

7. Did your organization implement any further changes to strategies, programs or services in 2021 to address equity, diversity or inclusion?

In 2021, we included DEI provisions as part of the governance council for a new program we proposed jointly with Innovate Edmonton, in response to Alberta Innovates Scaleup Growth Acceleration Program RFP. The governance council explicitly calls for council members to come from underrepresented communities (e.g. women, BIPOC, and indigenous) to ensure that founders from those underrepresented communities would be treated equally based on merit by the program.

Our proposed program, called “Alberta Catalyzer”, was accepted and started operations in January 2022. Results from it will be included in the 2022 civic partner report, including DEI related results.

8. Briefly describe how your organization worked in partnership with other community, private or public organizations to achieve shared results for Calgary and Calgarians in 2021.

Platform Calgary’s guiding principles start with “Collaborate First”. Some examples of collaborations and partnerships with multiple organizations, all in support of “A Prosperous City” and “Calgary in the New Economy”, are listed here.

- As of January 2021, Startup Calgary (formerly a team within CED) merged with Platform Calgary while maintaining the Startup Calgary brand. This merger was the culmination of many years of collaboration between these two organizations.
- In 2021, we continued multi-year collaboration with CED on implementation of Calgary in the New Economy, especially the Innovation Pillar.
- The activation of the Platform Innovation Centre will be key to enabling a large volume of collisions and collaborations between tech startups, investors, talent, and industry. The Platform Innovation Centre is a public facility that will be shared with 78+ partners. It is not just the home for Platform Calgary but the home of the tech startup ecosystem for the whole city.
- Platform Calgary was the founding organization in 2016 of the Calgary Innovation Coalition (CIC), now grown to 45 organizations in Calgary, 36 of which (and counting) are part of the 78 partners recruited to date into the centre. The CIC and its 45 organizations adopted Platform Calgary's strategic goal of tripling the economic impact of the tech sector by 2031, and collaborate to achieve that strategic goal, with Platform Calgary playing a major support role in the coalition.
- Platform Calgary continues to promote the usage of the Strategic Doing agile project management process across multiple organizations in Alberta, to leverage investment in this methodology made in 2020 with the generous support of Alberta Innovates.
- Platform Calgary is a project lead on "Strengthening the Alberta Innovation Network" across 8 regional innovation networks in Alberta.
- Platform Calgary and Innovate Edmonton partnered with multiple organizations in Alberta to propose a pan Alberta pre Accelerator which was awarded as part of an RFP by Alberta Innovates in 2021. Operations of the pre accelerator started January 2022.
- In November 2021, the Government of Alberta and Platform Calgary co-hosted HackIT.AB, a new digital innovation hackathon.

RESOURCES

9. **Please estimate how The City's operating funding was allocated in 2021. 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:
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10. Did volunteers support your operations in 2021? If yes: ADD

How many volunteers?	56(VMSA)+ 6(Junction)+ 7(Board) = 69
Estimated total hours provided by volunteers:	1600(VMSA) + 121 (Junction)+ 210(Board) = 1931 person hours

11. What resources or funding sources did your organization leverage to support operations in 2021?

Platform Calgary continued to leverage the City of Calgary's \$1.449M annual operating grant to secure Alberta Innovates funding by a factor of 1.8 to 1 in Fiscal Year 2021/22.

We also leveraged all public funds to generate \$84K worth of sponsorship and donations revenue from private individuals and corporations in 2021/22.

Platform Calgary is structured such that core operations include the ability to deliver base programming through our Academy and Acceleration teams, with scale and depth provided by our advisor network, enabling us to bring on volunteer and paid expertise on demand. For example, entrepreneur mentors volunteer their time towards the Venture Mentoring Service of Alberta (VMSA) managed by Platform Calgary. Their total volunteering hours are captured above.

12. Did your organization receive any awards or recognition in 2021 that you want to highlight?

N/A

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

Asset: N/A

- a) **Provide a summary of your organization's 2021 capital work, including specific lifecycle/maintenance projects or capital projects.** N/A
- b) **What funding did your organization leverage to support capital activities in 2021?**
N/A

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.**One Calgary Line of Service: Economic Development and Tourism****2021 City Investment****Operating Grant:** \$2,777,337**Special Events Fund:** \$2,966,000**2021 Results****Ultimate Host**

Hosted **2** bubbles that delivered **21** events & had a **\$75 million economic impact**

- 3 month curling bubble
- Ice Hockey Women's World Championship

**Chinook Blast**

- 10 Founding partners
- 120+ local artists
- 50+ supporting local businesses
- 7 civic strategies supported
- 11 Business Improvement Area partnerships
- 100% local partnerships & volunteers

Sales Highlights

- 160 new leads identified
- 52 events secured for 2021 & future years

**The story behind the numbers**

- Event bubbles hosted in Calgary attracted players from across Canada, United States, Finland, Switzerland, Japan, Czech Republic, Germany, Denmark, and Hungary; and events were broadcast to millions on viewers.
- The second year of *Chinook Blast- Calgary's Winter Festival* was a four week long outdoor festival that featured arts installations, pop-up performances, a community stage, and art pavilion. In 2021 it included festival partners such as GLOW downtown Winter Lights Festival, Block Heater, and Ethnik Festival.
- Tourism Calgary participated in ten virtual tradeshow in Europe, Asia, Australia, United States, Mexico and Canada; and continued to activate the primary markets of the United States, United Kingdom, Germany and France.

Impact of COVID-19

The travel and tourism sector was significantly affected by travel restrictions, border closures, and public health orders. Tourism Calgary's operational funding was significantly reduced including the Destination Marketing Fund. During 2021, they focused on supporting over 900 member organizations to adapt and continue to operate when possible.

Advancing Equity, Diversity and Inclusion

Offered internal programming for staff and board in 2021 related to equity, diversity and inclusion. The organization adapted sales and marketing campaigns to consider the breadth of diversity when attracting visitors and local citizens to events and engagements, and developed a strategy to further collaborate with Indigenous tourism partners.



TOURISM CALGARY Civic Partner 2021 Audit Report

STRUCTURE

1. Vision, Mission and Mandate:

Tourism Calgary believes our values and how we work is just as important as what we do. Moving forward, through the pandemic and into recovery, **the following values** underpin everything we do:

We are one team – We will succeed as a team, not independently. We will each play an important role in achieving our common strategy and goals, but we will do it together. We will be professional, accountable and respectful in how we work with others. Engagement, teamwork and collaboration will be key both within Tourism Calgary, our partner organizations and our broader communities.

We are innovative – The tourism industry is always evolving, and now, unprecedentedly so. Reflecting Calgary's 'will do' personality, we must be daring and undaunted in our approach. We will be bold, creative and willing to try new things or risk being left behind. We will take risks and learn from our mistakes. We understand that perfection is not a goal and that sometimes we will have to act without all the information. We will use available data and information from experts to help produce quality work but know that the greatest error is not to move. We will be resourceful and adapt to changing circumstances. Being flexible and agile in our approach and how we work as a team will be more important than ever.

We are kind, thoughtful and committed to our communities – We will always strive to do the right thing, which includes being supportive of our team, empathetic to our industry and thoughtful in our approach, especially during the road ahead. Health and safety will be paramount in how we move forward both in our own work environment and in how we support others. Through our work we will encourage and foster the community spirit that makes Calgary the Ultimate Hosts ||Ultimate Host City.

We are unapologetically optimistic – We will be a positive influence. We will embrace the challenges and opportunities before us, whatever they may be, and always look for the silver lining. Though we must be realistic in our approach, we must also be driven by big dreams and determined to make a contribution. We will be resilient leaders, even through the toughest times, and we will persevere.

MISSION and MANDATE

Tourism Calgary has built a strong reputation as the official destination marketing, sales and development organization for Calgary's tourism industry. The work Tourism Calgary has done over the past few years has set us up to be a strong player in how Calgary responds and adapts to the COVID-19 pandemic and prepares for a 'new normal'. But we are in uncharted territory – the tourism industry has never been hit harder – and as such our role must evolve.

Our mandate is to increase the economic impact of the tourism economy to Calgary, and our mission is to inspire more people to visit Calgary for memorable experiences. Our business objective for the 2022 and 2023 years will be to rebuild our sector and its businesses, to return their profitability to pre-pandemic levels and to work towards the economic recovery of our city.



TOURISM CALGARY Civic Partner 2021 Audit Report

2021 RESULTS

2. **What key results did your organization achieve in 2021 that contributed to one or more of the [One Calgary Citizen Priorities](#), or contributed to Council-approved strategies such as *Calgary in the New Economy: An economic strategy for Calgary*, *Calgary Heritage Strategy*, *Cultural Plan for Calgary*, *Corporate Affordable Housing Strategy*, or other strategy.**

As you know, the COVID-19 pandemic created an unprecedented global health emergency with travel and tourism being one of the most financially affected sectors. Government-imposed travel restrictions, boarder closures and public health orders critically impacted tourism and travel here in Calgary.

2021 was still a challenging year and operations did not return to pre-pandemic status, therefore delivery of our business objectives remained challenging. In fact, our primary objective in 2021 was to continue helping our over 900 members survive and keep their doors open as much as possible. All the while doing this when our operational funding had taken a significant hit.

Our primary funder, the Calgary Hotel Association, experienced a significant decrease in the collection of their voluntary hotel levy due to extremely low occupancy levels and hotel closures from the pandemic. As a result, the direct impact on Tourism Calgary funding in 2021 was an 80% reduction in funding.

Despite the challenges, which were many with constant ebbs and flows, Calgary's community spirit shone through. We found a way to navigate the waves and deliver experiences in new and creative ways. As a result, we can be proud of the success stories that emerged in the midst of chaos.

Calgary hosted two major sports bubbles which boosted our visitor economy in a time of dire need. At the same time, these events showcased Calgary as an ultimate host city, full of ultimate hosts. In 2021, a new winter festival took shape in the form of Chinook Blast, creating outdoor spaces for Calgarians to have fun while exploring the city and embracing winter. In the summer of 2021, The Calgary Stampede returned, employing thousands of frontline employees and bravely becoming Canada's first large scale event since the start of the pandemic.

These hosting and event successes did not go unnoticed. They helped put Calgary at the forefront of destinations ready to welcome back visitors and demonstrated that we were a city actively trying to revive its visitor economy.

Our sales team also brought in two conventions to the city, and continued to 'sell forward' for our existing convention center, as well as our new convention that is in construction progress.

All of our events and our operations, in some way, contribute to the following strategies that the City has:

- Winter City Strategy
- Downtown Strategy
- The Rivers District Strategy
- The Entertainment District Strategy
- The Arts & Culture Strategy
- The Eventful Cities Strategy



TOURISM CALGARY Civic Partner 2021 Audit Report

3. Using the chart below, please report your 2021 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	2019 results	2020 results	2021 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?					

In 2021:

2021 Sales Highlights include:

- 160 new leads identified
- 52 events secured in the year and for future years
- Delivered \$45 Million in economic impact

Chinook Blast 2021 highlights include:

- 10 founding civic partners
- Featured 120+ local artists
- 50+ local businesses supported operations, logistics, programs & marketing
- 100% LOCAL partnerships and volunteers

Calgary hosted two major bubbles in 2021:

- the 3-month Curling Bubble, and
- the IIHF Women's World Hockey Championships
- The two sport bubbles helped to deliver 21 events with a combined economic impact of \$75 million dollars on the local economy
- The event broadcasts showcased Calgary to millions of domestic viewers

Tourism Calgary's team stayed connected and engaged with the travel trade in international markets in 2021:

- Participated in 10 virtual tradeshow in Europe, Asia, Australia, the U.S., Mexico and Canada
- Engaged with travel agents globally by conducting virtual trainings throughout the year



TOURISM CALGARY

Civic Partner 2021 Audit Report

- Continued to activate in our primary markets of the U.S., UK, Germany and France; as well as in our secondary markets of Australia and Mexico and tertiary Asian markets
- 20 tour operators committed to joint marketing activities with Tourism Calgary in 2021 moved the funds to launch and execute in 2022

Sport, Culture & Major Events

Calgary led Canada in event hosting in 2021 despite the pandemic. Tourism Calgary's team stayed connected and engaged and secured 46 events (for the year and future years):

- Projected economic impact \$123 million
- ROI 37:1

Meetings & Conventions

In 2021, the team continued to push hard in marketing Calgary to a global network of meeting planners, corporations, and associations to attract and secure large conferences that bring significant economic impact to the city. We secured 52 events for 2021 and future years:

- Projected economic impact \$45.7 million
- ROI 43:1

Return of an Icon

Tourism Calgary was proud to support the return of our largest partner in 2021 – The Calgary Stampede. Providing a much-needed boost to the visitor economy, the Calgary Stampede marked Canada's first large-scale event since the start of the pandemic.

- 65,000 room nights sold
- Non – local attendance 30% (up from 19% in 2019)
- First time visitors 23% (up from 7% in 2019)

4. Briefly describe the any key impacts of COVID-19 on your operations in 2021.

As you know, the COVID-19 pandemic created an unprecedented global health emergency with travel and tourism being one of the most financially affected sectors. Government-imposed travel restrictions, boarder closures and public health orders critically impacted tourism and travel here in Calgary.

2021 was still a challenging year and operations did not return to pre-pandemic status, therefore delivery of our business objectives remained challenging.

In fact, our primary objective in 2021 was to continue helping our over 900 members survive and keep their doors open as much as possible. All the while doing this when our operational funding had taken a significant hit.



TOURISM CALGARY Civic Partner 2021 Audit Report

Our primary funder, the Calgary Hotel Association, experienced a significant decrease in the collection of their voluntary hotel levy due to extremely low occupancy levels and hotel closures from the pandemic. As a result, the direct impact on Tourism Calgary funding in 2021 was an 80% reduction in funding.

In addition to the above, our staff remained working remotely throughout all of 2021, and we also endured high staff attrition. Many of our members were forced to close their businesses permanently, or to remain closed throughout 2021, or sporadic opening and closing.

5. Briefly describe any quality improvement changes or operational efficiencies your organization was able to achieve in 2021.

This is a challenging question, as proactive improvement changes in 2021 were not necessarily priorities but rather the nature of survival. Changes were forced on organizations like ours, and our members, due to the nature of the global pandemic. Any operational efficiencies that were discovered and enacted were for the survival of the organization in 2021.

What we can advise in the regard of improvements is the following:

- Enhanced digitization of work/technology improvements to enable staff to work remotely and to account for high staff attrition
- Sustainability; reduced paper usage, reduced paper transactions, reduced carbon footprint due to not being in the office and due to high staff attrition

6. Did your organization implement any strategies or approaches in 2021 that supported racial equity in the delivery of programs or services?

On the front of Diversity, Equity and Inclusion:

- This portfolio of work was given to two executives at Tourism Calgary to champion, and to introduce more internal programming for staff and for the Board
- The Board of Tourism Calgary became more diverse in 2021
- And our sales and marketing teams continued to ensure that events and marketing campaigns were speaking to and considering the breadth of diversity – to attract visitors and local citizens to events and engagements

7. Did your organization implement any further changes to strategies, programs or services in 2021 to address equity, diversity or inclusion?

Yes, the organization developed a strategy with goals and milestones, to further collaborate with Indigenous Tourism partners.

8. Briefly describe how your organization worked in partnership with other community, private or public organizations to achieve shared results for Calgary and Calgarians in 2021.

- We worked with Winsport to deliver the curling bubbles



TOURISM CALGARY Civic Partner 2021 Audit Report

- We worked with our city hotels to encourage local citizens and Canadians to enjoy 'stay cations' and come and stay in our city
- We worked with Alberta and Calgary Hockey to deliver the Women's IIHF Tournament
- We worked with Calgary Stampede to deliver their signature summer event
- We worked with the Telus Convention Center to secure events
- We worked to secure future events for the under construction BMO Convention Center
- We worked with partners on Chinook Blast; namely Arts & Culture, Indigenous Communities and Sporting groups
- We worked with both the Province and the City (using grants the SEF fund) to secure meetings and conventions

RESOURCES

9. **Please estimate how The City's operating funding was allocated in 2021. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.**

45%	Advertising and promotion
43%	Programs or services
1%	Office supplies and expenses
11%	Professional and consulting fees
%	Staff compensation, development and training
%	Fund development
%	Purchased supplies and assets
%	Facility maintenance
%	Evaluation or Research
%	Other, please name:

10. **Did volunteers support your operations in 2021? If yes:**

We had no volunteers in 2021.

11. **What resources or funding sources did your organization leverage to support operations in 2021?**

As referenced earlier, our primary funder, the Calgary Hotel Association, experienced a significant decrease in the collection of their voluntary hotel levy due to extremely low occupancy levels and hotel closures from the pandemic. As a result, the direct impact on Tourism Calgary funding was a reduction of 80% of our operational funding. The previous year's shortfall was 58%, so there was no 'catch up' in 2021 for our organization.

As a result, we relied heavily on government emergency funding at both the federal and provincial levels. We also relied on Travel Alberta and Western Diversification, to fund specific events, and some funding towards operations.

We were thankful that the city did not reduce its funding to our organization.



TOURISM CALGARY
Civic Partner 2021 Audit Report

12. Did your organization receive any awards or recognition in 2021 that you want to highlight?

Many awards and recognitions for our sector in 2021, were put on hold due to the global pandemic.

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

Asset: *Not Applicable*

This question does not apply to Tourism Calgary as we do not manage any city assets or infrastructure.

- a) Provide a summary of your organization's 2021 capital work, including specific lifecycle/maintenance projects or capital projects.**

- b) What funding did your organization leverage to support capital activities in 2021?**

CIVIC PARTNER 2021 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.

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

2021 City Investment

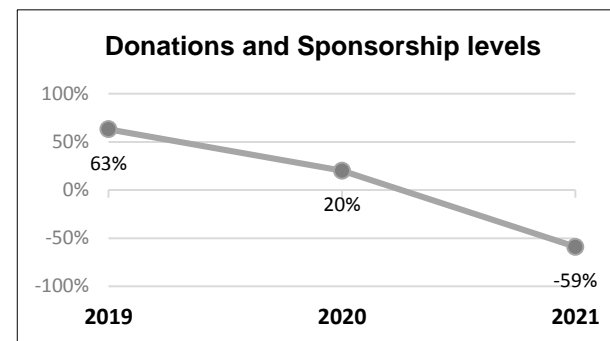
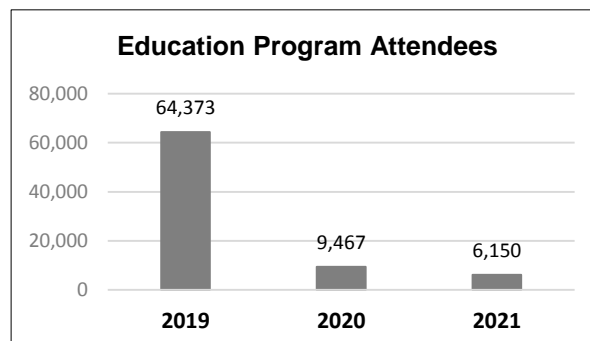
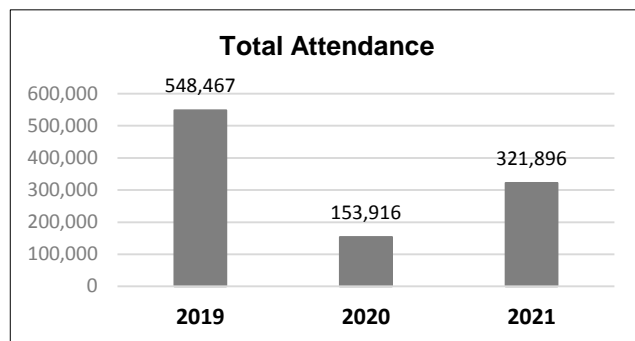
Operating Grant: \$3,739,787

Capital Grant: \$2,073,618

Economic Resiliency Fund: \$648,500

City owned land and selected assets

2021 Results



The story behind the numbers

- Attendance rebounded in 2021 compared to 2020, with Heritage Park remaining open for the entire operating season.
- As restrictions allowed, Heritage Park worked to ensure a COVID-friendly summer camp experience, which ended up selling out.
- Due to COVID's continuing impacts, 2021 saw a significant reduction in operating donations; nonetheless thanks to generous Calgarians, fundraising efforts totalled \$1.3M in operating donations on a cash basis, in addition to, \$1.37M in donations designated for capital.

Impact of COVID-19

Heritage Park, including the seasonal Historical Village, remained fully open in 2021, though there were some restrictions that limited capacity on rides and in retail locations, and outdoor seating options. Without the ability to host fundraising events, fundraising was significantly impacted. Impacts on volunteers led to cancelled events and closed exhibitions.

Advancing Equity, Diversity and Inclusion

In 2021, Heritage Park started consultation with local Indigenous leaders and began development of a strategy to enhance engagement and partnership with Indigenous communities, and expand and diversify Indigenous programming and presence. The Park has partnered with an Indigenous recruitment firm, to fill a new full-time position, Indigenous Relations Advisor, in 2022. Heritage Park is committed to advancing an IDEA (Inclusion, Diversity, Equity, and Accessibility) strategy in 2022.

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 mandate: Educating visitors of all ages, and restoration and preservation of 55,000 historical artifacts, 183 historic buildings and structures, 17,000 historically authentic costumes.

2021 RESULTS

2. What key results did your organization achieve in 2021 that contributed to one or more of the [One Calgary Citizen Priorities](#), or contributed to Council-approved strategies such as *Calgary in the New Economy: An economic strategy for Calgary*, *Calgary Heritage Strategy*, *Cultural Plan for Calgary*, *Corporate Affordable Housing Strategy*, or other strategy.

Strategy	Key Results
<i>Calgary in the new economy: an updated economic strategy for Calgary</i>	<p>PLACE – Heritage Park fosters a strong sense of place, and contributes to the rich cultural community of Calgary. In 2021, contributing results included bringing green spaces to life, sharing stories, crafts, and culture of First Nations, offering a free summer concert series featuring local talent, and simply being an outdoor space that COVID-weary visitors could enjoy. We were able to safely deliver many of our traditional and cherished special events to Calgarians including Ghouls' Night and Once upon a Christmas. 2021 saw the return of the summer Market Nights program as well as a return of the Railway Roundhouse Market to our Christmas program, both of which featured local artisans and vendors.</p> <p>EMPLOYMENT – Heritage Park remains a significant employer in Calgary, with a full-time staff of 110 and seasonal hiring of more than 500 (in a normal year), we provide meaningful employment to Calgarians and are often the first place of work for youth getting into the workforce. In 2021, we engaged 884 volunteers who contributed almost 43,000 hours.</p>
<i>Cultural Plan for Calgary</i>	<p>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. This event was moved inside the Park gates again to allow us to maximize our audience in light of COVID-19 restrictions. From June to September we hosted the travelling exhibition "Anne Frank: A History for Today". We presented Indigenous cultural performances on Labour Day and Thanksgiving weekend. Partnering with Theatre Calgary, we hosted 6 performances of "Shakespeare on the Go" We provided indigenous cultural programming on the Heritage Day weekend as well as Labour Day. The Foothills Brass played two free Sunday concerts in the Didsbury Bandstand in August. The Celtic Ramblers, our very own Irish house band played free music in the Engineered Air Bandstand throughout July and August. Finally, the Suzuki Strings performed their annual play-in in September featuring young music students on violin, trumpet and guitar.</p>

	Heritage - In 2021, we completed the Natural Resources Area project. A multi-year project (with funding from corporate and private donors, the City, the Government of Alberta and Government of Canada) 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, water wheel, and coal mine. We opened a new building, Innovation Crossing, but due to COVID restrictions, it was opened only for limited programming.
<i>Calgary Heritage Strategy</i>	The Park builds public awareness and understanding of our shared heritage through the restoration, preservation and interpretation of historical artifacts and buildings. Interpretive programs, storytelling and the practice of historic trades help to preserve our intangible knowledge of the past. We are stewards for a collection of historical assets, including: 55,000 artifacts specific to Western Canadian culture and 183 historic buildings and structures on our Park this includes 65 original buildings (10 are pre-1900). We protect our heritage buildings with annual investment for lifecycle maintenance and preservation of these remarkable historical assets. We conduct constant research to deepen our understanding of historically significant events to enable delivery of authentic programming. In 2021, a Park-wide dramatic recreation of an early-20 th Century civic election that lasted throughout the season which served as an opportunity to learn about Calgary's political past.

3. Using the chart below, please report your 2021 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off.

	Performance Measure Name	2019 results	2020 results	2021 results	What story does this measure tell about your work?
How much did you do?	Total Attendance	548,467	153,916	321,896	Our attendance rebounded in 2021 as compared to 2020, as we were able to remain open the entire operating season albeit still under certain COVID restrictions prior to July 1 st . At Park opening on the May long weekend, access to indoor exhibits and Gasoline Alley museum was prohibited; there were capacity limitations on our rides and retail operations and dining could only occur outside or with take-out options. The ongoing pandemic and resulting restrictions made most private events, tourism and school program bookings unfeasible, all factors contributing to lower attendance as compared to 2019. Although almost all restrictions were lifted as of

					July 1 st , it wasn't until August that we saw daily attendance return to near pre-pandemic levels.
	Number of banquet guests	82,752	10,185	14,437	With restrictions, we hosted virtually no banquets until July 1 st . We saw the busiest period of bookings from the end of November to mid-December with corporate Christmas parties. However, as the Omicron variant took hold in December, some of these events were cancelled or postponed.
	Education program attendees	64,373	9,467	6,150	Although our immersive week-long overnight summer camp program was cancelled, we expanded capacity in our summer day-camp programs. We worked to ensure a COVID-friendly camp experience for as many campers as possible, and they all sold out. We offered Home School Days as restrictions allowed.
How well did you do it?	Increase in annual operating donations and sponsorships	63%	20%	-59%	2021 saw a reduction in operating donations due to COVID. However, thanks to the generous donations from Calgarians, we were able to fundraise \$1.25M in operating donations.
How are Calgarians better off?	Increase in fee-assisted admissions	30%	-80%	193%	The Park is proud to offer fee assisted admissions, offering a 75% discount against regular day gate prices to low-income Calgarians. Heritage Park encourages Calgarians who are part of City of Calgary's Fair Access program to access

					and enjoy all that the Park has to offer. 2021 saw an increase in assisted admissions as the park was open for a longer duration than prior year.
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4. Briefly describe the any key impacts of COVID-19 on your operations in 2021.

In 2021, even with COVID restrictions, we able to keep the Park open the entire season commencing the May long weekend. The health and safety of our employees, volunteers, and guests were our first priority, we utilized COVID policies and procedures specific to the pandemic, and after 2020 we had some recovery in visitation but still low given COVID uncertainty. We managed our employment to reflect the uncertainty that COVID posed.

Prior to July 1st, access to indoor exhibits and Gasoline Alley museum was prohibited; there were capacity limitations on our rides and capacity restrictions in our retail operations. Seating in our Plaza area outlets could only occur outside or with take-out options.

The implementation of the Restrictions Exemption Program caused some line-up and processing challenges at first, but this was eased with the implementation of vaccine record QR codes and scanners.

Fundraising was severely impacted with the inability to gather people for Fundraising events, the redirection of usual grants to COVID relief, and the focus of donors on other priorities. The downturn in the economy plus uncertain employment reduced donors' ability and willingness to continue their support of Heritage Park. Although Heritage Park creatively sought out financial donations and sponsorships, we experienced a significant reduction in funds raised.

Heritage Park relies heavily on volunteers to complete a wide range of work. Many volunteers were unable to continue the important work they do at Heritage Park, especially given the significant proportion of seniors who were especially affected by COVID. Our events, operations, train repairs and many other areas had no volunteers to staff the work and resulting in cancelled events, and closed exhibits.

We continued to have our AGM online and overall cost increases remained for PPE supplies such as face masks, hand sanitizers, and COVID-19 specific signage.

5. Briefly describe any quality improvement changes or operational efficiencies your organization was able to achieve in 2021.

We continued with some popular curbside and take-out options for our dining operations as well as with small elopement wedding packages which were in line with public health restrictions. The favorable weather meant strong outdoor and patio dining sales.

We took advantage of the closed months in early 2021 to complete a capital refurbishment of the Wainwright Hotel Dining Room and re-construction of the exterior verandah. It was re-opened to the public in early July. This period of closure also provided an opportunity to re-invigorate programming in the Gasoline Alley Museum.

We implemented bar-coding as inventory control for our 17,000-piece costume collection.

6. Did your organization implement any strategies or approaches in 2021 that supported racial equity in the delivery of programs or services?

We commenced the creation of an Indigenous Strategy, in consultation with Dr. Hope Sanderson, Metis Community member. The strategy will embrace the diverse cultural stories at the Park, by providing authentic storytelling to engage our guests. Engagement with Indigenous communities continues, and ceremonial aspects of the programming continue to be guided and influenced by community leaders and elders. Looking forward to 2022/2023, Heritage Park will add an Indigenous Advisor role to the staffing complement, and will continue to elevate and evolve the Indigenous representation and partnership between HP and community.

7. Did your organization implement any further changes to strategies, programs or services in 2021 to address equity, diversity or inclusion?

Heritage Park is committed to IDEA (Inclusion Diversity Equity Accessibility). While work on an IDEA strategy is still under development, it is a priority and focus.

8. Briefly describe how your organization worked in partnership with other community, private or public organizations to achieve shared results for Calgary and Calgarians in 2021.

In 2021 we partnered with various organization to promote the Park: Calgary Attractions Co-op campaign with Travel Alberta; Globalfest for an attraction/hotel and fireworks package; Tourism Calgary co-op campaign.

Due to ongoing COVID-19 restrictions, most of our annual summer special events were postponed to August (i.e. Festival of Quilts and Railway Days). In September, we again partnered with the Calgary Produce Marketing Association (CalPMA) to put on a successful Harvest Sale. The event raised much needed funds for three local charities: Alberta Children's Hospital Foundation, Community Kitchens, and Heritage Park Society. We were also able to produce our annual Ghouls Night Out program in October and Once Upon A Christmas event in December. 2021 saw the return of the summer Market Nights program as well as a return of the Railway Roundhouse Market to our Once Upon a Christmas program, both of which featured local artisans and vendors.

Partnering with Theatre Calgary, we hosted 6 performances of "Shakespeare on the Go." We partnered with Foothills Brass to provide a series of day-time concerts at the outdoor Didsbury bandstand.

All restaurants were open, and the Park followed strict COVID restrictions which resulted in significantly reduced revenue, but helped guests feel they had a safe refuge during this stressful time.

RESOURCES

9. Please estimate how The City's operating funding was allocated in 2021. 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:

10. Did volunteers support your operations in 2021? If yes:

How many volunteers?	884
Estimated total hours provided by volunteers:	42,968

11. What resources or funding sources did your organization leverage to support operations in 2021?

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 orders of government.

While corporate sponsorship eroded further in 2021 due to lack of events to sponsor during the on-going pandemic, private donations were \$900K including donations in kind of \$300K, to offset costs of operations.

In 2021, the City's operating grant for 2021 was \$3.8M. We qualified for the Government of Canada's Emergency Wage Subsidy (CEWS, CRHP, THRP), receiving \$4.2M which was crucial to ensure full-time staff remained employed and to offset the significantly reduced attraction, food & beverage, and retail revenue that the Park would normally receive.

We maximized a Government of Alberta HR grant for summer employment, bringing in \$126K to offset rising employment costs.

Even with lower attendance and restricted operations, the Park enlisted the critical assistance of 884 volunteers who collectively donated 42,968 hours (24 full-time equivalents). These represent working hours that the Park would otherwise not be able to afford, and cannot successfully operate without.

12. Did your organization receive any awards or recognition in 2021 that you want to highlight?

We received the NCA Historic Carousel Award based on criteria such as its historic significance, innate quality and proven program of restoration and maintenance.

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

Asset: *Heritage Park (note, HP is not a city-owned asset).*

a) Provide a summary of your organization's 2021 capital work, including specific lifecycle/maintenance projects or capital projects.

In 2021, we completed the Natural Resources Area project and the building of the new interpretive centre, Innovation Crossing; a new attraction for the park which will enhance park attendance and experience. However, due to COVID restrictions, we were unable to open many of the program spaces and interactive experiences.

We completed dozens of lifecycle/maintenance projects, the most notable of which was the Wainwright Hotel refurbishment, new roofing of the roundhouse and installation of solar panels to generate 67.5Mw per year. Solar panels were also installed on the car shop, these are estimated to generate 76Mw per year. Both projects will result in energy savings for the park in the years ahead. Other projects of note:

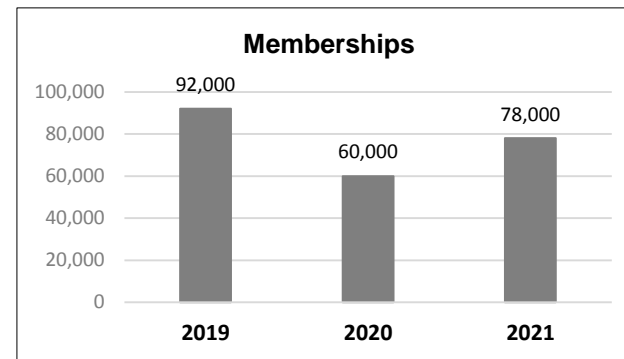
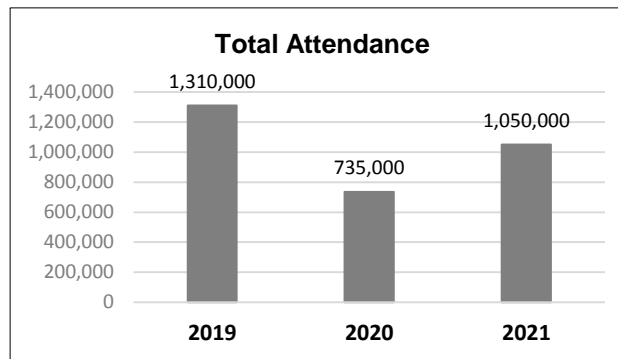
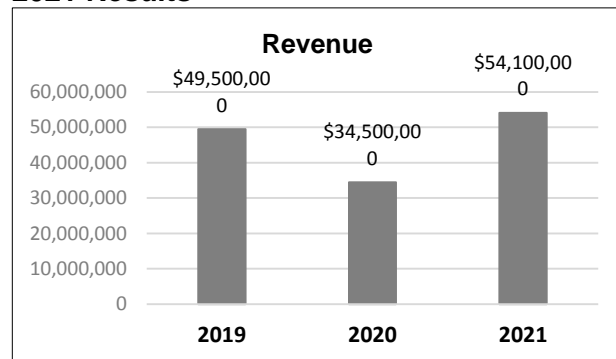
- Replacement Brick Pavers in Plaza
- Water Tower overhaul
- Langan Station logwork and repaint
- Updated electrical and fire detection on the S.S. Moyie
- Accessible door to GA to aid wheelchair users

- New roofing of various village building to protect them from the elements
- Replacement of GA front entrance doors
- The Whip ride was overhauled
- Various energy and water efficiency projects were completed
- The replacement of the main boilers in GA
- Heating was installed in the artifact storage building
- Vintage Vet exhibit furnishings
- Road resurfacing & additional paving works
- Various IT upgrades to facilitate wayfinding in 2022.

b) What funding did your organization leverage to support capital activities in 2021?

The City's Civic Partner Infrastructure Grant was the Park's main source of capital funding with the addition of almost \$1M in funding from the Municipal Stimulus Program. This allowed us to complete significantly more critical capital and lifecycle projects. In addition, the Canada-Alberta Integrated Bilateral Agreement for the Investing in Canada Infrastructure Program provided necessary funds towards the construction of the new Natural Resources Centre (now named Innovation Crossing). In 2021 we accessed more than 800K to complete the project. This was supplemented by corporate and private donations of \$400K for the ongoing Natural Resources project, and for regular capital/lifecycle costs.

CIVIC PARTNER 2021 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**One Calgary Line of Service: Economic Development and Tourism***Registered Charity***2021 City Investment****Operating Grant:** \$8,238,666**Capital Grant:** \$1,919,264*City owned asset***2021 Results****The story behind the numbers**

- 2021 revenue returned closer to pre-COVID levels and was bolstered by capital funding for the Canadian Wilds redevelopment.
- Calgary Zoo buildings remained closed from January to June 2021, and from September 2021 to March 2022 proof of vaccination was required to enter. These changes required increased staffing and resourcing, and negatively impacted visitor numbers and membership renewals.
- The Calgary Zoo continues to enjoy significant community support, who feel that membership represents a value to them and their family.

Impact of COVID-19

Continued to be creative to adapt to restrictions, leading to reduced costs for operations, and new sources of revenue. Negative public reactions to the passport program had a negative impact on frontline staff.

Advancing Equity, Diversity and Inclusion

Launched the ZooYouth program to provide customer service job experience for marginalized youth, and launched an updated *Respect at the Calgary Zoo* program in 2021 that included new anti-racism content. Formed an Indigenous Ways of Knowing Advisory Group to advise on recommendations for incorporating Indigenous Culture into the Calgary Zoo's programs and services. Created an action plan to further improve Equity, Diversity and Inclusion at the Zoo.



STRUCTURE

1. Vision, Mission and Mandate:

- (a) Vision:** Canada's Leader in Wildlife Conservation
- (b) Mission:** Take and inspire action to sustain wildlife and wild places
- (c) Mandate:** The Calgary Zoological Society, operating as the "Wilder Institute / Calgary Zoo", develops, operates and promotes an integrated Zoological, botanical, and prehistoric park 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.

2021 RESULTS

- 2. What key results did your organization achieve in 2021 that contributed to one or more of the [One Calgary Citizen Priorities](#), or contributed to Council-approved strategies such as *Calgary in the New Economy: An economic strategy for Calgary*, *Calgary Heritage Strategy*, *Cultural Plan for Calgary*, *Corporate Affordable Housing Strategy*, or other strategy.**

A Prosperous City

- 2021 attendance was 1,050,000; 700,000 by Calgary area residents and 350,000 by visitors
- Employed 253 Full Time Equivalent staff and paid \$15.6 Million in wages, salaries and benefits
- Spent \$20.8 million for products and services, much of it locally
- Maintained financial health in the face of the ongoing pandemic challenges
- Worked to develop new after-hours events and activities to attract new demographics

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
- Opened the new Dinny's Green, featuring a restored Dinny the Dinosaur, the last remaining structure from the original Natural History Park at the Calgary Zoo, with funding from the Brawn Family Foundation
- Guests enjoyed over 7 km of park pathways, many picnic areas and increased activity options
- Celebrated the 25th anniversary of Zoolights featuring new light displays; expanded to Prehistoric Park for the first time ever and set a new attendance record of 106,418
- Zooshare subsidy enabled equitable access for 8,528 low income Calgarians to experience the Zoo
- Almost 78,000 Calgarians were paid members of the Zoo in 2021, up about 28% from 2020

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, which continues to reduce the Zoo's waste to landfill footprint

- Despite Covid 1,050,000 visitors enjoyed the Zoo experience and participated in our sustainability efforts, which included waste reduction through increased use of compostable straws, cups, lids and utensils

A Well Run City

- The Society continued its practice of responsible financial management that ensures its ability to withstand 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 Wilder Institute / Calgary Zoo activities and our global impact on wildlife conservation
- Continued development of employee programs focused on equity, building a respectful workplace free of harassment, violence and discrimination, and creating processes that are inclusive and provide accessibility and equal opportunity for all members of our workforce.
- Successful safety audit and maintenance of our health and safety management system with continued adherence to the Alberta Certificate of Recognition; maintained health and safety compliance training despite some supplier disruptions, which helped the organization to ensure a safe environment for employees, contractors, volunteers and visitors.
- No significant health and safety incidents reportable to OHS or Alberta Environment; successfully passed several Alberta Health Services inspections related to COVID-19 as a result of robust protocols and procedures focused on keeping the public and our employees and volunteers as safe as possible in a dynamic and challenging operational environment
- Despite the economic and operational challenges due to COVID, the Zoo was able to retain a significant percentage of its workforce by reengineering its work and roles that not only kept employees working but provided development opportunities that would have been difficult to realize under normal operational parameters. Continued to support remote work for non-essential workers to support the health and safety of our essential and front-line workers, our visitors, and the public overall
- Implemented field research team cohorts and safety protocols that allowed critical conservation research to be completed despite pandemic conditions

Calgary in the new economy – In 2021 the Society began a major redevelopment of Canadian Wilds that will make it a more compelling attraction to Calgarians and global tourists alike, bringing new educational and interpretive opportunities. The province committed \$15.5 million to this project and the Taylor Family Foundation donor committed an additional \$8.5 million. In late 2021 the City committed \$4.25 million, and in early 2022 the federal government committed \$3.75 million. With this development our plan is to rebuild and grow annual Zoo attendance by 25% above 2019 levels by 2023. This project is bringing both construction- and tourism-related employment.

Climate Resiliency Strategy – The Calgary Zoo, first and foremost a conservation organization, continues its strong commitment to reduce greenhouse gas emissions from waste decomposition. In 2021 87.36% of our waste - 388,114 kilograms - was either recycled or composted. Close to 100% of zoo irrigation water was diverted for use on park. Ongoing lifecycle maintenance continued to see implementation of processes and equipment that reduce energy consumption and waste, and this is a major consideration in planning all capital projects.

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, volunteers, 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. The Calgary Chamber of Commerce recognized this in fall 2020 when it awarded the Calgary Zoo the Resilient Business Award: Corporate Enterprise.

3. Using the chart below, please report your 2021 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off.

	Performance Measure Name	2019 results	2020 results	2021 results	What story does this measure tell about your work?
How much did you do?	Attendance	1.31M	735K	1.05M	We continue to be one of the top tourist attractions in the City, Province and western Canada
	Memberships	92K	60K	78K	The Calgary Zoo continues to enjoy significant support from our community, who feel that membership represents a value to them and their family
How well did you do it?	Total Revenues	\$49.5M	\$34.5M	\$54.1M	Revenues returning closer to pre-COVID levels, also bolstered by capital funding for our Canadian Wilds Re-Development.
	Likely to recommend (2020 - "Have Recommended")	79%	78%	N/A	The Calgary Zoo continued to work closely with AHS and the province to ensure a zoo visit was safe and closely aligned with public health directives. Our buildings remained closed January – June 2021, and from September 2021 - March 2022 proof of vaccination was required to enter – both of these large periods of operational changes required increased staffing, resourcing and had negative impacts on visitorship and membership renewals.
	Conservation Awareness	85.0%	n/a due to Covid	n/a due to Covid	Our historic 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

Briefly describe the any key impacts of COVID-19 on your operations in 2021.

					the Calgary Zoo brings to the Calgary Community.
How are Calgarians better off?	City Operating Grant as percentage of revenue	17.6%	23.9%	15.2%	Society continues to self-generate almost 85% of its revenues, returning to pre-COVID levels
	Conservation Investment	\$2.0M	\$2.2M	\$3.4M	Our market research has been clear; the more our visitors know about our work in wildlife conservation the more they want to support us. The Zoo is fortunate to have a significant portion of our annual Conservation Budget funded by Grants and Donations.
	Operating Spend	\$34.0M	\$24.9M	\$28.4M	The Zoo continues to be a strong and reliable economic contributor to the Calgary Community
	Capital Investment	\$8.9M	\$4.2M	\$8.9M	We reinvest to ensure the Zoo offers relevant, timely and engaging experiences to guests
	Interpretive Participants	1M	1M+	1M+	To support our Covid operating protocols, we hired additional interpretive staff that were focused on safety messaging, mask wear enforcement and small group storytelling.

- While attendance has recovered significantly from 2020 levels, we still aren't operating at full capacity.
- Since the beginning of the pandemic, we have worked closely with AHS, the Province and the City to ensure our operations aligned with public health directives including: mask wear, physical distancing, increased staffing, building closures (December 2020 – June 2021), proof of vaccination (September 2021 – March 2022). The health and safety of staff, volunteers, members, donors and visitors is our top priority!
- The provincial implementation of the vaccine passport program was negatively received by some visitors and members, resulting in frontline staff experiencing extended verbal harassment September 2021-December 2021. Some Calgarians indicated they would "boycott" visiting or donating to the zoo.
- The second year of the pandemic taught us how creative and versatile we could actually be, reducing costs throughout the Zoo, creating new and imaginative sources of revenue.

4. Briefly describe any quality improvement changes or operational efficiencies your organization was able to achieve in 2021.

- We were open 364 days in 2021. We welcomed over 1.05 million visitors (a normal year would be 1.3 million); ~700,000 came from within 40km of Calgary, ~350,000 came from > 40km of the city limits.
- We ran 91 summer camps (welcoming 1,679 attendees) – our most successful year ever!
- We hosted 210 team builder events (compared with 29 team builder events in 2019)
- We delivered conservation education programs to 11,360 students and adults in 2021 (down from 34,239 in 2019).
- We appreciated the support of 76,788 members in 2021 (91,208 in 2019)
- Our Special Experiences business line offered 74 event days including: Zoo Brew, Locked Zoo, Adult-only evenings, Art Night, ZooNights etc.
- We welcomed 106,000 visitors for the 25th anniversary edition of ZOOLIGHTS (November 19, 2021 – January 2, 2022), one of our highest attendance years – despite two frigid temperature weeks.

5. Did your organization implement any strategies or approaches in 2021 that supported racial equity in the delivery of programs or services?

- We commenced our ZooYouth program in April 2021 which provides entry level customer service experience for marginalized youth in Calgary. Approximately 35 youth from diverse backgrounds were provided a seasonal employment contract at the Zoo for the period May to August.
- In July 2021, all employees and volunteers were asked to complete the zoo's Respect at the Calgary Zoo training program which was updated with anti-racism content in 2021.
- In September, we acknowledged the National Day for Truth and Reconciliation and provided employees and volunteers with resources to encourage their understanding and awareness of the inter-generational trauma and impact of the Residential School system.
- We also formed an Indigenous Ways of Knowing Advisory Group to consult with experts as needed on specific tactics to make recommendations regarding incorporating North American Indigenous Culture into Wilder Institute/Calgary Zoo programs and services

6. Did your organization implement any further changes to strategies, programs or services in 2021 to address equity, diversity or inclusion?

- In April 2021, we conducted a pay equity analysis as a normal part of our annual salary review process.
- In June 2021, we administered an Diversity, Equity and Inclusion survey, which resulted in a multi-year action plan.
- In October 2021, we debuted our equity statement on our external website and job postings.

7. Briefly describe how your organization worked in partnership with other community, private or public organizations to achieve shared results for Calgary and Calgarians in 2021.

- We continue to proactively work with attraction partners, civic partners and tourism partners to collaborate and create shared opportunities to profile Calgary and Alberta as desirable tourism destinations.
- Building on the success of our Daily Dose series in 2020, our social media presence grew to over 99 million worldwide providing edutainment to support parents working from home, kids schooling from home and teachers unable to do fieldtrips with their classes, raising awareness for the importance of conservation and accredited zoos. Our online community continues to grow on all platforms.

- In 2021, we rebranded, introducing the world to the “Wilder Institute”. Together we are restoring the balance between human life and wildlife locally and globally. We worked with businesses around the city (VStrategies, Calgary Tower, Encore and Calgary Marriott) to deliver a first-of-its-kind event in Canada sharing National Geographic/Joel Sartore’s photo ark. Our ambitious 10-year plan will see us growing our conservation programs, partners and donor base exponentially by 2030.
- The Wilder Institute / Calgary Zoo Conservation and Science team had submissions or acceptances of 19 peer-reviewed wildlife conservation papers or chapters for some of the most prestigious international conservation science journals and books. We were also called on to consult on Conservation Translocation or Community Conservation issues 92 times, including 71 from international sources. Requests came from scientists, conservation organizations and governments around the world that reached out to the Wilder Institute / Calgary Zoo to ask for advice on the Conservation of endangered species.
- We host the global secretariat of IUCN SSC translocation specialist group, which works globally with others to face emerging threats, restore species, and yield wide-ranging benefits for nature and people.

RESOURCES

8. Please estimate how The City’s operating funding was allocated in 2021. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.

- The \$8.2M operating fund provided by the City is combined with our other sources of revenue and used to pay our \$41M in operating expenditures, including facilities maintenance, staff compensation and various programs and services. A split by type of expenditure would be arbitrary.

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

9. Did volunteers support your operations in 2021? If yes:

How many volunteers?	466
Estimated total hours provided by volunteers:	43,616

10. What resources or funding sources did your organization leverage to support operations in 2021?

- The City operating grant was leveraged by 4.5:1 through revenues generated from ticket and membership sales, events catering, gift and food sales, and fund development activities.
- Volunteers provided 43,616 hours of service valued at approximately \$1.17M

11. Did your organization receive any awards or recognition in 2021 that you want to highlight?

- Association of Zoos & Aquariums – Marketing Excellence Award (Daily Dose)

- Association of Zoos & Aquariums – Volunteer Engagement Award
- 2021 Traveller's Choice Award
- Best Youth Engagement
- Family Destination in Calgary and Family Friendly

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

Asset: *The Calgary Zoo*

a) Provide a summary of your organization's 2021 capital work, including specific lifecycle/maintenance projects or capital projects.

The following is a summary of the significant Capital and maintenance expenditures in 2021:

1. Repairs and replacement of Building assets	\$3,098,000
2. Minor Capital Projects to upgrade the facility	\$ 835,000
3. Canadian Wilds Re-Development	\$2,610,000
4. Gateway to Asia renovation	\$1,406,000
5. Dinny's Green	\$ 958,000

b) What funding did your organization leverage to support capital activities in 2021?

Donors:	\$ 1,020,332
Sponsors:	\$ 23,666
Foundations:	\$ 2,510,500
City of Calgary:	\$ 1,919,197(CPIG)
Province of AB	\$ 4,450,000

CIVIC PARTNER 2021 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.

One Calgary Line of Service: Economic Development and Tourism

Registered Charity

2021 City Investment

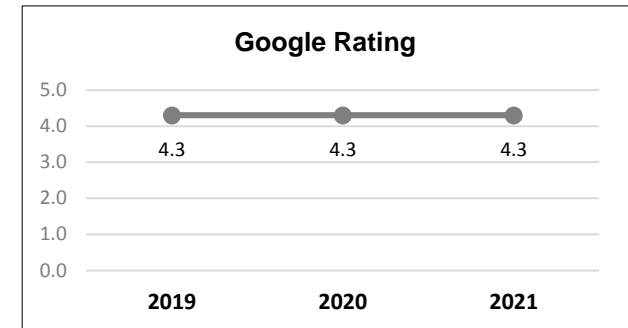
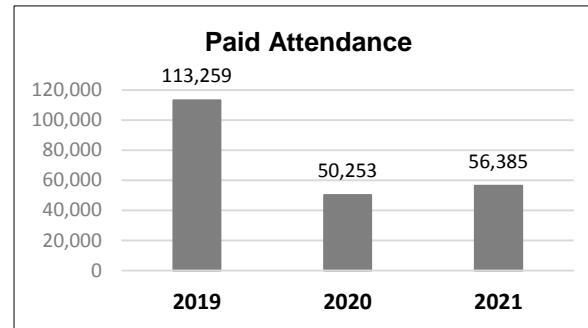
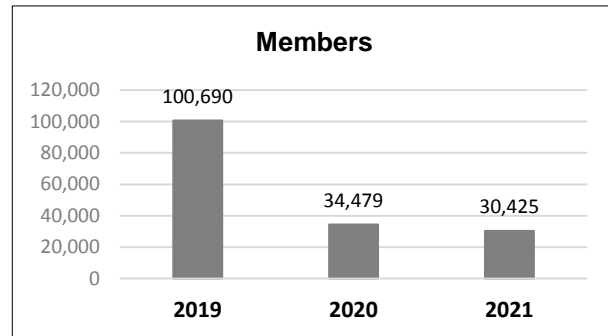
Operating Grant: \$2,197,092

Capital Grant: \$3,063,202

Economic Resiliency Fund: \$182,000

City owned asset

2021 Results



The story behind the numbers

- As soon as it was safe to do so, Calgarians started to return to TELUS Spark for entertainment and education.
- Spark is recovering from the pandemic closures stronger than before due to new capital upgrades.
- Spark is a stable, key cultural leader in the community, working very hard to revitalize the experiences offered through a major renovation project

Impact of COVID-19

Six months of the closure were leveraged for capital upgrades including a new Astronaut Ice Cream Shop, digital immersion gallery, and updated dome theatre. Upon re-opening, visitor numbers were 75 per cent compared to normal, and online engagement online.

Advancing Equity, Diversity and Inclusion

In support of a commitment to Reconciliation, the museum held a pipe ceremony with the Indigenous Advisory Circle, board members, and staff. A new Equity Task Force reported on its first year of activities, and the organization reported against five-year benchmark targets. An unconscious bias consultant was engaged to conduct an assessment and recommend actions, and recommendations from equity advisors led to changes in recruitment practices.



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.

2021 RESULTS

2. What key results did your organization achieve in 2021 that contributed to one or more of the One Calgary Citizen Priorities, or contributed to Council-approved strategies such as *Calgary in the New Economy: An economic strategy for Calgary*, *Calgary Heritage Strategy*, *Cultural Plan for Calgary*, *Corporate Affordable Housing Strategy*, or other strategy.

A Prosperous City – Spark's new *Roadmap for the 2020s* explicitly mandates the science centre to embed and champion Calgary companies and technology. Even though the pandemic forced two closures, and we had a bumpy year in 2021 from an attraction perspective, Spark led on-time and on-budget renovations that will position it even more strongly as a community asset. *The 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 partnerships with social service agencies, Spark welcomes thousands of Calgarians free of charge with a Community Access Pass. Prior to the pandemic, 58 agencies took part in the program. The pandemic sharply reduced access and attendance, and the number of partners reduced to 40. However, when we re-opened in July 2021, we made a concerted effort to increase the commitment to providing community and built up the Community Access Program to include now 63 partner members. In addition, Spark made a commitment to increase subsidized access from 15,000 in 2019 to 15% of ticketed attendance overall.

A Healthy and Green City – Spark is a LEED gold building. In 2021, Spark worked with the City of Calgary team to support the installation of the new Renfrew Solar Carport in the Spark parking lot, and will be the proud and excited beneficiary of this solar energy when the lights go on in July 2022. Spark will champion the net zero status that this solar carport will bring and will be a visible and enthusiastic beacon of the green energy story of Calgary.

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. Spark worked very hard to be there for the community during the 2021 closure. Spark shared science online and supported vaccine-awareness and safe social interaction practices. Spark also received a grant to support an Indigenous-led vaccine and health awareness hip-hop science education project.

3. Using the chart below, please report your 2021 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off.

	Performance Measure Name	2019 results	2020 results	2021 results	What story does this measure tell about your work?
How much did you do?	Paid Attendance	113,259	50,253	56,385	Spark pulled out of the 2021 pandemic closure stronger than before due to capital upgrades.
How well did you do it?	Google rating	4.3	4.3	4.3	Spark is a stable key cultural leader in the community, working very hard to revitalize the experiences offered through a major renovation project.
How are Calgarians better off?	Memberships	100,690	34,479	30,425	Calgarians started to rely on its science centre once again for entertainment and education again as soon as it was safe to do so.

4. Briefly describe the any key impacts of COVID-19 on your operations in 2021.

The Calgary science centre was closed from December 8, 2020 through until the end of June 2021. The 2021 closure was even longer than the 2020 closure. Six months of closure was used to undertake capital upgrades: to reopen with a new Astronaut Ice Cream shop in June, open a new digital immersion gallery in July, and open an upgraded dome theatre in November.

Because of the federal wage subsidy, combined with the City of Calgary support, we were able to maintain a workforce of approximately 1/3 of the normal operating workforce throughout the closure in the first half of the year. We were active with online programs and used the closure to do an audit of all education programs, review relevance of programming to new audiences, and redesign the organizational structure to support the creation of a world-class science centre in the next five years. Most importantly, we undertook capital upgrades.

In the second half of the year, we re-opened with covid safety measures in place. With the reduced capacity measures and community cautiousness, Spark engaged almost 75% of its normal numbers, and saw an increase in engagement online on all social media platforms.

5. Briefly describe any quality improvement changes or operational efficiencies your organization was able to achieve in 2021.

The quality improvement changes at Spark were noticeable in 2021. We added a food outlet on the main floor (Astronaut Ice Cream), which significantly improved the guest experience especially for groups trying to manage a stroller or wheelchair and little people all at once. We also added a digital immersion gallery, and greatly improved the dome theatre experience for guests. We added a robotic VR experience called Birdly and we also got a dog (a robot dog). The robot is the ambassador for off-site coding programs for youth, especially those who might not be able or interested in attending the science centre.

Spark is also experimenting with an operational efficiency that affects quality. When we reopened in 2021, we eliminated the full-time chef position. The quality of the food offered in the Eatery is somewhat lower, but sales continue to be strong. Spark operates at a lean staffing level in general. One complaint we get is that there are not enough staff to manage peak periods, and we are working on that.

6. Did your organization implement any strategies or approaches in 2021 that supported racial equity in the delivery of programs or services?

Very much so. In the summer of 2021, Spark held an important pipe ceremony with the Indigenous Advisory Circle, Spark board members, and Spark staff. This contract supported a commitment to reconciliation through the delivery of the renovation, new programs, and new services at Spark.

The Equity Task Force prepared a report on its first full year of activities and reinforced the path toward the five-year benchmark targets with the board and all staff. The benchmarks include equitable representation and diversity among guests and staff with respect to culture, gender and ability.

An unconscious bias consultant was engaged to assess discrimination at Spark and recommend actions.

The annual Spark internal conference included a half-day workshop on residential schools and other sessions on bias and equity.

7. Did your organization implement any further changes to strategies, programs or services in 2021 to address equity, diversity or inclusion?

Yes, Spark made three changes to the recruitment posting process: we no longer require a university degree in any job posting, we do not mention police checks in job postings, and we post in new places. The changes were made based on recommendations from equity advisors. The new posting processes will ensure a wider range of applicants. Spark also introduced a hiring manager awareness program to ensure hiring managers were aware of the equity goals and current status. All of these are simple and straightforward ways to recognize that there is unconscious bias in the system and we must continually surface it and make appropriate changes to eliminate it.

The programming budget for Indigenous-led programming was also increased in 2021, and a position was created to add an Indigenous staff member to the Indigenous engagement team.

On the programming team, a position was created in the 2021 budget for a manager of cultural co-production events so that Spark can lead more relevant programming for diverse communities in partnership with the communities.

Spark added a sensory backpack program in 2021 to support neurodiverse children.

8. Briefly describe how your organization worked in partnership with other community, private or public organizations to achieve shared results for Calgary and Calgarians in 2021.

The Big Art Drive In at Spark was a partnership project initiated in 2020 that created a temporary drive-in for covid-safe viewing of films all summer long. Many community groups came forward in early 2021 with requests. As a result, Spark supported the Big Art Drive in during the summer of 2021 as well, working with the solar carport team to maximize the offering.

Spark worked with Indigenous elders and their communities to offer Summer Road trips that brought together science, community and the need to get out and explore with multiple ways of knowing. Spark offered storytelling evenings with Indigenous Elders in the outdoor park at Spark, combining science, ways of knowing in a safe covid-friendly setting.

Spark partnered with numerous content experts in the city for different programming elements at the science centre include the revived Spark After Dark for adults.

An MOU with Platform, the University of Calgary, as well as SAIT, have all formalized the relationships with a shared commitment to connecting Calgarians to science and engineering knowledge.

In 2021, Spark initiated a task force with members of the scientific brain development community (Palix Foundation, Alberta Children's Hospital Foundation, AHS, Renfrew Educational Services) to inform upgrades to the Creative Kids Museum at Spark, with the goal of better serving new parents and caregivers in Calgary with the latest science on the developing brain.

Spark worked with the City of Calgary and the landscape architecture firm, O2, on redesigning the front yard at Spark to work with the new solar carport. O2 offered to volunteer their time to the science centre cause.

Spark hosted an international “Live Aid” event for science communicators all around the world, including many Calgarians. By assembling some of the top talent in science communications for a three-day conference in support of the importance to communicating science, Spark shone a light on Calgary leadership when it comes to science and society leadership. Faculty members came from New York, San Francisco and Toronto, with 300 fully engaged participants for three days from Germany, Brazil, Trinidad and across North America.

RESOURCES

9. **Please estimate how The City’s operating funding was allocated in 2021. 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
%	<i>Administration, technology and contracted services</i>

10. **Did volunteers support your operations in 2021? If yes:**

How many volunteers?	The volunteer program was on hold in 2021 with the exception of Board of Directors and some smaller commitments
Estimated total hours provided by volunteers:	3188

11. **What resources or funding sources did your organization leverage to support operations in 2021?**

- Canadian Emergency Wage Subsidy (CEWS) = \$1,931,580
- Alberta Relaunch Grants = \$10,000
- Travel Alberta Covid Cooperative Funding = \$40,000
- Civic Emergency Resiliency Grant = \$182,000

12. **Did your organization receive any awards or recognition in 2021 that you want to highlight?**

Canadian Museums Association, Award of Outstanding Achievement in Audience Outreach

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

Asset: *TELUS Spark Science Centre*

- a) Provide a summary of your organization's 2021 capital work, including specific lifecycle/maintenance projects or capital projects.

City-CPIG-MSP			
Project Totals:	TOTAL	City	Spark
Astronaut Ice Cream Café	\$ 108,584	\$ 108,584	
Digital Immersion Gallery	\$ 2,049,927	\$ 2,049,927	
Classrooms Upgrade	\$ 299,766	\$ 299,766	
Atrium Speaker Amps	\$ 64,744	\$ 48,558	\$ 16,186
Dome Theatre Seats	\$ 299,999	\$ 224,999	\$ 75,000
Electrical Conduit to Byard	\$ 62,000	\$ 46,500	\$ 15,500
FG Carpets	\$ 60,000	\$ 45,000	\$ 15,000
Dome Hallway	\$ 147,467	\$ 110,600	\$ 36,867
Garage Roof	\$ 68,000	\$ 51,000	\$ 17,000
Project Management	\$ 87,726	\$ 87,726	
Blue Prints	\$ 89,186	\$ 66,890	\$ 22,297
	\$ 3,337,399	\$ 3,139,550	\$ 197,849

- b) What funding did your organization leverage to support capital activities in 2021?

CPIG = \$340,447

MSP = \$2,546,003

MSP Upgrades = \$253,100

Canadian Heritage Canada Cultural Spaces Fund = \$2,413,752

Government of Alberta Cultural Facilities Enhancement Program = \$245,000

AEROSPACE MUSEUM ASSOCIATION OF CALGARY (THE HANGAR FLIGHT MUSEUM)

Vision: The Hangar Flight Museum will be a premier destination to explore, engage and experience the transformational power of flight.

Mission: We are storytellers, stewarding and sharing the aviation history of Calgary and western Canada, and its impact on our community.

One Calgary Line of Service: Economic Development and Tourism

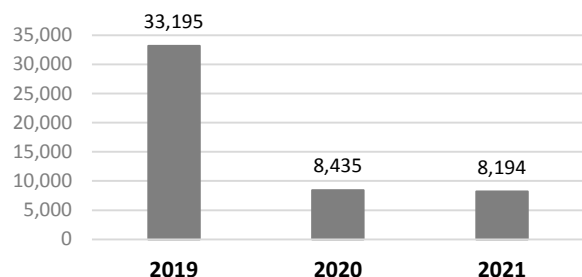
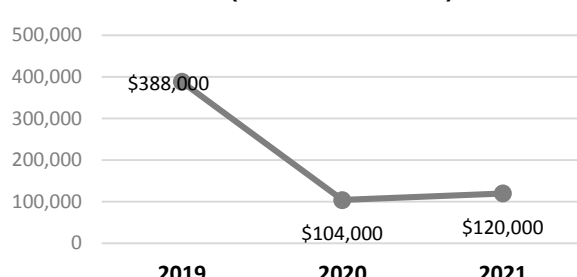
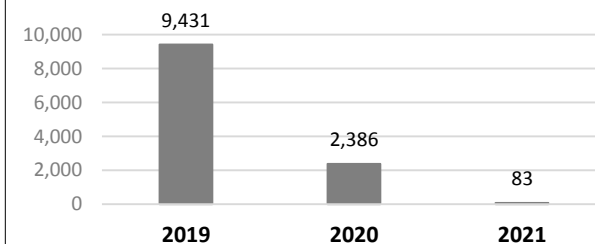
2021 City Investment

Operating Grant: \$411,358

Economic Resiliency Fund: \$108,000

Capital Grant: \$112,896

City owns selected airplanes, not the museum facility

2021 Results**Number of Visitors****Sales (Earned Revenue)****Educational Program and Learning Experiences Participants****The story behind the numbers**

- While attendance was significantly lower than prepandemic levels in 2019, there was consistent attendance year-over-year despite changing restrictions.
- Consistent admissions and small growth in gift shop sales reflected that Calgarians were coming back to the museum and felt safe doing so.
- Program participation levels were severely impacted by mandatory closures, social gathering restrictions, and rules preventing school field trips.

Impact of COVID-19:

- With lower admission levels, earned revenue was significantly less than pre-pandemic year including admissions, gift shop sales, facility rentals, events, and school bookings. Major special events were cancelled for the year.
- A lack of volunteers made it difficult to complete projects and undertake building maintenance and care of the collections

Advancing Equity, Diversity and Inclusion:

In 2021, the museum shared and explored diverse stories including during Black history month and Asian history month. The organization continued to advance inclusive representation on the board of directors, and through hiring practices.



**AERO SPACE MUSEUM OF ASSOCIATION CALGARY
(THE HANGAR MUSEUM OF FLIGHT)
Civic Partner 2021 Annual Report**

STRUCTURE

1. Vision, Mission and Mandate:

In 2021, The Hangar Flight Museum (THFM) engaged a consultant (Hatlie Group) to complete The Hangar Flight Museum Sustainability Project. The project included Strategy Development activities and Operational and Governance Reviews leading to the development of Runway 2030: The Hangar Flight Museum's Strategy for Sustainability. Runway 2030 was organized around a Strategic Framework developed together with the staff and Board, and in consultation with community stakeholders.

The Hangar Flight Museum has charted a flight path with a bold vision: to be the premiere destination to explore, engage, and experience the transformational power of flight. Flight means a lot of things to a lot of people. For some, flight is a scientific phenomenon; for others, it is a social experience. Flight is a uniting force in our society; it shrinks our planet and connects us all. Flight is a privilege and a thrill. It scares, exhilarates, bewilders, and frustrates. Flight is awe-inspiring.

Our Flight Path (Vision)

The Hangar Flight Museum will be a premier destination to explore, engage and experience the transformational power of flight.

Our Approach (Mission)

We are storytellers, stewarding and sharing the aviation history of Calgary and western Canada, and its impact on our community.

Our Compass

We are inspired by bold and adventurous stories.

We are passionate about bringing aviation history to life.

We work in service to our communities.

We are adaptable and agile, embracing quality, professionalism, and courage in our work.

Our Landing

Culture – Our world has been changed by flight.

Health – Our visitors, staff, and volunteers are safe and comfortable in our space.

Environment – We approach our work with a meaning and purpose and take care of the land and sky.

Financial – Intentional decisions contribute to a thriving organization.

Social – Sharing and exploring diverse stories and experiences contribute to an inclusive space.

2021 RESULTS

2. What key results did your organization achieve in 2021 that contributed to one or more of the [One Calgary Citizen Priorities](#), or contributed to Council-approved strategies such as *Calgary in the New Economy: An economic strategy for Calgary*, *Calgary Heritage Strategy*, *Cultural Plan for Calgary*, *Corporate Affordable Housing Strategy*, or other strategy.

A Prosperous City:

The Hangar Flight Museum attracts local, national and international visitors to Calgary. The Museum is a community space for education and learning, entertainment, cultural and historical programs, and more.

Early in the year we were approached by **Canada's Aviation Hall of Fame (CAHF)** on the potential for a co-location opportunity. The alignment of our missions and collections made for a promising partnership and after initial expression of interest, CAHF undertook an extensive review of relocation possibilities. We are extremely honored to have been selected as the new home of CAHF and see this partnership supporting a great future for both museums. As a result, two (2) full-time staff were added to the team and 15,000 artifacts were relocated from Wetaskiwin in early 2022. The partnership adds a new dynamic to both museums and will continue to grow awareness of Calgary as being a thriving international City to visit, work and play.

In 2021, we received 8,194 visitors to the Museum consistent with the year prior at 8,345. Due to the ongoing pandemic restrictions and mandated closures, it is still a sharp decrease from 33,195 admissions in 2019. As a result, earned revenue remained significantly less in areas including admissions, gift shop sales, facility rentals, major special events, and school/education bookings.

We continued to partner with Canoo (formerly known as Cultural Access Pass) offering free admission passes for every new citizen. We are the only venue for this program in Calgary, NE. In 2021, we saw a further decrease of passes given at 125 from 305 in 2020. That is a -62 percent decrease from the year prior. It is also important to note that in 2019 (prepandemic) we had 1,225 passes given.

We participate with Calgary Recreation as a location for Fee Assistance Cards offering reduced admissions to low income Calgarians. However, this program continued to be canceled due to the pandemic and the Museum was not able to support this program.

The Museum provides support to other non-profits through the donation of admission passes for various fundraisers and events. However, due to the pandemic requests were minimal as many non-profit organizations put on-hold their events in 2021.

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.

Our ability to host community groups, schools, facility users, and others - truly made it difficult to be inspiring in our neighbourhood. However, we continued to focus our attention on engaging the community through our social media platforms, interactive activities, and “museum at home activities”. We found new ways to share the wonder of flight by creating a series of online videos – Theory of Flight – for both students and teachers.

Major special events such as Wings & Wheels (Father’s Day Weekend), Open Plane Days, National Aviation Day, and Royal Canadian Air Force Mess Dinner were canceled again. These events draw thousands of visitors to the Museum in the NE area of Calgary.

Remembrance Day Service went virtual again in 2021. We were thankful that CTV Calgary & CTV Lethbridge chose our location to livestream the ceremony so our community could join us in the act of Remembrance of our veterans.

Challenges are opportunities. Even during a difficult year we have endeavored to show inspiration in our neighbourhood and all Calgarians by using closure(s) to move forward on much needed building improvements, livestreaming of our Remembrance Day Service, engagement of the community through social media activities, and conversion of education programs for online teaching.

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. We invested in new laptops for all staff working “hybrid” from home or the office. Old computers were recycled by our IT provider - Technology Helps.

As & when, 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.

In 2021, we continued to invest in Clean02 Carbon Capture Technologies to use their product (PH neutral) to maintain and clean aircraft.

The Museum appreciates the support of the City of Calgary Infrastructure Grant and was able to change-over to LED lighting for energy savings.

The Museum continues to provide a healthy social environment to over 120 volunteers and 7 staff from various backgrounds and age groups. We offer a healthy 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, ethnicity, 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 prideful 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 operate and run the facilities with minimal staff (7) in the most cost-effective means.

We recognize all indigenous peoples in Calgary and recognize that our Museum is on Treaty 7 First Nations land. We recognize and acknowledge First Nations at all of our events. For the past few years the Museum has hosted Citizenship Ceremony's welcoming new Canadians. However, canceled in 2020 due to the pandemic. Board and staff speak at the event and participate in round-table discussions.

The Museum completed and launched a new website in 2021 that recognizes and highlight Treaty 7 First Nations land to which we operate on.

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. Many of our aircraft are City owned assets.

We protect and care for artifacts for future generations and strive to build upon our visitor experience. In 2021, we continued to focus on building improvements including truss repairs of our 1941 British Commonwealth Air Training Plan building and room renovations. Projects aimed at preserving and caring for our buildings.

In late 2020, our tent hangar suffered severe damages as result of extreme weather. The tent hangar houses many of our larger aircraft artifacts. In April/May 2021, the tent hangar fabric was replaced through insurance. This allows the Museum to continue to protect and care for artifacts and collections.

In 2021, we acquired through a donation from a local family near Okotoks a 1945 Piper Cub aircraft. The aircraft is an American light aircraft that was designed as a trainer but was also well suited for other military uses such as reconnaissance. We were pleased to add this aircraft to our collection.

The CF-100 Canuck aircraft continues to undergo restoration to full static display. Restoration is on schedule and the aircraft will come home the summer of 2023.

We continue to 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 that we steward on behalf.

Calgary in the new economy: an updated economic strategy for Calgary:

The Museum continues to work 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.

We continue to be 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. As well, member of many aviation minded organizations in Alberta and across Canada including Alberta Aviation Council.

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 and create economic growth in Calgary.

Cultural Plan for Calgary:

The Museum continues to stay focused on growing and enriching our cultural and historical education programs to the public. With health restrictions being lifted, we look forward to resuming in 2022 our educational programs, Now Boarding: Open Aircraft Days, National Aviation Day, and Wings & Wheels. Programs allows visitors to learn how aviation developed the settlement of Western Canada and Canada's North, and contribution to the cultural diversity of Canada. Developing events and programming increases opportunities in Calgary and the neighbourhood we share in the North East region.

The museum works closely with Heritage Calgary, Alberta Museum Association, and Canadian Museum Association.

3. Using the chart below, please report your 2021 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off.

	Performance Measure Name	2019 results	2020 results	2021 results	What story does this measure tell about your work?
How much did you do?	Number of Visitors	33,195	8,435	8,194	Admission are key measurement to our success.
How well did you do it?		+10%	-75%	-3%	Though still a devastating year compared to prepandemic (2019) we were pleased to see consistent attendance from the year prior. Notably with following the ongoing changes and restrictions exemption program.
How are Calgarians better off?	Calgarians learn and understand local, Alberta, and Canadian aviation history, civilian and military, and evolution of flight at the Hangar Flight Museum. Many of our collections and exhibits tell the story of many local flying aces to which some of our major roadways are named (McKnight, McCall, Barlow etc.). Calgarians become mindful ambassadors by learning about our rich aviation heritage and are prideful in telling local stories about the museum.				

	Performance Measure Name	2019 results	2020 results	2021 results	What story does this measure tell about your work?
How much did you do?	Sales (Earned Revenue)	\$388,000	\$104,000	\$120,000	Earned revenue is essential to the financial stability and sustainability of operations.
How well did you do it?		+21%	-73%	+%15	A small increase from the year prior due to the ever-changing pandemic restrictions. Education programs, facility rentals, and special events mostly canceled. Gift shop sales made a small gain.
How are Calgarians better off?	<p>Earned revenue is essential to the financial stability and sustainability of operations. Increased revenue lessens the need for government support.</p> <p>Small growth in admissions and gift shop sales (following pandemic restrictions) meant that Calgarians were coming back to the museum and felt safe doing so.</p>				

	Performance Measure Name	2019 results	2020 results	2021 results	What story does this measure tell about your work?
How much did you do?	Educational Program and Learning Experience Participants	9,431	2,386	83	The number of individual learning experiences through our education programs is a key measurement of success.
How well did you do it?		+9%	-75%	-97%	The pandemic resulted an even further drastic decrease of 97% individual learning experiences. Mandatory closure(s) and social gathering restrictions resulted canceling of education bookings. Schools continued to be prevented from on-site field trips to the Museum.
How are Calgarians better off?	<p>We offer valuable education programs to learn about aviation and extension to school curriculums.</p> <p>We continue to nurture and develop relations with education professionals. Staff and volunteers continue to offer a community space for learning for all Calgarians.</p>				

4. Briefly describe the any key impacts of COVID-19 on your operations in 2021.

- Revenue streams for education program bookings and facility rentals were minimal
- Earned revenue in admissions and gift shop sales were minimal
- Major special events canceled entirely for the year

- Operational expenses were minimized in the 2021 annual budget. Without consistent earned revenue streams the Museum was forced to budget minimally for various expenses (collections, marketing, exhibit/display work)
- Staff continued to work “hybrid” from home and/or the office
- Ongoing challenges in forecasting and fulfilling budgeted monthly operations with ever-changing pandemic restrictions. The Museum is thankful for government support but remained cautious with continuous changes to pandemic restrictions
- Reduced number of volunteers and hours committed to the museum. The lack of volunteers has made it difficult for the museum to complete many projects and ongoing building maintenance and care of collections
- Annual fixed costs including general liability insurance have increased significantly
- Increased expenses for masks, cleaning and sanitizing of facilities
- Reduction in number of volunteers and hours contributed
- AGLC – no Casino – loss of annual revenue

5. Briefly describe any quality improvement changes or operational efficiencies your organization was able to achieve in 2021.

Completed a new strategic plan, Destination 2030, and we began to undertake a feasibility study to assess our opportunity to expand our facilities. Stantec, in partnership with Reich + Petch Design, was selected as the firm to support this work and we are nearing completion of the project this summer. We have been working with major stakeholders – the City of Calgary and Calgary Airport Authority.

Runway 2030 – Strategy for Sustainability. Through the work of Hatlie Group consultants, we completed a full sustainability review that took a deep dive into analyzing all the Museums programs and services to assess cost-effectiveness of everything we do. That work will help to inform future decisions on how staff invest their time, what services deliver the most return on that investment, and what services are supplemented by other revenue opportunities.

The Museum continued to use virtual meetings with success (i.e. Annual General Meeting) for Board and Staff and communications with other agencies which has strengthened communication and operational efficiencies – working from home or at the office.

6. Did your organization implement any strategies or approaches in 2021 that supported racial equity in the delivery of programs or services?

The Hangar Flight Museum Sustainability Project (Runway 2030) included operational and governance reviews, and the development of financial sustainability matrix, human resources recommendations, and business model canvas. From this, a new Strategic Plan was developed that embraces the following values that promote racial equity.

Culture – Our world has been changed by flight.

Health – Our visitors, staff, and volunteers are safe and comfortable in our space.

Environment – We approach our work with meaning and purpose and take care of the land and sky.

Financial – Intentional decisions contribute to a thriving organization.

Social – Sharing and exploring diverse stories and experiences contribute to an inclusive space.

Staff implemented racial equity strategies as part of the social media monthly planning. Including diverse stories and being intentional about participating in Black History Month and Asian History Month are just a few ways to show our diverse neighbourhood that we are committed to ensuring that they feel seen and heard by our organization.

The organizations governance structure supports following of skills matrix including core competencies, knowledge/skills, and attributes. The board strives to have inclusive representation and in the past few years has put special emphasis on gender, age and ethnicity of Board members. Diversity is of utmost importance with respect to gender, age, ethnicity, and underserved community. The same can be said with best practices of hiring of new employees.

7. Did your organization implement any further changes to strategies, programs or services in 2021 to address equity, diversity or inclusion?

Please see above.

Ongoing discussions with Immigrant Services Calgary to discuss their Gateway Portal program and ways to work together to offer potential education and programming (with an aviation focus) and using our space as a community hub in the NE. Programs to be confirmed in 2022.

8. Briefly describe how your organization worked in partnership with other community, private or public organizations to achieve shared results for Calgary and Calgarians in 2021.

Early in the year we were approached by Canada's Aviation Hall of Fame (CAHF) on the potential for a co-location opportunity. The alignment of our missions and collections made for a promising partnership and after initial expression of interest, CAHF undertook an extensive review of relocation possibilities. We are extremely honored to have been selected as the new home of CAHF and see this partnership supporting a great future for both museums. As a result, two (2) full-time staff were added to the team and 15,000 artifacts were relocated from Wetaskiwin in early 2022. The partnership adds a new dynamic to both museums and will continue to grow awareness of Calgary as being a thriving international City to visit, work and play.

The Museum began work on a feasibility study to replace the tent hangar with a bigger permanent facility to address current limited space for collections, new acquisitions, educational programming, and growth. Working with many stakeholders including the Calgary Airport Authority and the City of Calgary to discuss land-use planning.

In 2021, we held a two day Casino at the Elbow River Casino. This opportunity is a significant source of financial support to the Museum for continued operations and sustainability.

We selected the 2022 Western Canadian Delegate to attend the FISE: United Space School. This academic program is one of a kind, and especially at this time it's more important than ever to support internationally collaborative educational programs.

Working with the Canada Aviation and Space Museum we brought Eyes in the Skies traveling exhibit to Calgary. This exhibition, featured engaging videos and visuals that break down complex ideas, such as how radar works. Visitors can test their skills through a variety of digital experiences, and consider if they have what it takes to manage air traffic safely.

Hosted SKAL Canada (Calgary Chapter) dinner and reception at the Museum. Members include Calgary's top tourism focused professionals including Tourism Calgary and Travel Alberta. This high-profile event contributed to building awareness of the Museum as a major civic attraction in Calgary.

We continue to participate on the Calgary Attractions Committee that includes Tourism Calgary and Travel Alberta to collaborate on cooperative marketing activities.

Ongoing discussions with Immigrant Services Calgary to discuss their Gateway Portal program and ways to work together to offer potential education and programming (with an aviation focus) and using our space as a community hub in the NE. Programs to be confirmed in 2022.

The Hangar Flight Museum was pleased to collaborate and host the 81st Anniversary of the Battle of Britain "virtual" commemoration ceremony on September 19th. Pre-recorded on September 12th. Organized by 783 (Calgary) Wing Royal Canadian Air Force Association. Though virtual, this high-profile event helped build awareness of the museum.

RESOURCES

9. **Please estimate how The City's operating funding was allocated in 2021. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.**

2021	2021				
23067	3.14%	Advertising and promotion			
2395	0.33%	Programs or services			
17966	2.45%	Office supplies and expenses			
13629	1.86%	Professional and consulting fees			
442922	60.31%	Staff compensation			
0	0.00%	Fund development			
107600	14.65%	Facility maintenance and purchase supplies			
16105	2.19%	Evaluation or research			
17605	2.40%	collections			
19396	2.64%	Gift shop cost of sales			
18885	2.57%	Volunteer recog			
43548	5.93%	Insurance			
6956	0.95%	Bank fees and service			
4379	0.60%	Membership and dues			
734453					

10. **Did volunteers support your operations in 2021? If yes:**

How many volunteers?	37
Estimated total hours provided by volunteers:	1,200

11. **What resources or funding sources did your organization leverage to support operations in 2021?**

- Heritage Canada Museum Assistance Program - Emergency Support Fund (\$100,000)
- City of Calgary Emergency Relief Funds (\$108,000)
- Canada Emergency Rent Subsidy Program
- Canada Emergency Wage Subsidies
- AGLC – No Casino in 2021
- Canada Summer Jobs – two (2) summer students
- Calgary Foundation (\$7,500)
- United Way (\$2,000)

12. Did your organization receive any awards or recognition in 2021 that you want to highlight?

Though did not receive the award, the Museum was nominated for the Resilient Business Award as part of Calgary's Small Business Awards, presented by the Calgary Chamber of Commerce.

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

Asset: *Aircraft and Engine owned City assets. Main Hangar and Tent Hangar operated by The Hangar Flight Museum*

a) Provide a summary of your organization's 2021 capital work, including specific lifecycle/maintenance projects or capital projects.

Main Hangar Truss Repair built in 1941 has seen increased splitting of wood components. Truss repair requiring immediate attention was completed in 2021. Assistance by the City of Calgary annual infrastructure grant.

CF-100 Canuck Restoration Project (ongoing): The aircraft is a City owned asset and stepped forward with Capital Infrastructure funds at 75% to support restoration of the aircraft in 2018. In-turn, the Museum raised the remaining 25%. The aircraft is scheduled to return in the summer of 2023. Assistance by the City of Calgary annual infrastructure grant.

Tent Hangar reskinning – due to severe weather damages the tent hangar was reskinned with new fabric to extend the life of the facility to continue protecting many of the larger aircraft collections. Capital costs were mostly born through insurance provider.

Completed change-over to LED lighting for energy savings and efficiency in buildings. Assistance by the City of Calgary annual infrastructure grant.

Invested in Wi-Fi satellite booster and installed on the main hangar roof for better connectivity as the museum is not connected by fibre-optic.

Memorial Room Renovations – completed into a multi-purpose space for future education programs and facility rentals.

Working with consultants in 2021, arrived at a plan for Building Accessibility Improvements to be implemented in 2022. To improve overall accessibility from the parking lot to both the main hangar and tent hangar. To improve the landing area, handicap ramp, main doors, gift shop space, entry through the vestibule, convert storage into office space, stairwell to upstairs main office, washroom(s) entry, and bring up to code the building and accessibility standards.

b) What funding did your organization leverage to support capital activities in 2021?

Alberta Historical Resources Foundation – (\$25,000) – CF-100 Canuck restoration project

Hotchkiss Family Foundation (\$10,000) – Humidity Installation and Truss Repair

Lecky Foundation (\$10,000) – Humidity Installation and Truss Repair

Joel Spark - \$5,000 - Humidity Installation and Truss Repair

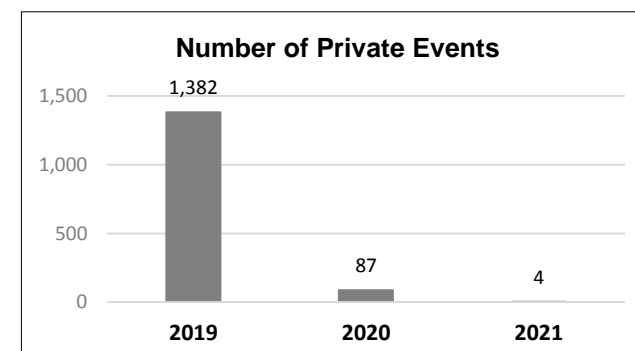
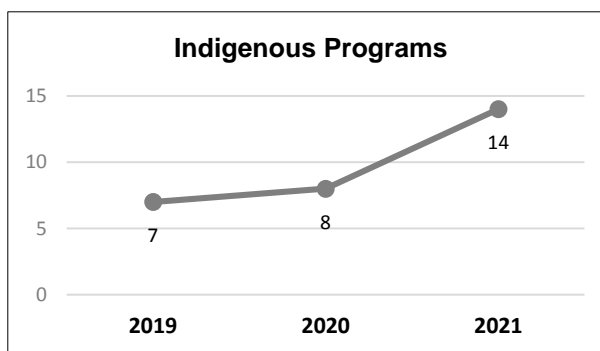
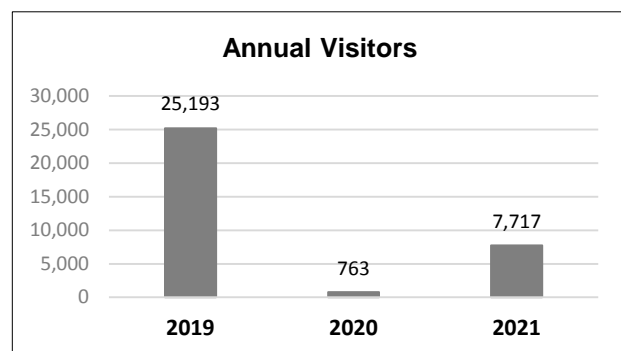
Contrail Aviation Calgary (\$2,500) - Humidity Installation and Truss Repair

Alberta Aviation Council (\$2,000) – Humidity Installation and Truss Repair

Royal Alberta United Services Institute (\$2,000) - Humidity Installation and Truss Repair

Sherry and Scotty Irvine (\$2,000) - Humidity Installation and Truss Repair
Shell Canada (\$1,000) - Humidity Installation and Truss Repair
Dwight Allen (\$2,000) - Humidity Installation and Truss Repair

CIVIC PARTNER 2021 ANNUAL REPORT SNAPSHOT- FORT CALGARY PRESERVATION SOCIETY

FORT CALGARY PRESERVATION SOCIETY (FORT CALGARY)**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.**One Calgary Line of Service: Economic Development and Tourism***Registered Charity***2021 City Investment****Operating Grant:** \$1,138,984**Capital Grant:** \$67,290**Emergency Resiliency Fund:** \$84,200*City owned asset***2021 Results****The story behind the numbers**

- The museum re-opened to the public in August 2021 and total visitation reflects in-person operations from August to December 2021.
- Continued to engage Calgarians through programming experiences that connected visitors to Calgary's heritage, including Indigenous knowledge keepers.
- COVID restrictions closed Fort Calgary temporarily did not allow for the regular volume of events and facility rentals.

Impact of COVID-19

Fort Calgary re-opened to the public on August 2 for three days a week (Friday to Sunday) to contain expenses. With this schedule, there were limited admissions and business operating revenue continued to decline. To respond, the Fort reduced operating costs by 20 per cent from 2020 by reviewing contracts, agreements, and other expenses.

Advancing Equity, Diversity and Inclusion

The museum continued Indigenous Reconciliation work through programming, webinars, a walk for Reconciliation, a self guided Indigenous-led audio tour, and a project with the University of Calgary's School of Architecture and Planning to create accessible and inclusive spaces at Fort Calgary.



FORT CALGARY PRESERVATION SOCIETY Civic Partner 2021 Audit Report

STRUCTURE

1. Vision, Mission and Mandate:

From the March 2020 Board approved Strategic Plan:

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.

2021 RESULTS

2. What key results did your organization achieve in 2021 that contributed to one or more of the [One Calgary Citizen Priorities](#), or contributed to Council-approved strategies such as *Calgary in the New Economy: An economic strategy for Calgary*, *Calgary Heritage Strategy*, *Cultural Plan for Calgary*, *Corporate Affordable Housing Strategy*, or other strategy.

CULTURAL PLAN FOR CALGARY

Fort Calgary continued promoting the conservation and celebration of Calgary's built, natural and Indigenous heritage through the following collaborations and community programs:

- **Chinook Blast (February 26-28):** Program partnership with **Chinook Blast** hosting Indigenous storytelling projects: *Aiksiisopoo*, a Blackfoot winter tipi camp with Kent Ayoungman and **Making Treaty 7**.
- Digital and in-person programs were hosted during **Historic Calgary Week** (July 29, 2021) in partnership with the Calgary Public Library, sharing new perspectives on Fort Calgary. This

program was followed up by a second part from **Chinook Country Historic Society** (September 14, 2021).

- In-person walking tours of the Fort Calgary site returned for **Alberta Culture Days** (September 25, 2021) and Winter Story Walks were hosted in December (December 18, 2021).

SPORT FOR LIFE POLICY

- Fort Calgary continued its partnership with CMLC and Foothills Nordic, supporting the setting of an XC ski loop on site, encouraging accessible outdoor recreation and activity.

A PROSPEROUS CITY

- **P1: Cost-effective service delivery.** Fort Calgary continued to pivot its programming model to outdoor and digital programming. This service delivery shift expanded Fort Calgary's community reach through free programming opportunities.
- **P4. Affordability** Fort Calgary adjusted its pricing model upon reopening in on August 2, 2021, by lowering admission price to \$10/adult and free for those under 17, to ensure greater affordability and access for community members engaging with history.

A WELL RUN CITY

- **W5: Reconciliation. The 12th Walk for Reconciliation (June 21):** Fort Calgary hosted both an in-person and virtual event in partnership with Aspen Family and Community Network Society and the Aboriginal Friendship Centre of Calgary. This walk acknowledges the larger conversation connected toward truth, justice, and reconciliation.

3. Using the chart below, please report your 2021 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off.

	Performance Measure Name	2019 results	2020** results	2021 results	What story does this measure tell about your work?
How much did you do?	VISITOR SERVICES: Operate a museum and civic attraction (total visitor numbers annually)	25,193	763	In person: 1,554 Digital: 6,163	Fort Calgary re-opened to the public in August 2021. This total visitation reflects in-person operations from August to December 2021. Upon reopening initial guests were Calgarians who were eager to reconnect with Fort Calgary.
	VISITOR SERVICES: Be a destination of choice for Calgarians (Calgarian visitor numbers annually – a subset of the total)	14,319	332	932	
	ACCESSIBILITY: Provide accessible admission via Equal Access Program	\$8,525	\$217	\$490	Upon reopening initial guests were Calgarians who were eager to reconnect with Fort Calgary.
	EDUCATION: Offer curriculum-connected education programs and resource kits for grades K-7	6,111	2,157	0	For 2021 49 individuals used fee assistance cards.
	FOOD & BEVERAGE: Number of annual events (goal is generate net operating revenue to support Fort programs)	1,382	87	4	COVID restrictions and school bus cohorting requirements made it difficult to support student field trips. School programs will return for September 2022

	CULTURAL DEVELOPMENT: Provide exceptional programs that tell the story of our Indigenous roots	7	8	14	COVID restrictions which closed Fort Calgary temporarily did now allow for the regular volume of external facility rentals.
** In 2020 – these numbers represent activity for the period from January 1, 2020 to Covid closure on March 16, 2020. Note they do not include online activity – see Q1 P4 for details above.					
How well did you do it?	<p>In response to Indigenous Interactions hosted in Tsuut'ina: <i>"It was a great occasion in which I could hear extraordinary stories. I was really moved."</i></p> <p>In response to Daphne Boyer's Exhibition <i>"...it was helpful to learn more about the artist and her art. Very original concepts, beautiful!"</i>.</p>				
How are Calgarians better off?	<p>Calgarians can connect to programming experiences that connect to Calgary's heritage and connecting to Indigenous knowledge keepers.</p> <p>Calgarians have an institution where they can participate and listen to Indigenous voices to commence their reconciliation journey.</p>				

4. Briefly describe the any key impacts of COVID-19 on your operations in 2021.

- The Society reopened the doors of the Fort to the public on August 2, 2021, following the July 1 lifting of public health orders. The decision was made to only open 3 days per week Friday – Sunday to contain expenses amid uncertainty of public appetite.
- Business operating revenue continued to decline as limited admissions were recorded.
- Ongoing operating costs were again reduced by 20% over 2020 through a close review of all contracts, standing agreements, and other expenses.
- Through the first half of the year programs remained online in a "digital first" approach, continuing to grow the online engagement that will continue past COVID. The team experimented with a variety of free programs to connect with community. The following were delivered digitally in response to the many waves of COVID-19: the Walk for Reconciliation, Canada Day (reach was 812), Heritage Day, and Historic Calgary Week. Online exhibitions were developed for Museums from Home Day (reach was 1,001), and the Métis Cabin virtual exhibition (reach was 1,684). The second season of the *Unravelling Complex Stories* podcast was released.
- During the peak of the pandemic, due to the cohort bussing protocols in effect through 2021 it was not possible for Fort Calgary to deliver curriculum-linked programming for field trips. This opportunity has been used to focus on refreshing the existing school programs, and updated offerings will be available in September 2022.

5. Briefly describe any quality improvement changes or operational efficiencies your organization was able to achieve in 2021.

- In 2021 Fort Calgary focused significant energy on continuing to improve the conditions of the City-owned collection of objects and artifacts. The work focused on re-organizing storage, updating records, inventorying references, and developing an institutional archive (a separate historical record for the organization, separate from the formally accessioned collections holdings). Collections items approved for deaccession by the Board of Directors were transferred to other institutions in alignment with their collection's mandates.

- The Disaster Preparedness and Integrated Pest Management staff training was revised and updated in 2021.
- Operating costs were reduced by a further 20% over 2020.

6. Did your organization implement any strategies or approaches in 2021 that supported racial equity in the delivery of programs or services?

- Fort Calgary continues to commit to the critical work of reconciliation, including launching the first of a series of **Indigenous Interactions** programs created to provide a space for listening and learning from Tsuut'ina Elders Bruce and Deanna Starlight. A unique feature of this program is that it is hosted both at Fort Calgary and in Tsuut'ina Nation.
- **Cultural Appropriation (July 12):** Director of Cultural Development Troy Patenaude co-presented in a 40-minute webinar discussing cultural appropriation's complex dynamics. This presentation was created and presented from an Indigenous perspective, in partnership with the **Whyte Museum, Fort Calgary, Dreamspeakers Festival Society** and **Native Diva Creations**.
- **Indigenous Belonging Protection Agreement:** The collections department developed the *Indigenous Belonging Protection Agreement* in accordance with the organizational Collections Policy. This document sets out to ensure ownership of Indigenous cultural belongings remains with Indigenous peoples, and focuses on ensuring that any care or stewardship provided by Fort Calgary, whether gifted, loaned, or donated to the collection, will be delivered following the express desires of relevant Indigenous individuals and community members.
- **The 12th Walk for Reconciliation (June 21):** Fort Calgary hosted an in-person and virtual event in partnership with Aspen Family and Community Network Society and the Aboriginal Friendship Centre of Calgary to commemorate Prime Minister Stephen Harper's formal apology to the survivors of Indian Residential Schools. This walk acknowledges the larger conversation connected toward truth, justice, and reconciliation.

7. Did your organization implement any further changes to strategies, programs or services in 2021 to address equity, diversity or inclusion?

Fort Calgary promoted anti-racism through the following activities and learning opportunities:

- **Pipe Ceremony (June 30):** Fort Calgary hosted the **Centre for Newcomers** and Indigenous Elders for a ceremony that solidified a future between newcomers and Indigenous communities. The intent was to create a document that ensures Indigenous history is taught in meaningful ways to those new to Canada.
- **Hosting Tours for ELL Audiences:** In August, Fort Calgary hosted two virtual and 1 in-person presentations for students from the University of Calgary's English language program as a space for them to practice their English language communication skills and to create inclusion across non-native English speakers and newcomers to Calgary.
- **National Day for Truth and Reconciliation (September 30):** Fort Calgary developed virtual and self-guided content due to increasing COVID-19 numbers, focused on land acknowledgments and cultural appropriation. Additional experiences included an outdoor, self-guided Indigenous-led audio tour, "Exploring the Confluence."
- **Activist in Residence (November 4):** Fort Calgary programs team collaborated with the University of Calgary's Architecture School for a student challenge focused on creating an

accessible and inclusive space for an activist in residence at Fort Calgary. Students worked on their projects and presented their project concepts to a panel of architecture experts.

- **Civil Society Fund Application (December 17):** Fort Calgary applied for \$398,014 through the provincial Civil Society Fund to promote sustainable recovery of the civil society sector. The project's goal was to develop exhibition interventions that will overlaying new community voices and stories across existing interpretative experiences at the Fort. This opportunity will enable us to expand the narratives and build empathy across communities. This project is entitled *Our Layered Stories: Fort Calgary's Living Exhibition Journey*.

8. Briefly describe how your organization worked in partnership with other community, private or public organizations to achieve shared results for Calgary and Calgarians in 2021.

- **Forest Lawn Community Association:** Working in collaboration with the Forest Lawn community on a two-year project funded by the **Calgary Foundation** focused on developing a reconciliation program for the **Forest Lawn Community Association** to share with its constituents.
- **Jane's Walk:** Development of a digital walking tour for **Jane's Walk** hosted by the Calgary Foundation in May 2021.
- **The Whyte Museum:** Partner with **Whyte Museum** on public education video on cultural appropriation.
- **Calgary Public Library & Chinook Historical Society:** Heritage Day/Historic Calgary Week - new virtual program in partnership with Calgary Public Library and Chinook Society as part of Historic Calgary Week.
- The Walk for Reconciliation is a long-term collaboration across **Aspen Family, Aboriginal Friendship Centre of Calgary, Sunrise Community Link Resource Centres, and The Alex.**
- Renewed partnership with **CMLC/Foothills Nordic** for the XC ski lap.
- Daphne Boyer's exhibition *Otipemisiwak* is on loan at Fort Calgary from the **Dunlop Art Gallery** in Saskatchewan.
- Fort Calgary worked with the **Calgary Parking Authority** to develop social media content about East Village history to support the launch campaign for the new **Platform** parkade.

RESOURCES

9. **Please estimate how The City's operating funding was allocated in 2021. 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
.3%	Programs or services
2.2%	Office supplies and expenses
29.2%	Professional and consulting fees
59.1%	Staff compensation, development and training
0%	Fund development
0%	Purchased supplies and assets
9.0%	Facility maintenance
0%	Evaluation or Research
0%	Other, please name:

10. Did volunteers support your operations in 2021? If yes:

How many volunteers?	14
Estimated total hours provided by volunteers:	828

11. What resources or funding sources did your organization leverage to support operations in 2021?

Fort Calgary received a total of \$1,593,552 in funding and resources to support operations in 2021:

- City of Calgary Operating Grant – \$1,138,984
- City of Calgary Emergency Resiliency Fund – \$84,200
- City of Calgary Partner Infrastructure Grant – \$67,290
- Government of Alberta - FC History Book Project - \$15,570
- Parks Foundation Calgary – Embrace the Outdoors - \$4,000
- Government of Canada Celebrate Canada – \$11,000
- Government of Canada Young Canada Works in Heritage Organizations – \$17,183
- Government of Canada Canadian Employee Wage Subsidy – \$255,325

12. Did your organization receive any awards or recognition in 2021 that you want to highlight?

Fort Calgary successfully rejoined the Alberta Museums Association's Recognized Museum Program (RMP) in 2021. It is a standards-based accreditation program for museums in Alberta which requires participants to submit evidence in alignment with the AMA's member-approved definition of a museum:

A museum is a non-profit making, permanent institution, in the service of society and its development, and open to the public, which acquires, conserves, researches, communicates, and exhibits, for the purpose of study, education, and enjoyment, material evidence of people and their environment.

Among other things, RMP accreditation means that the Society is once again eligible for funding through the AMA.

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

Asset: Fort Calgary

a) Provide a summary of your organization's 2021 capital work, including specific lifecycle/maintenance projects or capital projects.

Fort Calgary spent a total of \$89,720 in capital and asset management in 2021:

- Interpretive Centre fire suppression system repairs – \$32,600
- Site maintenance and repair – \$17,433
- HVAC, plumbing, repairs and replacements – \$15,054
- Various repairs and replacements – \$24,633

b) What funding did your organization leverage to support capital activities in 2021?

Capital Civic Partner Grant Program – \$87,990

CIVIC PARTNER 2021 ANNUAL REPORT SNAPSHOT- ARTS COMMONS

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.

One Calgary Line of Service: Arts and Culture

Registered Charity

2021 City Investment

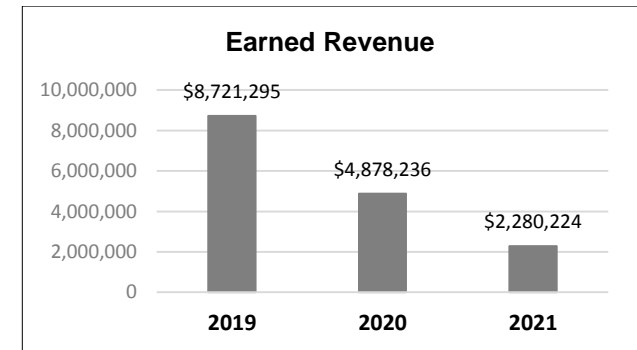
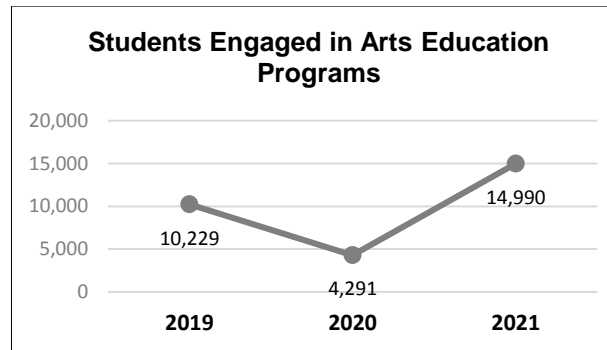
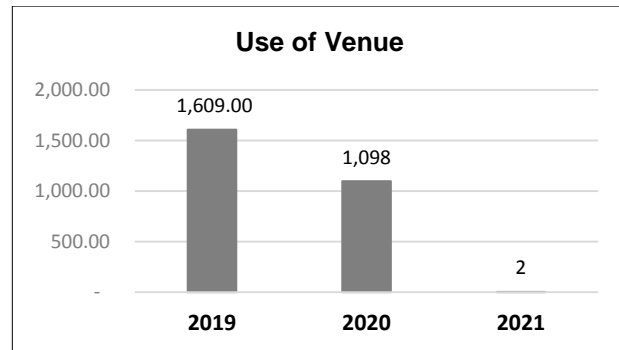
Operating Grant: \$2,546,350

Capital Grant: \$1,182,120

Economic Resiliency Fund: \$439,000

City owned asset

2021 Results



The story behind the numbers

- Due to public health measures, Arts Commons was closed for in-person live experiences for most of the 2020-21 season.
- Arts Commons pivoted and worked with the Calgary Board of Education and the Calgary Catholic School District to bring high-quality online learning experiences to Calgary students and educators.
- The closure of Arts Commons through most of the 2020-21 season negatively impacted all earned revenue generation.

Impact of COVID-19:

The facility remained closed to the public in 2021, and the venue used the opportunity for upgrades and repairs. Funding was secured from all levels of government to support operations including the Canadian Heritage's *Support for Workers in Live Arts and Music Sectors Fund*; Infrastructure Canada's *Healthy Communities Initiative*; and Canadian Association for the Performing Arts' Presenters Capacity Building Program.

Advancing Equity, Diversity and Inclusion:

Arts Commons launched a blog that included a Guest Writer series that elevated Calgary's BIPOC and LGBTQ+ voices; and its new Incubator Program has been showcased for helping build opportunities for racialized artists. The organization continued to build an Indigenous Strategy and worked with Elders from the Piikani Nation.



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.

Our Values:

- Do the right thing - behave with integrity, apply professionalism, be honest, and err on the side of grace.
- Be our best always - in service, in leadership, in professionalism, and in providing a quality experience.
- Open our minds, hearts, arms - through empathy, openness, trust, and collaboration.

2021 RESULTS

2. What key results did your organization achieve in 2021 that contributed to one or more of the [One Calgary Citizen Priorities](#), or contributed to Council-approved strategies such as *Calgary in the New Economy: An economic strategy for Calgary*, *Calgary Heritage Strategy*, *Cultural Plan for Calgary*, *Corporate Affordable Housing Strategy*, or other strategy.

In a season with unprecedented challenges and course-corrections, the Arts Commons family also faced a personal challenge: losing one of the brightest stars of the Canadian arts community, Alberta Theatre Projects Executive & Artistic Director Darcy Evans. To continue Darcy's powerful legacy, Alberta Theatre Projects announced the Darcy Evans Legacy Fund, a three-month mentorship program for emerging professionals to gain executive experience in the theatre industry. Darcy inspired a new generation of cultural leaders, and this important initiative by Alberta Theatre Projects and the family of Darcy Evans will pave the way for that work to continue. The program's fundraising efforts earned over \$100,000 in the 2020-21 Season.

Calgary Philharmonic Orchestra has always known the value of shared music experiences, or what one audience member this season called "powerful beacons in the darkness." During the COVID-19 pandemic, Calgary Phil launched All Access, a virtual portal to performances showcasing everything from Johann Sebastian Bach to Indigenous and JUNO Award winning composer Tanya Tagaq. Thanks to the support of their community, Calgary Phil was also able to move their Education Concerts online, reaching 52 schools and over 4,200 students.

Taking the challenge of the virtual pivot head on, Downstage presented *Deer Woman*, an undeniably powerful one-woman show that successfully blended the media of film and stage for a story of strength and righteous vengeance. After its premiere, it was picked up and streamed by the National Arts Centre Indigenous Theatre in Ottawa, Chinook Festival in partnership with Azimuth Theatre here in Calgary, and the Kia Mau Festival in New Zealand.

In recognition of the 35th High Performance Rodeo, One Yellow Rabbit – as they always do – found a singular way to celebrate Calgary's longest standing theatre festival. For 35 days, 35 artists from past and future High Performance Rodeos took over the @HPRodeo social media channels with new works lasting one to three minutes. Each artist answered the question "Who Are You Now?" through song, dance, new music, and performances. This free, online, bite-sized festival spread through word of mouth, drastically increasing the festival's social engagement and followers. Its structure allowed audiences from around the world to engage in works from local, national, and international artists. Instagram followers alone grew from approximately 1,000 to over 5,000 in 35 days. The videos created by the artists continue to be the most viewed content on the @HPRodeo social media platforms, receiving continuous engagement nearly a year later.

In November of 2020, Theatre Calgary welcomed their new Executive Director Maya Choldin who brings with her an extensive and diversified theatre and arts background. She arrived just in time to celebrate the long-time beloved audience tradition, *A Christmas Carol*, in a very different incarnation from seasons past. The virtual presentation of *A Christmas Carol* premiered in December 2020 and was viewed by an estimated 20,000 people, including people from every Canadian province as well as 20 other countries like Mexico, the United Kingdom, Australia, Italy, Qatar, Japan, Kenya, the United States and more. The production was also honoured with six Alberta Media Production Industries Association (AMPIA) Rosie Award nominations for best Directing, Acting, Score, Writing, Scripted Feature, and Production Reflecting Cultural Diversity.

Also, over the summer, Theatre Calgary packed up their performance mentorship program for young artists and brought it on the road with Shakespeare on the Go! Presenting three different casts and scripts of Shakespeare's *The Comedy of Errors*, Theatre Calgary popped up in 41 locations all over Calgary.

While the COVID-19 pandemic was full of challenges, it also created opportunities for completely new ways to engage with our community. Arts Commons Presents' wildly successful *National Geographic Live* series found a new home online, expanding our audience to over twice as many people as could fit in the Jack Singer Concert Hall. Building on the success of *Nat Geo Live: Backstage* from the 2019-20 Season, *National Geographic Live Virtual* brought the beloved speaker series to 59,573 viewers across Alberta. Without the support of ConocoPhillips Canada, Keyera Corp., Enbridge Inc. and Saskatchewan Mining and Minerals Inc., Arts Commons would not have been able to offer *National Geographic Live Virtual* for free to our entire Calgary community.

Arts Commons Presents' TD Amplify Cabarets also made the jump online this season, taking themes of love, cultural learning and understanding, celebration of identity, and personal acceptance to both the stage and screen. Filmed in the Engineered Air Theatre, the series invited patrons back into our building, albeit virtually, to witness four hosts and their casts of artists express their truths through dance, music, spoken word, and dialogue. For the *Braving Beauty Cabaret*, Marshall Vielle and Toyin Lamas illuminated the connections between artists from the African diaspora and the Indigenous Nations of Treaty 7, with Indigenous dancers and singers alongside African musicians and performers in an impactful evening of art, dialogue, and critical conversations.

Taking the plunge into using the new state-of-the-art Canon gear unveiled in February 2021, TD Jazz invited the Alberta Jazz All-Stars supergroup and songwriter and jazz vocalist Laila Biali to be the first to perform on the Jack Singer Concert Hall stage after nearly 17 months of darkness. Limited, socially distanced audiences experienced the live performances, and virtual audiences later viewed the online recordings for free. These virtual performances reached 195 households, with an estimated 480 individual patrons.

Arts Commons Presents also celebrated the summer months with a brand-new season of ArtsXpeditions, which launched in June and energized neighbourhoods all over Calgary right up until the end of September 2021.

And to bring the summer to a triumphant close, Arts Commons Presents reenergized Calgary's downtown cultural district with *Showtime: A Live Music Celebration*, a free, one-night-only outdoor celebration of food, drink, and live music to thank Calgarians for their support of the arts during the COVID-19 pandemic. The historic Olympic Plaza hosted 1,500 socially distanced friends, patrons, and donors for two spellbinding performances: local gem Amelie Patterson, who serenaded us with her folk-pop melodies, and Classic Albums Live, who rocked the plaza with their recreation of the iconic album: Creedence Clearwater Revival's *Chronicle, Vol. 1*. The event was a huge success. Audience members danced the night away under the stars and even the sky applauded Classic Albums Live's final song by downpouring all over the Plaza! In all senses of the word, it was a splashy return to live performance at Arts Commons.

3. Using the chart below, please report your 2021 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off.

	Performance Measure Name	2019 results	2020 results	2021 results	What story does this measure tell about your work?
How much did you do?	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	1,609 performances concerts or events held by 200 community organizations	1,098 performances concerts or events held by 82 community organizations	2 performances concerts with live audience presented by Arts Commons Presents in August 2021	Due to public health measures, Arts Commons was closed for in-person live experiences for most of the 2020-21 Season.
	Number of students engaged in arts education programming, including participation in the <i>National Geographic Live</i> Student Matinees Series, ConocoPhillips Hub for Inspired Learning, One Day Arts School, and Artist-in-Residence.	10,229 students attended youth-oriented programs performances or events.	4,291 students attended youth-oriented programs performances or events.	14,990 students and educators that participated in live streamed online educational programming.	Because of the pandemic, Arts Commons was unable to deliver in-person programming, so we pivoted and worked with the Calgary Board of Education and the Calgary Catholic School District to bring high-quality online learning experiences to Calgary students and educators.
How well did you do it?	Earned Revenue (venue operations, programming, ticket services, facility)	\$8,721,295	\$4,878,236	\$2,280,224	The closure of Arts Commons through most of the 2020-21 Season negatively impacted all Earned Revenue generation.
	Contributed Revenue (public & private sectors)	\$4,323,502	\$4,205,379	\$6,482,903	Contributed Revenues grew dramatically during the 2020-21 Season, reflecting the high value our community places on the Arts Commons ecosystem and its contribution to the social, economic, cultural, and intellectual life and wellbeing of Calgarians.
How are Calgarians better off?	<p>We collectively created connections in a time of profound isolation.</p> <p>Everyone is now keenly aware of the negative impacts of prolonged isolation on physical and mental health. Whether it's participating in a craft or enjoying a live concert, the arts have a well-documented positive effect on our well-being, especially in its ability to alleviate feelings of loneliness and isolation. Arts Commons took every opportunity to reach out and keep our community connected. When we announced the 2020-21 Season of PCL</p>				

	<p>Blues, we invited our subscribers to an online announcement with a surprise live performance by beloved local blues performer Tim Williams. Subscribers were moved by this authentically candid performance from Tim's own living room, inviting us all into a beautifully intimate moment of artistic expression and sharing. It's opportunities like these, created for our patrons, staff, artists, and greater community, that make all the difference.</p> <p>No greater was this impact felt than through our beloved <i>National Geographic Live</i> series. The move to an online format did not at all diminish the powerful stories shared by the Explorers. The struggles of Velamfundo Primary School in Johannesburg, South Africa shared during the <i>Women and Migration</i> presentation with Explorers Saiyna Bashir, Miora Rajaonary, and Danielle Villasana was so poignant that our generous Explorers Circle members made the financial commitment necessary to keep the doors of the school open. Judith Manjoro, a high school teacher, founded the school to provide support to some of South Africa's most vulnerable migrant students and give them the education that they so desperately need in order to build a brighter future for themselves and their families. Because of the support of these Calgary donors, she can continue to do so. This is just one example of how the work of Arts Commons Presents gave members of our community an opportunity to reach out, and in this case create lasting change halfway around the world.</p> <p>As soon as the weather warmed and people began to venture outside, Arts Commons Presents launched a second season of Arts Xpeditions, a series of pop-up concerts that animated neighbourhoods in all of Calgary's four quadrants. From folk, salsa, pop, and electronica, to drag queens for kids and queer cowboys, Arts Xpeditions demonstrated the incredible spectrum of talent of our local musicians while brightening the days of so many Calgarians. With 78 performances in 30 unique locations, engaging 129 artists, many for multiple engagements, the 2021 edition of Arts Xpeditions more than doubled the impact of the previous year. Over \$36,000 was paid to artists, and over \$20,000 to technicians during a time when the gig economy was unreliable. This significant community initiative was made possible by the generous support of Canadian Heritage through the Support for Workers in Live Arts and Music Sector Fund, and Infrastructure Canada – Healthy Communities Initiative.</p> <p>For Arts Commons Presents' PCL Blues season, we embarked on a new partnership with CKUA Radio Network. The advanced sound equipment in the Jack Singer Concert Hall, optimized to work with the new Canon camera gear, captured high-quality live performances of PCL Blues performers Tim Williams, Miss Emily, and Rooster Davis, to air on CKUA's Friday Night Blues Party – the first time the series had ever been broadcast in this way. Recorded in August 2021 and shared through CKUA in September, this newfound application of our sound equipment was only made possible by this unprecedented time to think innovatively and create efficiencies provided by the shutdown of the Arts Commons building.</p>
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4. Briefly describe the any key impacts of COVID-19 on your operations in 2021.

As the pandemic stretched into our 2020-21 fiscal year, Arts Commons remained closed to the public. Many Arts Commons and resident company staff worked remotely, embracing the technologies which allowed us to stay connected, even if just on a screen. A building of our size cannot remain empty though and our security, facility, and production teams stayed to make sure the building was safe. This time was used to do much-needed repairs and, using grants from all three levels of government, complete significant venue upgrades.

Keeping our staff was a primary focus when the pandemic started in 2019-20 Season and remained a focus throughout the 2020-21 Season. Significant effort was put into investigating all opportunities for funding to ensure our team remained whole. Critical to this was our ability to access the Canadian Emergency Wage Subsidy, receiving over \$1.8M in support.

We were also successful in recovering some of the resident company venue occupancy fees forgiven in the prior fiscal year, receiving \$299K through the Canadian Emergency Commercial Rent Subsidy Assistance before that program ended in September 2021. Additionally, our application to the Emergency Resiliency Fund program through the City of Calgary was well-received and resulted in us being awarded \$523K.

We were also faced with the challenge of what we could do with the opportunity of time, something a very busy performing arts centre rarely has. We knew it would not be enough to just survive, we had to emerge stronger, safer, and ready to tackle a new future which would be different — not necessarily better or worse, but different.

Our programming and marketing teams used this time to embrace what a post-pandemic world might look like and to prepare to get back to the business of bringing people together with a new lens of how to do that in person and digitally.

With massive reductions in earned revenues, our development team worked tirelessly to earn grants from Canadian Heritage's Support for Workers in Live Arts and Music Sectors Fund; Infrastructure Canada's Healthy Communities Initiative; Canadian Association for the Performing Arts' Presenters Capacity Building Program, and Canada Council's Strategic Funds & Initiatives. This support allowed us to not only weather the pandemic but to explore new ways of operating as we look to the future.

Another example of a deep, ongoing relationship is the one we have with our generous and loyal sponsors. Even though we were only able to present a very limited 2020-21 Season, we are so grateful to all our sponsors who chose to continue with over \$544K in support and \$198K in gifts-in-kind throughout a year where nothing was as it should be.

Our Board of Directors kickstarted our philanthropic efforts, committing \$552K. This significant level of leadership allowed us to launch a matching program to which our Founders Circle and Explorers Circle members responded enthusiastically pledging another \$176K.

In addition to this unprecedented level of giving, we received another \$67K from over 359 generous supporters through individual and ticket donations.

We could not have gotten through another pandemic-impacted season without the help of our community. We are so grateful for all the support we have received this year. We must also mention our staff who remained focused and open to doing things differently, for their hard work in keeping our home safe, for allowing us to reopen safely and for their enthusiasm for envisioning a future filled with opportunity.

5. Briefly describe any quality improvement changes or operational efficiencies your organization was able to achieve in 2021.

Facing a widespread lack of ticket revenue and entering our second season negatively impacted by the COVID-19 pandemic, Arts Commons recognized that, more than ever before, it was essential that the members of the arts community come together to ensure the survival of the cultural institutions that are vital to the well-being of Calgary.

Within the Arts Commons ecosystem, the resident companies – Alberta Theatre Projects, Arts Commons Presents, Calgary Philharmonic Orchestra, Downstage, One Yellow Rabbit, and Theatre Calgary – all navigated the challenges of reaching our community while our venues remained closed.

Thanks to the naming sponsorship and long-term partnership of the Royal Bank of Canada, Arts Commons was able to continue the RBC Emerging Visual Artists Program, running a full season of exhibitions in the building that were shared virtually through 3D digital scans of the galleries. The virtual galleries also offered the benefit of a new level of accessibility as anyone could access them anytime from their own personal computer or device. In total, the galleries received 1,520 views.

In addition, the mentorship programs, panels, and workshops that are offered as part of the program moved to an online format as well, allowing all 61 artists to continue to benefit from both the social and professional development initiatives of the RBC Emerging Visual Artists Program.

6. Did your organization implement any strategies or approaches in 2021 that supported racial equity in the delivery of programs or services?

Launched at the beginning of the pandemic in the spring of 2020, the Arts Commons blog gave Arts Commons a new way to share stories from our resident companies, inspire creative learning, and provide readers with artistic experiences and insights while isolated at home. In the spring of 2021, Arts Commons took this editorial outreach a step further by launching the Guest Writer Series. Focusing on elevating BIPOC and LGBTQ+ voices from the Calgary arts community, the Guest Writer Series encourages empathy and exploration of different perspectives through thoughtful,

personal editorials on the topics of art, culture, visual arts, and live performance. The first article in the series, written by local artist Nabila Walji, is among the top five stories ever shared on the blog with over 680 views.

A year in the making, Arts Commons announced the Arts Commons Incubator program (now TD Incubator), a first-of-its-kind professional interdisciplinary artist development program focused on providing its cohort with a season of engagements under four themes: networking; professional development; mentorship; and paid live performance, exhibition, and teaching opportunities within Arts Commons programming. Featured in the September 2021 issue of Avenue Magazine, in an article titled "Racial Equity in the Arts in Calgary," Avenue calls the Arts Commons Incubator Program "a glimmer of hope" toward "building a scene in which racialized artists can thrive."

For the inaugural season 2021-22 Season, Jae Sterling and Contra were selected to guide the program. As Incubator Fellows, they will select the first cohort, curate public engagements with Incubator artists through exhibitions and performances, and receive direct support, including exposure to audiences during the 2021-22 Season.

7. Did your organization implement any further changes to strategies, programs or services in 2021 to address equity, diversity or inclusion?

In the spirit of truth and reconciliation, Arts Commons has continued to build our Indigenous Strategy, working with community Elders Dr. Reg and Dr. Rose Crowshoe of the Piikani Nation. Following in the footsteps of organizations such as the United Way of Calgary, Arts Commons recognizes that this is a path that we must forge together, finding parallels between Indigenous and Western practices and discovering new ways of thinking. As we continue to develop our strategy, we are focused on three key components: sanctified kindness and respect for all existence; all my relations and the importance of "building relatives" for lasting, authentic relationships; and the commitment to operating a "social business," balancing our social objectives with our primary business and mission of bringing the arts to life.

Our commitment to inclusivity was also reflected in our hiring processes, as we have taken steps to begin to invite and cultivate a more diverse workforce in the arts. As job postings are one of the front-facing communications from our organization, Arts Commons Human Resources staff updated them to feature more inclusive language and to highlight our workplace values and culture. We also made the decision to include salary ranges, as many members of BIPOC communities have noted concerns of unclear salaries as a barrier. We expanded our posting platforms and shared postings with organizations such as Immigrants Council for Arts Innovation (ICAI) and Calgary Catholic Immigration Society (CCIS). These changes resulted in higher quality candidates and a more diverse applicant pool and internally aligned with Arts Commons' commitment to I.D.E.A. – Inclusivity, Diversity, Equality, and Accessibility.

Our venues are also transforming to allow for greater accessibility to the backstage areas of Jack Singer Concert Hall as well as the Max Bell and Martha Cohen Theatres. The scope of this project includes creating accessible dressing rooms and washrooms. These changes will make it possible for actors, staff, and stage crew of any mobility to equally use the backstage areas of Arts Commons' largest and most prominent venues.

8. Briefly describe how your organization worked in partnership with other community, private or public organizations to achieve shared results for Calgary and Calgarians in 2021.

Since the onset of the pandemic, Arts Commons has worked closely with the resident companies to align on pivotal policies and procedures that err on the side of caution and safety while still allowing for rehearsals and artistic activities. Arts Commons and the resident companies believe that keeping our community safe is a shared responsibility. As we began to move towards an increase in internal and public-facing activities, we jointly prioritized maintaining open and active lines of communication and collaborated on policies that would ensure the safety and well-being of our fellow coworkers, artists, and guests.

In April 2020, prior to the Federal Government's launch of the Canadian Emergency Commercial Rent Assistance program, Arts Commons implemented venue occupancy fee reductions of up to 89%; which made us eligible to apply for the CECRA. In the end, Arts Commons absorbed a total of \$584,740 of risk to support our resident companies.

Arts Commons is deeply connected to our surrounding community, situated in the heart of downtown, steps away from City Hall and sharing Stephen Avenue with Olympic Plaza. As we move into the future, embarking on Calgary's Greater Downtown Plan, we look to continue to do our part to re-energize and revitalize downtown. Through collaboration in city-initiated events such as Calgary Culture Days and Chinook Blast, we will elevate the arts and bring a better quality of life to our city.

Last August, Arts Commons announced Season of Gratitude. This program gives back to our essential workers who have sacrificed so much to get us safely through the pandemic by offering up to 10,000 free tickets to performances programmed by our resident companies including: Alberta Theatre Projects, Arts Commons Presents, Calgary Philharmonic Orchestra, Downstage, One Yellow Rabbit, and Theatre Calgary.

Currently, over 3,000 families have signed up for the program with more still to come. Season of Gratitude would not be possible without the remarkable support of long-time Arts Commons patrons and arts fans, Rodney and Karen McCann along with their children, Brandon, Connor, Andrew, and Meghan, as well as the support of Arts Commons Founders Circle and Explorers Circle members.

Arts Commons has begun to explore opportunities for resource sharing and cost savings with our resident companies. By collaborating we hope to find efficiencies within shared operational needs such as ticketing, customer service and administrative functions. Not only will this benefit our individual organizations from a financial perspective but will also ensure the best patron experience possible for anyone interacting with our organizations.

The Arts Commons Transformation (ACT) project has been identified as a pivotal project for downtown's revitalization. On April 26, 2021, Calgary City Council approved \$80 million for Phase 1 of ACT - the expansion of Arts Commons - as part of a \$200 million investment in Calgary's Greater Downtown Plan. Funding was supported by the Federal Government's Canada Community-Building Fund, formerly the Gas Tax Fund, renamed to demonstrate their commitment to local infrastructure priorities. This investment in ACT was the single largest budget item and the only project named in the City's Plan, recognizing ACT as a catalyst for downtown redevelopment and vibrancy.

In addition to the funding commitments by government, this past year brought excitement as we started to assemble the team that would be responsible for the success of this critical project.

In late 2020, the first two members of the project team were brought on. Colliers' locally based team will help guide project management and Fisher Dachs Associates, specialized theatre consultants, will be planning the performance, audience, and support spaces to deliver a truly modern and fully customized facility.

In spring 2021, Venue Consulting, in association with A.W. Hooker, were brought on as Cost Consultants and Entuitive was enlisted as Building Conditioning Assessment (BCA) Consultants to assess the building's structure and systems.

The Prime Design Consultant Team was also selected and announced at our 2021 Annual General Meeting. KPMB is a Canadian, female led, internationally recognized architectural firm with over 400 respected awards, including 16 Governor General's Medals, Canada's highest honour.

The COVID-19 pandemic has brought greater urgency to forge ahead on the development of ACT with our partners at the City of Calgary and Calgary Municipal Land Corporation (CMLC). The Phase 1 expansion of Arts Commons will be one of the first performing arts centres to be designed since the COVID-19 pandemic shifted our perspective on how buildings, arts venues, and cultural experiences are designed.

Our commitment to being radically inclusive will also impact the design, taking into consideration the diversity of our community and our relationship with nature. KPMB will partner with Tawaw's Wanda Dalla Costa to advance Indigenous architectural practices and ensure that an Indigenous viewpoint is weaved into the design process. SLA from Denmark, one of the world's leading urban designers and landscape architects, will ensure that nature, technology, and sustainability are central to our design. And Calgary-based Hindle Architects will provide local expertise to ensure that Arts Commons remains of and for Calgary.

Our vision is to re-imagine the traditional model of a performing arts centre and to give Calgary a world-class venue that reflects the diverse perspectives of our citizens, provides a sense of belonging for every Calgarian, welcomes visitors, and attracts talent – both artistically and to our workforce. Our vision also includes our commitment to create an ecosystem of arts organizations that collaborate and complement each other in order to bring the best in artistic programming to our audiences. ACT will enrich and expand the diverse cultural ecosystem that exists in Calgary today, for generations to come.

Yes, the future is bold. The future of Calgary is a future that is vibrant, that understands and values the positive impact that the arts have on our economy and our collective well-being.

RESOURCES

9. Please estimate how The City's operating funding was allocated in 2021. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.

%	Advertising and promotion
10%	Programs or services
%	Office supplies and expenses
%	Professional and consulting fees
%	Staff compensation, development and training
%	Fund development
10%	Purchased supplies and assets
80%	Facility maintenance
%	Evaluation or Research
%	Other, please name:

10. Did volunteers support your operations in 2021? If yes:

How many volunteers?	22
Estimated total hours provided by volunteers:	700

11. What resources or funding sources did your organization leverage to support operations in 2021?

Arts Commons received an operating grant of \$2,546,276 from The City of Calgary to assist in the fulfillment of its mandate to care for the facility and to foster and promote the arts. Arts Commons leveraged The City's operating grant to generate an additional \$6,216,851 in earned revenues such as venue utilization and parkade fees; contributions from other levels of government; and community support through corporate sponsorships, foundation partnerships, and philanthropic gifts from corporations and individuals in support of Arts Commons' operations (ratio of 1:2.4 in spite of the complex being shut down for most of the season because of the pandemic).

12. Did your organization receive any awards or recognition in 2021 that you want to highlight?

Arts Commons did not receive any awards or recognition in 2021.

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

Asset: Arts Commons

a) Provide a summary of your organization's 2021 capital work, including specific lifecycle/maintenance projects or capital projects.

Arts Commons undertook an ambitious project to transform the air handling system throughout the building, further supporting a safe reopening for our artists, patrons, and staff. Arts Commons installed hospital grade, energy-efficient MERV-14A air filters (with an upgrade to MERV-15A slated for the 2021-22 Season) trapping everything from common dust to bacteria/virus carriers and micro allergens. We also implemented an Ultraviolet Germicidal Irradiation (UVGI) solution, providing effective air sterilization through short wavelength light that destroys bacteria, molds, and viruses—including COVID-19. This level of air sterilization ensures that air exhausted from the building is also sterilized, meaning that not only is the air within Arts Commons cleaner than many other downtown office buildings, but the air leaving the building is also cleaner than when it comes in!

To optimally integrate these ventilation upgrades, it was recommended that the HVAC systems in the Max Bell Theatre and Martha Cohen Theatre receive new calibration and upgrades. With these changes, we have maximized the air distribution in these spaces, and now they are among the most controllable theatre spaces in North America. The Martha Cohen Theatre now has a custom air distribution system that can be used for multiple effects including injecting confetti, bubbles, snow, and even balloons into the air stream of the theatre for multiple visual effects.

Arts Commons also worked with Level Playing Field Inc. (LPF), a leader in accessibility in Canada that provides innovative Universal Design solutions based on the social model of disability. LPF undertook an audit of our facility and made best practice recommendations for a body of work to improve accessibility throughout our built environment.

Arts Commons made infrastructure alterations throughout the 560,665 square foot facility to remove barriers for wheelchair access to rehearsal halls, theatres, dressing rooms, green rooms, washrooms, offices, and pathways throughout the facility to improve usability for patrons, staff, and artists. These alterations will allow resident companies to implement new hiring practices for artists, crew, and volunteers that are inclusive of persons with disabilities, and to live their principles of inclusion, diversity, equity, and accessibility.

b) What funding did your organization leverage to support capital activities in 2021?

This work was made possible with the generous support of the City of Calgary through the Civic Partner Infrastructure Grant Program (\$421,200), the City of Calgary through the Municipal Stimulus Program (\$1,093,500), and the Calgary Foundation through the Pandemic Recovery Program, Phase 3 for the Arts Commons Accessibility Enhancement Project (\$150,000).

CIVIC PARTNER 2021 ANNUAL REPORT SNAPSHOT- CALGARY ARTS DEVELOPMENT AUTHORITY LTD.

CALGARY ARTS DEVELOPMENT AUTHORITY LTD.

Vision: A creative, connected Calgary through the arts where everyone is empowered to live a creative life.

Mission: Calgary Arts Development supports and strengthens the arts to benefit all Calgarians.

One Calgary Line of Service: Arts and Culture

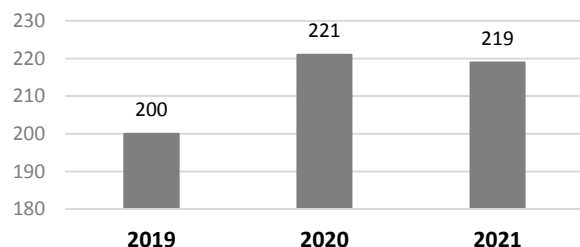
Wholly Owned Subsidiary

2021 City Investment

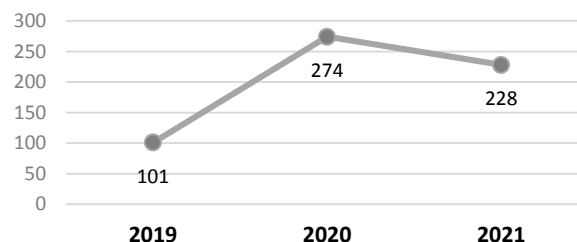
Operating Grant: \$14,290,000

2021 Results

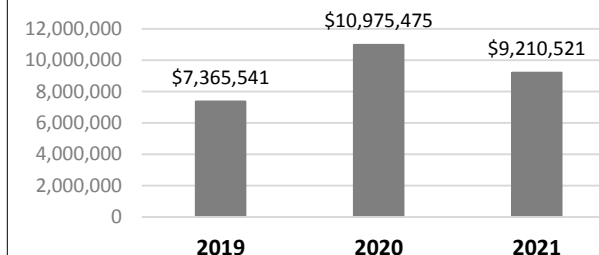
Arts Organizations Receiving Investments



Individual Artists Receiving Investment



Amount of Investment in Art Organizations



The story behind the numbers

- Invested in over 200 arts organizations through the Operating Grant Program, project grants, and the Organization Structural Change Grant.
- 2020 investments in individual artists was much higher due to a one time program to fill the revenue gap from events cancelled due to COVID-19.
- Continued to leverage investment dollars in art companies that are critical to the overall health and vitality of the arts sector, for example through their impact on the number of arts experiences available for Calgarians.

Impact of COVID-19:

Continued to focus on the impact of COVID-19 by awarding \$11.6 million in grant funding to support art companies and individual artists, and continued support for the RISE UP YYC city-building collaboration to connect Calgarians with live experiences/events.

Advancing Equity, Diversity and Inclusion

Continued to offer programs designed for equity-seeking artists and art groups including ArtsShare (\$644,737), Original Peoples Investment Program (\$549,996) for the preservation and revitalization of First Nations/Metis/Inuit cultures, the Indigenous Artist Microgrant (\$48,450), and Honouring the Children Grant (\$68,250). CADA is also a member of the Anti-racism Funders Table, and hosts a Community Equity, Diversity, Inclusion and Accessibility Working Group.



CALGARY ARTS DEVELOPMENT AUTHORITY LTD. Civic Partner 2021 Annual Report

STRUCTURE

1. Vision, Mission and Mandate:

Vision: A creative, connected Calgary through the arts where everyone is empowered to live a creative life.

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 2019-2022 strategic framework, which is also guided by *Living a Creative Life: an Arts Development Strategy for Calgary*, with the overarching vision: Calgary is a place that empowers every resident to live a creative life, fuelling a vital, prosperous and connected city. Our north star is to embed arts and culture into Calgary's identity and its DNA.

Mandate: We invest and allocate municipal funding for the arts provided by The City of Calgary and leverage those funds to provide additional resources to the arts sector. Our programs support hundreds of arts organizations, individual artists, artist collectives and arts events 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.

Our Values, which are set out below, guide how we conduct our work:

- **Equity.** We believe in creating equitable access for Calgarians who have had less opportunity for philanthropic and governmental support due to systemic barriers that exist in our community.
- **Diversity.** We believe in supporting artistic endeavours that reflect our diverse community and in supporting the work of artists of diverse backgrounds.
- **Inclusion.** We believe in engaging diverse voices and perspectives in shaping and furthering the work that we do.
- **Accessibility.** We believe in eliminating systemic barriers that prevent people who encounter physical, mental, or cultural barriers to spaces, programs, and services from participating in the arts.

We honour these values by following these principles:

- No policy, practice, or program should be decided by us without the participation of members of the communities affected by that policy.
- We will design our policies, practices, and programs so that they do not create systemic barriers that are contrary to our values.

2021 RESULTS

2. **What key results did your organization achieve in 2021 that contributed to one or more of the [One Calgary Citizen Priorities](#), or contributed to Council-approved strategies such as *Calgary in the New Economy: An economic strategy for Calgary*, *Calgary Heritage Strategy*, *Cultural Plan for Calgary*, *Corporate Affordable Housing Strategy*, or other strategy.**

Calgary Arts Development was created to strengthen the arts for the benefit of all Calgarians. We put public dollars to work for the public good through grant investment programs, arts development strategies, public art, research, communications, and partnerships.

2021 was the third year of our current four-year strategic framework, which is centred around two strategic priorities.

Strategic Priority 1: Fostering a sustainable and resilient arts sector. This is done through four focus areas: Grant Investment; Arts Development; Knowledge, Impact and Accountability; and Awareness and Connection.

Strategic Priority 2: Arts-led city-building. We believe the power of the arts can build a great city. We advance our city-building work through three focus areas: Vibrant Downtown; Everyday Creativity; and 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 groups and civic partners as well as One Calgary Citizen Priorities.

2021—year two of COVID—was another challenging year. The pandemic had a devastating effect on the arts sector, and particularly on individual artists. At Calgary Arts Development, our approach to COVID is guided by three Rs—Relief, Recovery, and Resiliency. 2021 continued to be a year that focused on Relief. Internal and external research continues to paint a grim picture of how the pandemic is affecting the arts community. In particular, it has impacted individual artists' ability to earn a living, create art, present their creations, and their perceptions of Calgary.

In 2021 we published our most recent Arts Professionals Survey report, which demonstrates a bleak environment for arts professionals in our city. Arts professionals are struggling financially, more than ever. In the past, most survey respondents reported earning low individual and household incomes but never at levels now being reported. 57% of arts professionals reported earning an income under \$35,000 per year, much lower than the Calgary average of \$60,244. And 75% of family incomes fell below the Calgary median, a continuing decrease in household income for those working in the arts.

Another consequence of the lack of work opportunities in our sector due to COVID has been that arts professionals are questioning whether Calgary is a good place to live. In 2017, 57% agreed that Calgary was a good place to be an artist, but in this recent survey that number dropped by almost half with now only 30% of arts professionals agreeing that Calgary is a good place to be an artist. And only 31% of respondents felt that Calgary was supportive of their work. You can read the full Arts Professionals report [here](#).

Even though artists were hard hit by the pandemic, we also know that people continued to lean on the arts in 2021 to lift their spirits, to find connection, meaning, and joy in their lives. Throughout the pandemic, there was a seismic rise in the number of artists and arts organizations who found ways to connect with audiences and communities through digital platforms as well as hosting a number of safe live experiences. In the second half of 2021 the arts sector started, slowly but surely, to open up again to live, in-person experiences.

Key Results – A Prosperous City

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

Research and community engagement tell us that the arts are important to people for a variety of reasons—as a means of expression; to feel connected to oneself, to others and to place; to bring meaning to our lives; to offer opportunities for shared experiences with friends and loved ones; to connect to our emotions; to tell our stories; and to engender a sense of belonging. A vibrant arts scene is extremely important to attract talent and business to our city, to attract visitors, to keep young people in our city, and to make Calgary a great place to make a living and a great place to make a life.

Our number one priority is to ensure that Calgary has a strong, resilient, and vibrant arts sector that is able to serve Calgarians now and for generations to come. Our primary focus in 2021 was to continue to provide relief to Calgary's arts companies and to individual artists, and to ensure they could survive the ongoing pandemic disruption. One of the primary ways we do this is through our grant investment programs. Calgary Arts Development invests a minimum of 75% of our City grant into the arts sector, which in 2021 translated to \$11.6M invested in more than 200 arts companies and more than 200 individual artists and arts collectives. A full list of all recipients of funding in 2021 can be found [here](#).

SUPPORT FOR ARTS ORGANIZATIONS

The majority of the money we distribute to arts organizations is through our *Operating Grant Program*, which provides the stable, predictable funding that companies need to be successful year over year. Through this multi-year program, we invested \$6,722,135 to 166 organizations. Operating grant funds may be allocated to any area of an arts company's budget and are confirmed on a yearly basis upon the receipt of an interim report. During the pandemic, operating grants also provided some ability to be flexible and adapt to the conditions the arts sector was facing.

In 2021 we also offered *Project Grants* to support non-profit arts companies undertaking specific projects that contribute to the vibrancy and vitality of our city and provide Calgarians with opportunities to experience arts programs and events. In 2021 this program provided \$898,352 to 47 different projects.

Our unique *Organization Structural Change Grant* also continued in 2021 providing \$166,205 to companies exploring and implementing organizational changes specifically related to mergers, permanent strategic partnerships, hibernations, and closure.

SUPPORT FOR INDIVIDUAL ARTISTS AND ARTS COLLECTIVES

Project Grants for Individual Artists and Arts Collectives distributed \$1,246,862 to artists or arts collectives working on a specific project in any artistic discipline that strengthened our artistic communities and provided Calgarians with opportunities to experience what artists have to offer. The funds could be used to create, develop, produce, present or disseminate artistic work. The program funded 86 projects.

The *Artist Development Microgrant* provided \$131,175 to 66 artists for professional development and business development activities as well as the completion or adaptation of work that had been affected by COVID-19.

SUPPORT FOR EQUITY-SEEKING ARTISTS AND ARTS GROUPS

Programs that are specifically designed for equity-seeking artists and arts groups contribute to a prosperous city by ensuring the rich diversity of artists in our city are supported and able to share their stories, cultures and artistic practices.

ArtShare addresses the unique needs and contexts of artists and arts groups who self-identify as equity-seeking and have experienced a variety of barriers to accessing traditional grant funding streams. It is both an equity initiative and a learning tool as we consider how to 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 \$644,737 in 49 art projects through the ArtShare program in 2021.

The *Original Peoples Investment Program* (OPIP) is a landmark Indigenous-led granting initiative that supports the preservation and revitalization of First Nations/Métis/ Inuit (FNMI) cultures through arts-based projects and activities. It was developed in 2018 by an advisory committee made up of artists, community members, Elders, and Knowledge Keepers from the Blackfoot, Tsuut'ina, Stoney Nakoda, and Métis Nations in Calgary Mohkínssstisi region and launched in 2019. In 2021, \$549,996 was invested in 38 FNMI artists and projects through this program.

The *Indigenous Artist Microgrant* supported six artists in need of small grants to advance their practice, project or career, all working to preserve Indigenous culture and traditions. The total amount granted through this program was \$48,450.

The *Honouring the Children Grant* was created as a response to the discovery of the unmarked graves in Kamloops. Funds were earmarked for Indigenous artists or arts groups who live and work on Treaty 7 territory, to create artistic projects responding to, honouring, or in memory of the loss of life, culture, ceremony, and language amongst the original peoples of this land because of the residential school system. The program provided \$68,250 to four artists in 2021.

SUPPORT FOR CULTURAL TOURISM & ECONOMIC DIVERSIFICATION THROUGH THE ARTS

The *Cultural Activation Fund* emerged from City Council's November 2018 motion with the intent to connect to economic and tourism indicators and outcomes. As part of our city-building strategic priority, we centred 2021 investments on opportunities that helped Calgarians continue to connect with the arts in safe ways during the pandemic. Many of these events also aligned with Calgary's Music City Strategy, Downtown Strategy, Winter Strategy, and the Creative Economy Strategy. The result was \$979,002 being invested through grants and \$75,170 in sponsorships to 64 projects.

Some of the projects funded through this program included Chinook Blast, Pink Flamingo's public art Black Lives Matter mural project, and RISE UP YYC Weekends. A full list of all programs funded in 2021 can be found [here](#).

SUPPORT FOR RISE UP YYC

Calgary Arts Development has been one of the main drivers and supporters of RISE UP YYC, an open-source collaboration with other city-builders such as Tourism Calgary, the Calgary Hotel Association, Calgary Economic Development, the National Music Centre, and Theatre Calgary. RISE UP YYC was created to kickstart the arts industry's recovery, connect Calgarians to safety-conscious live experiences and events, and support local artists and businesses struggling through COVID-19. RISE UP YYC has been a powerful initiative, with remarkable results in 2021 including:

- RISE UP YYC Weekends - 31 events over 17 weekends in the summer of 2021 and an additional 20 events in fall/winter.
- Over 100 submissions to the RISE UP YYC song contest with Emily Triggs winning.
- 20 Pop-Up Performances; summer of 2021 providing over 45 hours of free family-friendly programming in communities around the city with more than 40 communities applying to participate. This program received additional support from The City of Calgary, the Friends of the Federation of Calgary Communities, and the Calgary Foundation.
- Hotels Live - there were 33 Hotels Live events in 2021 featuring 124 artists and selling over 1,650 hotel rooms, with 5,013 attendees and \$328,300 in gross ticket sales.
- 7 Relaunch Lunches with over 300 attendees discussing how to keep the creative economy rolling with drive-ins, micro festivals, hotel events, and more.
- A COVID-19 Protocols Handbook specifically created for the live experience economy.
- Leadership on the CreativeCITY Steering Committee with a variety of community members including Mount Royal University, AUArts, CED, Arts Commons, and many more, and the development of an [Ecosystem Report about Calgary's Creative Economy](#) published in June 2021. A creative economy strategy will be released later this year.

PARTNERSHIPS

Over and above the RISE UP YYC collaboration mentioned above, we continued to experience the benefits of working together with other agencies who share a strong vision for Calgary. Throughout 2021 members of our leadership and managers teams were active participants in a variety of roundtables, collaborations, and workshops whose work centred around the ideas of shared prosperity, economic diversification, downtown vibrancy, and social cohesion. Some of the key work undertaken in 2021 included participation in the following:

- Business Sector Task Force hosted by The City of Calgary
- Business Advisory Committee led by The City of Calgary
- City Partners Connect - marketing group supporting LoveYYC, Buy Local, and a number of other local initiatives
- Chinook Blast Executive Committee and marketing sub-committee
- Innovation District focus groups
- Calgary Funders meetings
- Network of Indigenous Funders of Alberta
- Calgary Local Immigration Partnership (CLIP) Council
- Calgary Anti-Racism Funders Table

- Tri-Level arts funders meetings (building strong relationships with our peers across Canada)
- National Funders Roundtable
- Canadian Municipal arts funders meetings
- Transforming Funding Models Summit
- The New Experience Economy – multi-phase research conducted by Stone Olafson on the live experience economy and public perceptions on the effects of COVID-19
- Experience Economy panel
- The Case for Basic Income for the Arts
- Creative City Network
- National Hubs for Art for Social Change
- City of Calgary Event Advisory Committee, Festival and Events strategy, Microgrant Assessment Panel, and Downtown strategy
- Creative Calgary
- Non-profit resilience lab
- Capacity Builders meetings

Key Results – A city of inspiring neighbourhoods

Every Calgarian lives in a safe, mixed and inclusive neighbourhood, and has the right and opportunity to participate in civic life. All neighbourhoods are desirable and have equitable public investments.

As stewards of public funds for the public good, we are committed to creating conditions for **all** Calgarians, not just some, to experience a vibrant arts scene. Our values of equity, diversity, inclusion, and accessibility (EDIA) support this concept of arts for everyone. We believe that art = belonging. In 2021 we continued to embed our EDIA values into all of our work, which contributes to a city of inspiring neighbourhoods.

COMMUNITY WORKING GROUP

In the fall of 2020 Calgary Arts Development invited nominations and applications from equity-seeking artists to form a Community EDIA Working Group. This group is paid a monthly stipend, and meets monthly to advise us on our principles, values, and strategies of EDIA and to help co-design procedures, policies, statements, granting requirements and so forth to deepen our commitment to equity. The group is made up of practising artists or arts workers involved in social justice, change making or equity organizing in community. In 2021 the Community Working Group helped us improve our hiring process, develop a commitment to equity statement, and investigate methods of conflict resolution. This working group is one way for us to develop embedded community engagement and work towards new levels of shared leadership.

CULTURAL INSTIGATORS

The Cultural Instigators are citizen artists who work in community to make things better for and with artists through an anti-racism lens. The Cultural Instigators is a CADA-supported but not CADA-led initiative that supports artists doing projects in community as well as undertaking a major collaborative project called *Bringing Power to Truth*.

ART FOR SOCIAL CHANGE

The Artist as Changemaker program is a partnership between Calgary Arts Development and the Trico Changemaker Studio at Mount Royal University. Through this program in 2021 there were five artist residencies with: Trico Living Well, Confederation 55+, Sagesse, Trico Changemaker Studio, and ActionDignity. The work of the artists focused on complex problems associated with inclusion, anti-racism, and creative ageing. Creativity is being listed by some as one of the most important job skills of the future and artists are often at the forefront of creative thinking and practice. The Artist as Changemaker program investigates the ways artists can use their skills to tackle complex problems and sees the power of the arts to contribute to social change. Information about this program can be found [here](#). In 2021 we funded 10 changemaker grants with \$152,500.

In 2021 Calgary Arts Development was invited to participate in a cross-Canada art for social change national network as the Alberta representative. We extended our relationship with the Trico Changemaker Studio as a catalyst to nurture a network of community-based art practitioners and art for social change agents in Calgary. An online gathering took place in 2021 to start the process of getting to know those doing this work in Calgary and how the environment and the network could be strengthened. More information about this project can be found [here](#).

ENGAGING CALGARIANS THROUGH THE ARTS

Since its inception, Calgary Arts Development has supported 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. Of course, COVID-19 caused a major disruption to the arts sector and the live experience economy, but we did see things start to open up again in 2021, with the RISE UP YYC performances mentioned above, and with some festivals and arts companies starting to open their doors again in the second half of the year to live in-person experiences. In addition to that, most organizations and many individual artists adapted to online performances and events during the pandemic.

The total number of public events presented by those companies who received funding through our operating grant program in 2021 was over 10,000, with more than 7,500 events taking place in Calgary. Total attendance in Calgary was over 2,000,000 in 2021, with over 2,300,000 attending when including activity by Calgary artists taking place outside of the city. As some operating grant clients are still completing their fiscal year, final totals will be available in early June. Even without final numbers available, this represents a significant increase in attendance from 2020.

In addition to the public events above, there were over 6,000 activities for youth provided by our operating grant clients with a total attendance of over 230,000. Early estimates show a significant increase in both events and attendance when compared to 2020 totals.

Natalie Meisner was selected as the fifth Poet Laureate from 2020-2022, her time taking place entirely during the pandemic. Her poetry demonstrates the healing power of the arts and is steeped in empathy and caring. Natalie's legacy project is called *This Might Help* – an online home for recorded audio poems written by and for Calgarians and the world, addressing the challenges facing us right now as a society. It is a public art project with a mandate to put poetry in the hands of everyone. Visit [here](#) to find out more or to listen to the audio poems. Calgary Arts Development also

featured one of Natalie's pieces called *The Poem Wants* as our holiday greeting at the end of 2021. You can see a video of this poem [here](#).

PUBLIC ART

In March 2021 Calgary Arts Development was selected by The City of Calgary as the future provider of the public art program. We are honoured to serve as the stewards of the public art program, as it aligns perfectly with what we stand for: our commitment to artists and community, accountability, and engagement; our commitment to EDIA; our Reconciliation journey; our breadth of knowledge and deep relationship with Calgary's arts ecosystem; and our vision for a creative, connected Calgary through the arts. We see the public art program as one tool for community development and belonging – a definite driver for a city of inspiring neighbourhoods. We will strive to run a public art program that is centred on dynamic exchanges between artists and community, that reflects who we are and what we value as a city, that Calgarians can connect with and that reaches everyone in every corner of our city. We believe this program will reflect the rich ethnocultural diversity of Calgary, amplify all stories including Indigenous voices to tell the stories of Mohkínsstisi, and one that will offer many community engagement opportunities for Calgarians. 2021 marked the first year in a three-year transition of this program from The City to Calgary Arts Development.

We still have a long way to go in fully transitioning the program but in 2021 we dipped our toes in by running two public art microgrant programs – an artist initiated microgrant and a community initiated microgrant. The community initiated microgrant program committed \$97,723 to 11 projects across Calgary. The artist-run microgrant program supported 4 projects with \$140,653.

Public Art continues to be a huge learning curve for us, but we are excited and energized by the process.

DEEPENING COMMUNITY ENGAGEMENT

The arts build bridges, challenge stereotypes, increase understanding, empathy and resilience. They provide ways to celebrate our city's rich ethnic diversity, participate in civic life, and create a sense of belonging. We envision a Calgary where there is a resilient and sustainable arts sector that is safe and welcoming for all – artists and audiences – regardless of race, ancestry, place of origin, colour, ethnic origin, language, citizenship, creed, religion, gender identity, sexual orientation, age, marital status, physical, or mental abilities. This is central to our values as an organization that stewards public dollars for the public good.

In 2021 we undertook the following activities and initiatives to increase and deepen community engagement:

- Hosted two Commitment to Equity virtual town halls with guest speakers to share ideas and learning in our community
- Continued to support the work of equity-seeking artists through our granting programs, with emphasis on the Original Peoples Investment Program, the Honouring the Children Program, the ArtShare Program, and the Artist as Changemaker Program
- Amplified the stories of artists that reflect the rich cultural diversity of our city through The Storytelling Project, with a particular focus on sharing diverse stories through podcasts and our web series

- Continued our reconciliation and right relations journey in 2021 with the final gathering of the 2019-2021 Aisinna'kiiks dinner and dialogue series that brought together those who have been on this land longest with those who are newcomers to Calgary. A video capturing the spirit of Aisinna'kiiks can be seen [here](#).
- Promoted Sable Sweetgrass to Director, Engagement and Reconciliation - a new leadership position at Calgary Arts Development
- Worked closely with an Indigenous Advisory on our Original Peoples Investment Program
- Worked with The City's Guiding Circle on public art protocols and engagement
- Attended learning sessions on St. Dunstan's School
- Participated on Indigenous Funders Circles, a gathering at Writing on Stone with Blackfoot Elder Saa'kokoto, and various educational opportunities
- Provided administration for the Pink Flamingo Black Lives Matter murals project
- Supported the Shaw Pride murals project
- Supported Nigerian artist Lanre Ajayi's web series *My City Speaks to Me* to amplify the stories of Calgary through his eyes and his community connections
- Supported the Authentically Indigenous Art Market
- Posted an RFP to hire consultants to conduct equity audits in order to increase our commitment to Indigenous reconciliation, racial equity, disability justice, and gender and sexual diversity
- Partnered with Arts Commons to conduct research on arts and youth in our city, which will be completed in 2021
- Participated in Racial Equity in Art Funding workshops conducted by Grantmakers in the Arts
- Hired a Community Liaison to increase community engagement
- Participation on panels related to equity, diversity, inclusion and accessibility for the Impact 21 Festival in Ontario and a national conversation with artists hosted by Cultural Pluralism in the Arts Movement Ontario

EVERYDAY CREATIVITY

Living a Creative Life, Calgary's arts development strategy encourages everyday creativity for all Calgarians. This strategy, stewarded by Calgary Arts Development, had over 200 signatories by the end of 2021.

Accessible, appropriate arts spaces play a huge role in increasing vibrancy throughout Calgary. We would like to ensure that neighbourhoods throughout the city are infused with creativity through accessible and vibrant spaces. SpaceFinder Alberta was discontinued in 2020 and Calgary Arts Development undertook community engagement led by J5 to investigate the best way forward. Their recommendation is to promote a variety of space matching platforms in the market instead of creating a new one.

Our Spaces Consultant, Joni Carroll, has participated in a number of conversations, plans, and strategies around space and how vibrant spaces contribute to a vibrant community.

Calgary Arts Development staff participated in a number of conversations and contributed to City strategies such as the Festivals and Events strategy and the Downtown Strategy.

Calgary Arts Development continues to participate on the Fine Arts Advisory for Calgary Board of Education to gain a better understanding of what arts companies 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 interactions with the Calgary Catholic School Board, U of C, MRU, AUArts, SAIT, Bow Valley College, and Ambrose University.

cSPACE King Edward, which is a subsidiary of Calgary Arts Development, continues to contribute to the vitality of the Marda Loop neighbourhood. It has been housing a variety of tenants at full capacity since opening day and had been averaging 4,500 weekly visits to the facility pre-COVID. Occupied with tenants ranging from individual artists and collectives to non-profit organizations, the space has become a vibrant community hub that features an outdoor market on weekends during the summer.

Key Results – A healthy & green city

Calgary is a leader in caring about the health of the environment and promotes resilient neighbourhoods where residents connect with one another and can live active, healthy lifestyles.

Arts contribute to well-being and have played an important role during COVID in increasing connections and reducing social isolation. 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.

Calgary has embarked on the ActiveCityYYC plan with the goal of making Calgary Canada's most liveable region. The ActiveCityYYC plan is directly related to the Creative Economy Strategy that Calgary Arts Development is a part of.

The Cultural Leaders Legacy Artist Awards, which were given out at a virtual gathering in 2021 awarded three projects specifically focused on health and a green city:

- The ATB Financial Healing Through the Arts Award was given to Heather Morigeau, an artist who demonstrates how arts can empower multiple forms of healing; be it cultural healing, addiction recovery or living with mental health challenges.
- The RBC Emerging Artist Award was given to Tank Standing Buffalo, an unconventional and marginalized artist who has risen from difficult circumstances, creating opportunities to grow, create work and succeed as one of Calgary's most up-and-coming filmmakers.
- The TD Indigenous Artist Award was given to Alberta Rose Williams who often uses found or repurposed materials to create work that speaks to broader audiences as well as reducing some of the waste prevalent in our society. She feels that this practice is inherent with Indigenous cultures of practicality or using materials to their full potential and acting as a steward of the land.

Key Results – A well-run city

Calgary has a modern and efficient municipal government that is focused on resilience and continuous improvement to make life better every day for Calgarians by learning from citizens, partners, and others.

As mentioned earlier, our top strategic priority is to foster a resilient and sustainable arts sector, which is aligned with Calgary's focus on resilience.

One of our strengths in terms of continuous improvement and learning is the amount of research we do. Our research activities increase our capacity as a knowledge hub and improve our ability to be a strategic advisor to City Council. Calgary Arts Development continues to work closely with the City of Calgary Arts & Culture Division to ensure we are supporting each other's work.

Research projects in 2021 included the following:

Future of Calgary's Live Experience Economy (Wave 1 June 25, 2020; Wave 2 August 24, 2020; Wave 3 November 20, 2020; Wave 4 January 29, 2021; Wave 5 April 22, 2021) Calgary Arts Development is one of the sponsors of the work Stone-Olafson is doing to measure how audiences will engage post-pandemic. It has been extremely helpful in gauging the public's concerns as well as their motivations, behaviours, and pent-up desire to return to in-person gatherings. The learnings from this work will help guide arts groups as they plan for re-opening when the time is right.

Arts Professionals Survey In 2020 we did the field work on our latest Arts Professionals Survey and published the results in the spring of 2021. As discussed earlier, the report demonstrates a bleak environment for arts professionals in our city. They are struggling financially, more than ever and fewer of them feel that Calgary is a good place to live. The findings in this survey have informed our planning for 2022, with an increased focus on individual artists within the arts ecosystem.

In 2021 Calgary Arts Development, with support from DataArts, completed the second demographic profile of the non-profit organizations supported through the operating grant program. The report is an update on the 2017 Equity, Diversity, and Inclusion (EDI) survey. The survey focused on the demographics of the arts sector, including artists, administrators, and volunteers. The full report will be available in 2022 once related 2021 Statistics Canada census data is available for comparison.

We have been dedicated to using research to gain evidence-based knowledge about our sector for a number of years. Data from our own studies as well as external projects build our knowledge and guide our decisions. Calgary Arts Development is seen as an arts research leader in Canada.

In 2020 our Research and Policy Manager Gregory Burbidge completed his term as Chair of the Cultural Research Network, an international resource-sharing community of practice for people involved in arts and culture related research. With approximately 900 members from around the globe, the network is a collaborative platform that provides opportunities to explore project or professional connections, methodological challenges, technological innovations, standards and practices, and shared infrastructure.

3. Using the chart below, please report your 2021 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off.

	Performance Measure Name	2019 results	2020 results	2021 results	What story does this measure tell about your work?
How much did you do?	Unique arts organizations receiving investment	200	221	219	Investment in arts organizations contributes to a resilient and sustainable arts sector
		101	274	228	Individual artists contribute to the vibrancy of our city and give Calgarians opportunities for high-quality artistic

	<i>Unique individual artists receiving investment</i>				<i>experiences. They were particularly hard hit during the pandemic</i> <i>In 2020, individual artists could receive support through a program supporting lost revenue from cancelled events due to COVID-19, which is why the individual artists supported in 2020 was much higher than in other years.</i>
How well did you do it?	<i>Amount of investment in arts organizations</i>	\$7,365,541	\$10,975,475	\$9,210,521	<i>Investments in artists and arts companies is critical to the overall health and vitality of the arts sector and therefore to the vibrancy of our city and the number of arts experiences available to Calgarians.</i>
	<i>Amount of investment in individual artists and collectives</i>	\$1,214,771	\$1,491,786	\$2,397,102	
How are Calgarians better off?	<i>Total activities produced in Calgary by organizations receiving operating grant support</i>	12,573	7,486	7,500+	The disruption of COVID is apparent in the numbers of activities produced by Calgary arts organizations in the last two years.
	<i>Total number of youth education activities by organizations receiving operating grant support (not included in number above)</i>	9,118	4,494	6,000+	

4. Briefly describe the any key impacts of COVID-19 on your operations in 2021.

The pandemic continued to test our adaptive capacity. Thankfully we were already set up to work virtually so COVID didn't disrupt our ability to get our work done. We approached our response to COVID with three Rs: Relief, Recovery, and Resiliency. 2021 continued to be focused on Relief. Key impacts included the following:

- Staff continued to work remotely
- Most meetings were done via zoom, by phone, or on other digital platforms
- All payments are now made using direct deposit to eliminate the need to write cheques
- Staff burnout became an issue with an unrelenting volume of work, coupled with a growing staff due to the addition of the public art program, and the isolation of working from home
- Grant assessment committees and awards juries met online
- We continued to host virtual town halls, some just to share information about what we were doing, and some focused on our commitment to equity
- Increased collaboration with other city-building agencies, researchers, and funders

5. Briefly describe any quality improvement changes or operational efficiencies your organization was able to achieve in 2021.

- Our most recent staff surveys indicate that people are wanting to continue having a hybrid of in-office and at-home working post-pandemic. Since we are set up to work remotely, this will be an easy thing to implement.
- Some meetings are more efficient on-line, with no need for travel or parking. We expect to continue with a mix of in-person and virtual meetings post-pandemic.

- We will continue to make payments through direct deposit.
- There could be a mix of in-person and online grant assessment processes.
- We may continue to communicate with our sector through virtual town halls in addition to live gatherings.

6. Did your organization implement any strategies or approaches in 2021 that supported racial equity in the delivery of programs or services?

Yes, we definitely deepened our commitment to racial equity through deeper community engagement, through our granting programs, through learning opportunities, and through relationships as described earlier in this report.

7. Did your organization implement any further changes to strategies, programs or services in 2021 to address equity, diversity or inclusion?

Yes, our core values are equity, diversity, inclusion, and accessibility and we deepened our commitment to all of those values as described earlier in this report.

8. Briefly describe how your organization worked in partnership with other community, private or public organizations to achieve shared results for Calgary and Calgarians in 2021.

We have addressed our major partnerships and our approach to relationship building throughout the report.

RESOURCES

9. Please estimate how The City's operating funding was allocated in 2021. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.

4.47%	Advertising and promotion
76.88%	Programs or services
0.96%	Office supplies and expenses
6.41%	Professional and consulting fees, Staff compensation, development and training
9.35%	Training
0.07%	Purchased supplies and assets
0%	Facility maintenance
0.45%	Evaluation or Research
0.17%	Catering and hosting
0.02%	Bank charges
0.12%	Travel
0.03%	Amortization

1.07%	Rent
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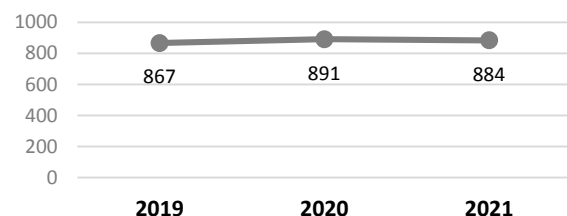
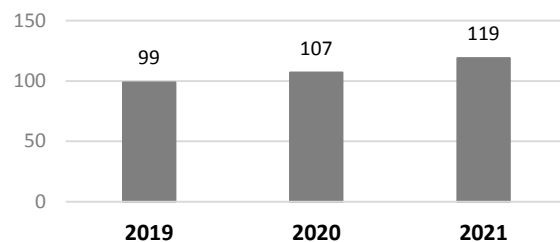
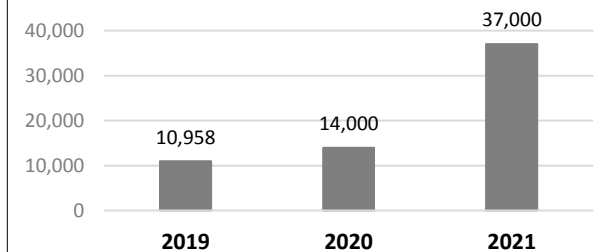
10. Did volunteers support your operations in 2021? If yes:

How many volunteers?	119
Estimated total hours provided by volunteers:	3,530

11. What resources or funding sources did your organization leverage to support operations in 2021?

\$86,000 from Sponsorships
 \$351,040 from Calgary Arts Foundation
 \$80,000 - Travel Alberta Cooperative Marketing Grant
 \$87,724 - RISE UP revenues
 \$4,255 - from Showpass

12. Did your organization receive any awards or recognition in 2021 that you want to highlight?

CALGARY HERITAGE AUTHORITY (HERITAGE CALGARY)**Vision:** A city that understands and values its diverse heritage.**Mission:** To embrace and keep space for the stories of this place.**One Calgary Line of Service:** *City Planning and Policy* *Registered Charity***2021 City Investment****Operating Grant:** \$343,000**Calgary Heritage Reserve Disbursement:** \$150,000**2021 Results****Growth of Inventory of Historical Resources****Total Designated Sites****Website Visits****The story behind the numbers**

- Calgary's Inventory of Historic Resources continues to grow as the city ages. This measure reflects that Calgarians recognize the importance of having a record of our heritage assets.
- Even with limited tools and incentives, the number of Municipal Historic Resource designations continue to increase. Calgarians continue to see the benefit of designating their properties for future generations.
- In 2021, Heritage Calgary published 68 blog posts and guest posts, and the number of page views and website visits more than doubled.

Impact of COVID-19

Minimal impact to operations in 2021, apart from not being able to host in-person events, including the Heritage Calgary Awards. Continued to build digital platforms to educate and inform Calgarians about Calgary's heritage.

Advancing Equity, Diversity and Inclusion

Through a Council Innovation Funded project, Heritage Calgary built relationships with Indigenous Elders and community members. Explored the possibility of including Indigenous cultural sites and landscapes on the Inventory. Hosted and partnered on a variety of events and initiatives to celebrate Calgary's diverse history including a collaboration with the University of Calgary Black Law Student's Association on a plaque commemorating the home of Violet King's family, and a Heritage Calgary Award for the children's book *Howdy, I'm John Ware*.



CALGARY HERITAGE AUTHORITY (HERITAGE CALGARY) Civic Partner 2021 Audit Report

STRUCTURE

1. Vision, Mission and Mandate:

Our Vision:

- A city that understands and values its diverse heritage.

Our Mission

- To embrace and keep space for the stories of this place.

Our Mandate

- Advise Council on all matters relating to Calgary's heritage.
- Evaluate potential historic sites.
- Maintain Calgary's Inventory of Evaluated Historic Resources.
- Promote public awareness of our shared heritage.

2021 RESULTS

2. What key results did your organization achieve in 2021 that contributed to one or more of the [One Calgary Citizen Priorities](#), or contributed to Council-approved strategies such as *Calgary in the New Economy: An economic strategy for Calgary*, *Calgary Heritage Strategy*, *Cultural Plan for Calgary*, *Corporate Affordable Housing Strategy*, or other strategy.

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 has been proven to lead to higher property values and increased tax revenues, the creation of jobs across a diversity of sectors, revitalized neighbourhoods, and economic growth through tourism.

In 2021, Heritage Calgary added 12 new historic sites to the Inventory and re-evaluated 36 historic resources. Fourteen (14 sites) received legal Municipal Historic Resource (MHR) designation. We continue to advance the evaluation and re-evaluation of historic sites to support the City and property owners in preparation of the residential tax credit, anticipated to be implemented in 2023.

There are currently nearly 900 historic resources listed on the Inventory, and last year we designated our 119th Municipal Historic Resource. Interest in Calgary's diverse heritage continues to grow, as demonstrated by Inventory and designation growth and increasing engagement with heritage programs and communications.

A City of Safe & Inspiring Neighbourhoods

One Calgary Citizen Priorities encourages engaging Calgarians at the neighborhood level in a way that encourages local community connections and active participation in civic life across all ages, cultures and stages of life (N1). Heritage Calgary recognizes that Community Associations are

excellent community stakeholder groups through which we can engage Calgarians about heritage in all its forms at the community level. Heritage Calgary continues to work with community associations to participate in local area planning processes and collaborate with heritage advocacy groups. In 2021 this included a partnership with the Hillhurst Sunnyside Community Association on a historical context paper for the area. We also partnered with the YWCA for an event on the Women on Calgary City Council, with Pioneer Acres for an online lecture on Royal Visits to Calgary, and with Chinook Country Historical Society on several events for Historic Calgary Week. In 2021 we supported our fourth Historian in Residence in partnership with the Calgary Public Library. 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 Metis Region 3. To show our appreciation for our growing social media community we partnered with Shelf Life Books on an Instagram giveaway. The winner received a complete set of books written by our Historians in Residence. We also partnered with the Inglewood BIA for a takeover of their Instagram account, leading two online tours via their Instagram Stories. We shared the initiatives of local organizations such as the Calgary Atlas Project, Historic Calgary Week, and the Calgary Horticultural Society. In collaboration with the University of Calgary Black Law Students' Association (BLSA), we presented a plaque commemorating the King family including siblings Violet King and Theodore King, who are recognized for their work to advance racial equality in Alberta and are a significant part of Alberta's civil rights history.

Council recognizes that protecting our heritage will enrich the sense of place in our communities. In 2021, Heritage Calgary implemented an Inventory re-evaluation program to re-evaluate nearly 100 residential and religious inventory sites in anticipation of the City's commitment to "increase investment in The City's heritage grant program" (N3). This was a significant escalation of existing Inventory and Evaluation work and saw an increase of 200% in new and updated evaluations of historic sites added to the Inventory. In early 2022 Heritage Calgary, in collaboration with the City, implemented an updated version of the online Inventory of Evaluated Historic Resources.

Heritage Calgary continues to collaborate with The City on several major heritage policy projects (N3, N5). Heritage Calgary has been an active stakeholder in and contributed to the development of the Guidebook for Great Communities and the affiliated North Hill Communities Local Area Plan, the recently released Greater Downtown Plan (formerly the Centre City Plan), and the Chinatown Cultural Plan. Heritage Calgary also actively reviews and comments on Development Permits (DPs) that will impact Inventory resources. We strive to achieve a balance of preservation of historic elements of buildings while making way for adaptive reuse of the building. We continue to work with The City on the development, piloting, and implementation of forthcoming Heritage Conservation Tools.

A Healthy & Green City

On November 16, 2021 the Calgary City council declared a climate emergency in recognition that Calgary needs to "address climate change in a way that engages Calgarians, resonates with the majority, and doesn't alienate people" (H1). The preservation of heritage buildings is a way to become more sustainable as a city while grounding the concept of climate change in a tangible, understandable way for Calgarians. We continue to advocate for the retention of historic buildings through preservation incentives and heritage designation, and the integration of historic buildings into new development. These actions support the One Calgary Citizen Priorities and are supported by the *Economics of Heritage* report Heritage Calgary commissioned in 2018, recognizing 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 historic buildings support efforts towards a more resilient local economy and environmentally sustainable communities. In the journey to become “a healthy and green city”, parks and greenspaces must be prioritized and increased across the city (H6). Our heritage is not just buildings, but also includes trees, streetscapes, and greenspaces. Heritage Calgary continues to collaborate with Calgary Parks to retain and celebrate the heritage elements of certain greenspaces, adopt historic streetscapes as Municipal Historic Resources, and advocate for the protection of heritage trees and landscape elements.

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”. Heritage Calgary first engaged with implementing the Truth and Reconciliation Calls to Action in 2019-2020, collaborating with the Mayor’s Office and the Calgary Aboriginal Affairs Committee to write and finalize the text for the Reconciliation Bridge plaque. At the end of 2020 Heritage Calgary submitted a proposal to The City’s Civic Innovation Fund to pursue the development of a framework for naming, renaming, and commemoration across Calgary, for individuals and organizations including non-profits, education institutions, community associations, and The City itself. This project will include in-depth and extensive engagement with local and regional Indigenous representation, but will also extend further beyond this to include a diversity of stakeholder groups who have traditionally been under-represented in the naming, renaming, and commemoration conversation.

Downtown Strategy: Heritage Calgary participated as an active stakeholder in the creation of Calgary’s Greater Downtown Plan throughout 2021. Heritage is unavoidable when considering the future of the downtown area – over 30% of the buildings on the Inventory of Historic Resources are located in these communities. The outcome was a strong plan with heritage recognized as a foundational element, rather than simply a policy section.

Cultural Plan for Calgary: Heritage Calgary continues to advance the Cultural Plan for Calgary, broadening our focus in 2021 to better include the city’s intangible heritage, such as community stories, place names, traditional skills and beliefs. We are focusing on building platforms for all Calgarians to tell their story about their contributions to create this city; delving into the complexities of naming, renaming, and commemoration through our framework project; and making creative partnership opportunities with heritage organizations.

Calgary in the New Economy: This economic strategy for Calgary has four strategic focus areas. One of these strategies is “place – we aim to be Canada’s most livable city”. Heritage in all its forms contribute to the vibrancy and quality of life in the great cities around the world, from iconic historic structures to historic streets being activity hubs where people gather, shop, dine, and celebrate. This economic strategy pursues three key initiatives to become Canada’s most livable city, including “expand and enhance tourism, cultural and recreational assets”. Heritage Calgary continues to represent the benefits of heritage in this discussion.

Heritage Strategy: We continue to collaborate with Heritage Planning on implementing the Calgary Heritage Strategy. This includes furthering work on future heritage conservation incentives, identifying and advancing public appreciation regarding cultural landscapes, enhancing the publicly accessible Inventory of Historic Resources database, and generally working to heighten awareness of the value of, and issues regarding preservation of Calgary’s historic resources. We know that Planning has the Heritage Strategy on their workplan to update in 2022/2023. We would encourage

the City to consider broadening the strategy to be more than just built heritage focused as it currently is written.

3. Using the chart below, please report your 2021 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off.

	Performance Measure Name	2019 results	2020 results	2021 results	What story does this measure tell about your work?
How much did you do?	Growth of the Inventory	867	891	884	Every year the Inventory continues to grow as Calgary continues to get older. Calgarians recognize the importance of the Inventory and having a record of our heritage assets.
	Total Designated Sites	99	107	119	MHR designations continue to increase. Even with limited tools and incentives, Calgarians continue to see the benefit in designating their properties for future generations.
How well did you do it?	Number of Plaques	87	91	95	In 2021, we held an auction of historic artifacts from the Centre Street Bridge and the Queens Hotel. The auction raised \$65,000 which was used to create an endowment with the Calgary Foundation to fund the plaque program. Privately owned properties that are formally designated as Municipal Historic Resources can now obtain a plaque at no personal cost.
	Website Visits	10,958	14,000	37,000	In 2021, we published 68 blog posts and guest posts, and the number of page views and visits to our website more than doubled. We explored subjects such as the women of Calgary City Council, LGBTQ2+ history, the women of Chinatown, the story of Jack White Goose Flying, and Calgary's prehistory. We also published features on the Heritage Calgary Award winners to highlight their incredible achievements and contributions.
How are Calgarians better off?	HC Self-Guided Walking Tours	0	4	6	This year we added two new tours to our series of self-guided walking tours, making a total of 6 available on our website.

	Heritage Calgary Awards	NA	NA	7 award winners	The Heritage Calgary Awards serve as an opportunity to celebrate, share, and understand the diverse heritage of our shared home. In 2021, we recognized 7 award-winners in a diverse set of categories, evaluated by a community jury.
	Newsletter Subscribers	780	801	1245	Our newsletter remains a popular source of information for our community, with over 1200 subscribers and an average 52% open rate, well above industry averages. Our monthly newsletter collects the most interesting and important updates in one convenient location.
	Media Interviews & Appearances	39	32	37	Calgarians are increasingly interested in heritage issues, and we welcome coverage from TV news, radio, and online outlets. This year we had 37 media interviews.
	Facebook Twitter Instagram	1330 1030 NA	2700 1300 627	3577 1852 1289	We continue to share stories and information about our diverse heritage on our social media channels. Our community is highly engaged, often sharing memories and discussions about Calgary's heritage. In 2021 our following grew across all platforms and doubled on Instagram.

4. Briefly describe the any key impacts of COVID-19 on your operations in 2021.

While we were still unable to host in-person events we continued to build our digital platforms to educate and inform Calgarians on our cities diverse heritage. We were not able to hold an in-person event for the Heritage Calgary Awards but were still able to recognize the winners and their contributions through a social media and publicity campaign.

5. Briefly describe any quality improvement changes or operational efficiencies your organization was able to achieve in 2021.

We continued to be prudent with our budget by managing expenses and looking for partnership or earned revenue opportunities.

6. Did your organization implement any strategies or approaches in 2021 that supported racial equity in the delivery of programs or services?

We continue to make progress on making our programs and services more equitable by looking to partner with community organizations such as the Black Law Students Association at the University of Calgary to celebrate and commemorate the home of Violet King with a plaque.

Over the course of the Naming, Renaming, and Commemoration Project Heritage Calgary was able to start to build relationships with Indigenous community members and Elders. These relationships will be key in our ongoing reconciliation work and looking to add Indigenous cultural sites and landscapes to the Inventory.

7. Did your organization implement any further changes to strategies, programs or services in 2021 to address equity, diversity or inclusion?

Equity, diversity and inclusion was a key pillar of our board recruitment for 2021.

The Heritage Calgary Awards community jury considers equity, diversity, and inclusion when adjudicating award applicants. The categories reflect a broad range of community contributions, including Resource Conservation, Advocacy & Volunteerism, Cultural Landscapes, Heritage Storytelling, and Heritage Trades & Craftspeople. 2021 award winners included the Siksika Archaeology Field School, as well as a children's book *Howdy, I'm John Ware* which tells the story of John Ware for a young audience.

For 2022, resources permitting, we are looking to undertake an EDI audit to help us identify opportunities as an employer, an organization that hosts programming and events, and as a proponent of heritage when it comes to equity, diversity and inclusion.

8. Briefly describe how your organization worked in partnership with other community, private or public organizations to achieve shared results for Calgary and Calgarians in 2021.

Heritage Calgary continues to work with community associations to participate in local area planning processes and collaborate with heritage advocacy groups. In 2021 this included a partnership with the Hillhurst Sunnyside Community Association on a historical context paper for the area. We also partnered with the YWCA for an event on the Women on Calgary City Council, with Pioneer Acres for an online lecture on Royal Visits to Calgary, and with Chinook Country Historical Society on several events for Historic Calgary Week. In 2021 we supported our fourth Historian in Residence in partnership with the Calgary Public Library. 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 Metis Region 3.

To show our appreciation for our growing social media community we partnered with Shelf Life Books on an Instagram giveaway. The winner received a complete set of books written by our Historians in Residence, donated by Shelf Life. We also partnered with the Inglewood BIA for a takeover of their Instagram account, leading two online tours via their Instagram Stories. We shared the initiatives of local organizations such as the Calgary Atlas Project, Historic Calgary Week, and the Calgary Horticultural Society. In collaboration with the University of Calgary Black Law Students' Association (BLSA), we presented a plaque commemorating the King family including siblings Violet King and Theodore King, who are recognized for their work to advance racial equality in Alberta and are a significant part of Alberta's civil rights history.

RESOURCES

9. Please estimate how The City's operating funding was allocated in 2021. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.

1%	Advertising and promotion
35%	Programs or services
8%	Office supplies and expenses
5%	Professional and consulting fees
51%	Staff compensation, development and training
0%	Fund development
0%	Purchased supplies and assets
0%	Facility maintenance
0%	Evaluation or Research
%	Other, please name:

10. Did volunteers support your operations in 2021? If yes:

How many volunteers?	11
Estimated total hours provided by volunteers:	1800

11. What resources or funding sources did your organization leverage to support operations in 2021?

Thanks to the successful sale of the heritage artifacts in spring 2021, which raised \$62,000, we have created an endowment fund with the Calgary Foundation to support our plaque program. This fund will be used to fund plaques for properties that have been designated as a Municipal Historic Resource, starting in 2021.

12. Did your organization receive any awards or recognition in 2021 that you want to highlight?
NA

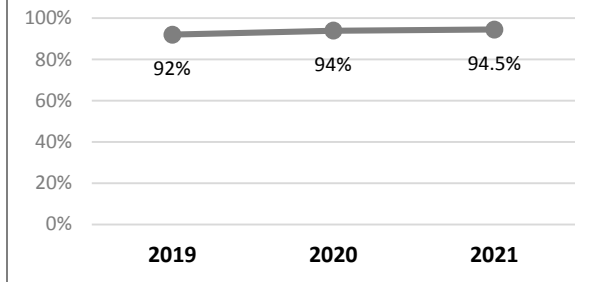
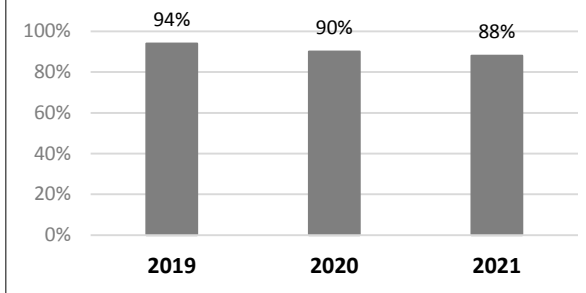
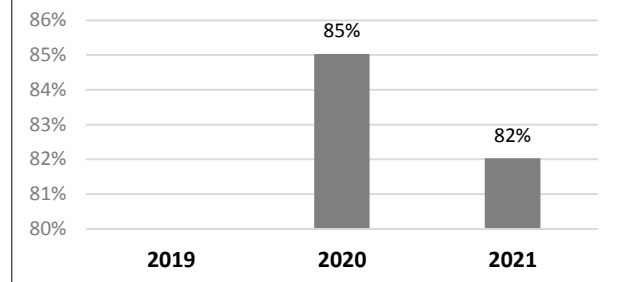
13. CAPITAL AND ASSET MANAGEMENT (for Civic Partners managing City-owned assets)

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

~~a) Provide a summary of your organization's 2021 capital work, including specific lifecycle/maintenance projects or capital projects.~~

~~b) What funding did your organization leverage to support capital activities in 2021?~~

CIVIC PARTNER 2021 ANNUAL REPORT SNAPSHOT- SILVERA FOR SENIORS

SILVERA FOR SENIORS**Our Purpose:** To support seniors to Live their Best Life.**Values:** Accountability, relationships, innovation and honesty**One Calgary Line of Service: Affordable Housing***Registered Charity***2021 City Investment****Operating Grant:** \$7,071,000**Capital Grant:** \$6,299,447**One Time Capital:** \$2,300,000**2021 Results****Resident Satisfaction****Occupancy Levels****Employee Engagement****The story behind the numbers**

- Resident satisfaction continued to show residents trust Silvera, are generally happy and have a better quality of life due to both the positive staff-resident relations and the sense of community in Silvera facilities.
- Occupancy remains high, but lower than pre-pandemic levels in part due to higher move-outs as residents moved to higher levels of care as they require more health supports.
- Employee engagement is high with staff citing generally that they feel happy and indicating their work is noble and makes a difference.

Impact of COVID-19

Impact on operations changed during the year as health orders evolved. Implemented creative solutions for dining, active living opportunities, and distancing for visitors. Focused on education and encouraging participation in vaccination programs, resulting in 96 per cent vaccination rates for residents, and 98 per cent for staff. Staff engagement continued to be high, but there is an ongoing need for recruitment and onboarding.

Advancing Equity, Diversity and Inclusion

Hosted education, awareness and trust building on National Truth and Reconciliation Day and engaged residents for feedback on equity and access.

STRUCTURE

1. Vision, Mission and Mandate:

The information for this section has not changed since our 2019 submission:

Silvera for Seniors Purpose: Live your best life.

Values: Accountability, Relationships, Innovation and Honesty

2021 RESULTS

2. What key results did your organization achieve in 2021 that contributed to one or more of the [One Calgary Citizen Priorities](#), or contributed to Council-approved strategies such as *Calgary in the New Economy: An economic strategy for Calgary*, *Calgary Heritage Strategy*, *Cultural Plan for Calgary*, *Corporate Affordable Housing Strategy*, or other strategy.

Strategy: Enough for All 2.0 Poverty Reduction Strategy

Key 2021 Results Contribution:

Silvera's property portfolio focuses on offering 'Rent Geared to Income' (RGI) suites that help ensure seniors who are financially vulnerable have housing options. The Municipal Lodge program, which is part of Silvera's offering, extends beyond RGI with legislation ensuring resident applications are point scored to ensure the highest priority seniors needs are met first. The maximum rent Silvera can collect from a senior in the lodge program must leave \$322 of disposable income for the resident, much of which is used for their prescriptions, bus pass, and other essentials like hearing-aid batteries, etc.

Silvera remains Calgary's only Municipal Lodge Program provider offering necessary supportive living, including three daily meals; weekly housekeeping; safe and affordable housing and activity programming.

During 2021 Silvera was able to advance the following key initiatives supporting affordable housing for vulnerable seniors.

- Implementation of occupancy and vacancy turnover process improvements, including re-tooling the leasing staff roles to optimize move-in efficiency and improve the resident experience. This allowed Calgary seniors to access safe & affordable housing in a more timely manner therefore mitigating risks for homelessness, unnecessary visits to hospital Emergency Departments, or activating other emergency services, including City police and social services.
- Advancing the Vista development welcoming new (extremely low income and most at-risk for homelessness) residents into the first of the newly renovated units in December 2022 with the remaining units available for occupancy in early 2022.
- Silvera experienced a 67% reduction of non-core funded Resident Support staffing complement in 2021. As a result, the emphasis was placed to optimize the remaining capacity and engage Calgary's seniors-serving organizations to offer supports to our residents. Silvera's 'Resident Support Services' have supported residents during the pandemic to minimize the determinants of poverty and homelessness: ensuring access to funding necessary to maintain living in affordable Silvera communities, facilitating access to community legal, mental health and addictions supports, etc. Innovative partnerships and

opportunities were identified for 2022, as these partner organizations rebuild their capacity to meet the increased community needs. This work directly correlates with the CORE Healthy Alberta, CBSS and Age Friendly Calgary work at provincial and local levels to improve access to supports for independence. Such partnerships include Carya, Calgary Seniors Society and Calgary Food Bank to offer supports out of Vista for most at-risk resident population there to stabilize core needs and therefore, independence.

- Silvera leveraged remote technology to stream in virtual education sessions provided by community partners regarding frequently needed supports for independence (eg. legal and financial) in lodge communities.
- Working with post-secondary MRU social work students and residents, Silvera co-developed a 'Resident Self-Advocacy Tool' for 2022 implementation. It equips and prepares residents to navigate frequently-needed external outreach supports on their own to maximize their independence and decrease reliance on the small Resident Support team.
- Silvera's fund development program was operational during 2021, although dramatically reduced with the competing environment for philanthropic dollars. Donations often are directed to basic needs, like essential personal hygiene items and special occasions, like holiday stockings for the Christmas season.

Strategy: *Calgary in the new economy: An economic strategy for Calgary*

Key 2021 Results Contribution:

Deemed by the Government of Alberta as an essential service, Silvera contributed to Calgary's economic strategy by operating through the pandemic and creating temporary jobs at the height of the pandemic for 188 Calgarians to allow seniors to remain safe in our supportive and independent living buildings. A stable work environment ensured service sustainability and lessened the negative impact on the local economy. Silvera communities engaged many local businesses and community organizations to offer services to support residents, including remotely via technology during the pandemic.

Many Calgary organizations shut their doors during the pandemic and/or reduced staffing. Silvera recruited additional staff to support the COVID-19 protocols that were mandated under the Public Health Orders around cleaning, resident and employee screening, coverage for staff isolations. Additionally, there was no reduction to our contribution to other sectors such as food purchase and delivery, supplies like cleaning, dining equipment; all the operational needs to keep our communities stable and operating.

Silvera has developed a donation-sponsored and resident-led 'Life, Learning & Leisure' program that will empower residents with meaningful opportunities to share their talents and skills: "Silvera Artist", "Silvera Scholar", "Silvera Athlete" are all signature programs developed to maximize occupancy by keeping residents physically and cognitively active, as well as engage support and participation from the broader community, partner organizations, and volunteers. Donor sponsorship for these programs will create employment opportunities for local talent (artists, students and instructors, etc.) at the lodge communities.

Silvera's 'Research and Innovation' programs created placement practicum opportunities for nursing, social work, human resources, and administration students in 2021. Student engagement in the noble work of creating quality of life for seniors allowed Silvera to attract talent of younger generations to pursue their career aspirations through these opportunities with us. Silvera residents had the opportunity to actively participate in educating the students to the needs of the senior population.

Silvera's donor-funded research programs also created student employment opportunities via paid internships. One such example, the "Grief & Loss" project, grant-funded by Home Program, provided an opportunity for social work students to develop a facilitator training curriculum for Silvera residents to provide grief & loss support to their peers. Another donor-paid internship was extended to a PhD student from U of C Cummings School of Medicine for a dementia innovation research project, that resulted in specialized dementia training curriculum being developed for Silvera staff in collaboration with CBI Home Care.

In 2022, further grant funding will open employment opportunities for delivery of this training to Silvera staff to better equip them in supporting residents with early to moderate memory loss, in addition to creating inter-generational connections.

Silvera's strategy development considers the future of technology, energy efficiency and creating livable, inclusive, dynamic, integrated communities. One example of such integration is the partnerships developed in 2021 with local paramedical providers to offer low-cost services, key to aging-in-place, to Silvera residents at every lodge community throughout 2022, at no cost to Silvera. These include podiatry, optometry, hearing aid specialist, audiology, mobile dental hygiene, and massage therapy. With influx of the diverse community partner services being offered out of every Silvera lodge, older Calgarians will have opportunity to access such services in their neighbourhood once pandemic restrictions ease. Therefore, municipally-funded lodges will serve as neighbourhood community hubs for senior Calgarians to access supports for independence and unique resident programs at low cost.

Silvera continues to improve staff wage structures, learning & development opportunities and career advancement options to fully align with this strategy by attracting human capital to our Calgary sector. Silvera's business plan and service outcomes align with this strategy's core values of remaining "relevant, entrepreneurial, prosperous and connected through incredible community spirit" which is visible in every Silvera community and their Calgary neighbourhoods

Strategy: *Downtown Strategy* **Key 2021 Results Contribution**

Our Bridgeland community hub continues to support this strategy by contributing to an integrated, thriving, and caring core. This integrated community campus of four Silvera sites (three lodges and one independent living building), provides seniors with better access to the downtown landscape, Memorial Drive green spaces, amenities, services, and businesses. Also, it provides a work environment for close to 50% of Silvera staff, many volunteers and contractors who travel on transit towards the downtown core every day.

Silvera's capital development plan is to further develop the Bridgeland campus by subdividing some of its property to allow for further densification in the area. Master planning is complete and Silvera is proceeding with subdividing and site servicing in 2022. It is a priority for Silvera to further advance this downtown-adjacent community which will contribute to increased amenities for residents and the surrounding neighbourhood. This will also further advance the downtown strategy by creating more jobs, increased foot traffic to retail and leasing space, as well as enhance connectivity.

In 2021, Silvera was awarded the Calgary Parks Foundation grant for the Bridgeland lodge residents to host a neighbourhood "Spring Fling" festival in March 2022 with local food trucks and entertainment. This festival was intended to promote fun and a vibrant gathering of Bridgeland neighbours, Silvera

resident artists, local businesses, community organizations, Bridgeland-Riverside Community Association, and the public.

The Silvera Bridgeland lodges begun installation of basketball hoops in early 2022 to promote local, intergenerational connections, as well as bicycles for Silvera residents and their visitors to increase bike path traffic and enjoy the downtown river trails. Both initiatives were co-created by Silvera residents

3. Using the chart below, please report your 2021 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off.

	Performance Measure Name	2019 results	2020 results	2021 results	What story does this measure tell about your work?
How much did you do?	a. Regulatory Compliance b. Maintain Occupancy c. Employee engagement d. Resident satisfaction	a. Compliant b. 94% c. N/A d. 92%	a. Compliant b. 90% c. 3.4/4 (85%*) d. 94%	a. Compliant b. 88% c. 82% d. 94.5%	<p>a. Silvera operates within a highly regulated industry and reports regularly on all the Legislated Compliance requirements from WCB, FOIP, Environmental regulations, CRA, Accommodation Standards, Partners in Injury Reduction (COR audit), (OHS), Public Health and PPIC. Silvera continues to manage COVID-19 outbreak Public Health Orders and safety protocols that focus on prevention. Regular and mandatory staff training is delivered annually to maintain effective staff awareness of compliance needs. In 2021 Silvera achieved 96% on its COR Health & Safety audit, therefore resulting in overall 98% compliance score.</p> <p>b. Pandemic influences, outbreaks in congregate communities and CMOH order restrictions adversely impacted occupancy in 2020 and 2021. It has been difficult to maintain high occupancy with restrictions negatively impacting move-ins, the public's misunderstanding of the difference between Supportive Living (lodge) and Long-Term Care and negative media coverage of seniors' care in congregate living. The pandemic and increased Continuing Care capacity turnover, both contributed to more than half of lodge residents transitioning to higher level of care in 2021. While overall lodge occupancy in December was 90%, Memory Care lodge occupancy remained higher at 96%, demonstrating the continued high demand for housing to support</p>

					<p>those with early memory loss in community.</p> <p>There is ongoing urgency for capital investment to maintain existing buildings and replace lodges as the infrastructure ages.</p> <p>c. During the second year of COVID-19 protocols, continuous use of PPE, managing outbreak challenges and operationalizing public health orders resulted in workforce strain and fatigue. These had a high impact on staff engagement resulting in a turnover rate of 28.8% in 2021, Silvera adopted a fully COVID-19 vaccinated workforce mandate, achieving just under 98% voluntary staff immunization. This mandate did not adversely impact staff attraction nor retention. Silvera continues to monitor and actively exercise efforts to mitigate the spread of COVID-19 by mandating all new employees be double vaccinated with a booster shot.</p> <p>The internal employee engagement survey conducted at the end of 2021 showed overall high engagement with an average score of 82%. Survey results indicated that employees remain very committed to the work of the organization and positive about Silvera's reputation to provide high quality housing to seniors. Silvera continues to monitor employee engagement as part of the annual performance appraisal process and monthly developmental conversations with direct manager/supervisors which was adopted in 2022 to boost staff morale and engagement coming out of the pandemic. Employee turnover predominantly is due to employees seeking higher compensation opportunities both in the sector and also leaving the sector into the corporate market. This reflects the current overall change in the employment market around Calgary as businesses reopen and readjust to their new reality.</p> <p>d. 2021 Resident Engagement Survey results scored similarly to 2020 and continue to show</p>
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					<p>residents trust Silvera, particularly through the pandemic – they feel safe. Throughout 2021, resident consultation surveys were completed regarding changing CMOH orders. Resident consultation feedback showed high engagement and support for implementing CMOH protocols in communities, including previously in place “visitor proof of vaccine” during waves 4 & 5. Additionally, residents are generally happy and have a better quality of life due to both the positive staff-resident relations and sense of community in our facilities and the quality of the services/programs. There is a recognition of the negative impact of the restrictions and isolation requirements that has impacted their connectivity to family and the broader community.</p>
<p>How well did you do it?</p>	<p>a. Silvera communities passed all inspections and regulatory audits with great results.</p> <p>b. Silvera’s occupancy is lower than pre-pandemic but it remains high at 88% for 2021. Silvera experienced higher move-outs in the latter part of 2021 as residents moved to higher levels of care (DSL & Long-Term care facilities) as they need more health supports. This ‘leveling out’ can be attributed to the trust we’ve built in the community and maintaining a high profile for being a safe housing organization, ensuring robust and transparent public relations and robust communication with residents, families, and staff. The Silvera leasing team have worked hard to expedite applications and expect increased demand as the population ages and as seniors struggle with rising isolation and financial pressure to maintain their homes. 2022 is dedicated to cost-effectively launch resident programs and partner community services in lodge communities to help residents age-in-place more effectively.</p> <p>c. Staff engagement is high with staff generally feeling happy, they confirm that they feel their work is noble and makes a difference. Silvera celebrated annual employee recognition and long service awards late in 2021.</p> <p>d. Silvera was Calgary Herald’s <i>Readers’ Choice</i> for Calgary’s Top Senior Residence Provider in 2021. This is affirming that we are recognized for providing quality homes for seniors. Silvera residents’ engagement and satisfaction with quality of service (meals, cleanliness and maintenance, activities, social opportunities, safety, support services, coping through pandemic, customer service) all remained very high despite pandemic influences. Our excellence in resident programs and pandemic safety initiatives were featured in several local newspapers and the Calgary Business Magazine.</p>				
<p>How are Calgarians better off?</p>	<p>Seniors have the ability and the means to live independently in community by having access to necessary supports (both internally at Silvera and externally in community). Silvera communities offer a community and culture that supports relationships and meaningful connections, including opportunities for intergenerational connections, being able to create friendships, and even get married. Seniors have more opportunities to have a better quality of life through companionship of their pet. Silvera has created several family units in select communities, enabling seniors to live with their natural supports (spouse, sibling etc.), thus improving seniors’ quality of life. Also, ability to age within an integrated community campus with supports prevents premature transitions to higher level of care, therefore reducing pressures on Calgary’s continuing care system. Specialty services allow seniors with early-onset dementia to remain living independently in community with supports, as opposed to transitioning to Designated Supportive Living (DSL), a higher-cost option. Silvera communities are safe, well maintained, and landscaped; therefore, contribute to the vibrant fabric of Calgary neighbourhoods. The deterioration of the older buildings and limited maintenance funding poses difficulties. Staff have meaningful and stable jobs and career opportunities within a growing and diverse sector.</p>				

4. Briefly describe the any key impacts of COVID-19 on your operations in 2021.

The impact on community operations continued to fluctuate with evolving Public Health Order restriction changes. Community's risk tolerance levels and exposure were constantly balanced against resident risk and choice with vaccination rates, mask adherence, and other risks to our operation considered in all decisions. The availability of vaccines was critical to protect staff and residents. With almost 98% of staff vaccinated, very few staff were put on leave without pay. Silvera focused on educating and encouraging maximum resident participation in the vaccine program via staff engagement events, resulting in approximately 96% of residents fully vaccinated. Silvera adopted a policy to only hire employees who were fully vaccinated to reduce risk for staff and residents, but also to demonstrate high safety standards. Proactive workforce management ensured shifts could be fulfilled, given staff exposure/isolation requirements and backfilling roles. The demand on HR for constant recruitment/onboarding and staff training has been very challenging. Silvera managed constant safety planning, as well as continuous assessment of risks, which helped to ensure that Silvera's operations remained stable, and the delivery of services was conducive to good quality of life. Enhanced cleaning protocols were maintained within each community on regular basis, including a regular Clorox360 disinfection rotation. Every lodge community optimized electronic screening protocols with the acquisition of a touchless application via smart tablet, and the development of an employee/contractors/family and visitors' health-screening format for efficient risk management and contact tracing. Safety protocol signage is posted at every Silvera community. Many services, such as the dining experience and active living activities continued to adapt to fit the public health restrictions, where limitations were turned into innovative opportunities. Communities re-oriented the common and outdoor spaces in creative ways, especially to facilitate distancing for visits and safe activities. Mobile activity carts were optimized to facilitate meaningful interactions for residents, particularly through long isolation periods to keep residents engaged and reduce mental strain and depression. Additionally, technology was introduced to facilitate inter-community and personal connections for residents (tablets, mobile carts with cameras, speakers, and microphones). Silvera has retained a small number of temporary COVID-19 staff (Government-funded) to support outbreaks. Regular monthly communication continues with staff and residents/families as the pandemic risks and protocols evolve. Silvera residents demonstrated exceptional resilience throughout the pandemic. Resident and family engagement and trust in Silvera's ability to maintain a safe home environment has remained high. In comparison to 2020, resident self-reported level of anxiety decreased substantially, attributed to their very high rate of vaccination. As the virus continues to mutate and transmissibility increases, combined with greater community spread, Silvera continues to experience positive cases, quicker spread, and continuing risks for all. The latest variants seem to have less severe illness, even though residents continue to pass away in hospital, many of whom were unvaccinated.

Staff engagement has remained high within each community, although staff fatigue and burnout has increased as the pandemic has progressed. Staff use of Silvera's benefit programs has increased, particularly early in 2021 where double the short-term and long-term disability cases were experienced compared to prior to the pandemic. The impact of children being eligible for the vaccine late and back in school increased the risk of exposure to Silvera's workforce and exposure-related isolation needs. To ensure workforce stability and recovery from stress, Silvera continued to employ a contingency workforce of 32 workers, down from the 188 additional staff in 2020. These are temporary, contract roles to support community operations and ensure safety protocols are adhered to, and Government of Alberta continues to reimburse for many of the COVID-19 costs (to support adherence with the Health Orders). They continue to assure the sector that they will provide notice to properly exit these additional staff. To reduce fatigue but also to mitigate large vacation carry over liabilities, staff have been requested to take vacation time while the temporary staff are in place. Staff were also allowed to borrow time off in cases of depleted sick banks to ensure safe isolation at home, in events of exposure, or while becoming symptomatic. Mental health, stress relief, dealing with death, and financial planning seminars were offered remotely and via safe in-person counselling. Staff engagement between communities and head office became more remote via online technology as transmission activity increased.

With Calgary being recognized for having the highest positive cases in the province throughout pandemic, with ever-changing CMOH direction, Silvera adopted a strategy to keep to highest safety standards and instituted resident masking in common areas on a voluntary basis due to increased outbreaks across Silvera communities. Resident isolation was implemented as per restrictions, and whenever a resident was symptomatic and under investigation until the test results were received. Both measures were successful in helping curb the transmission to a certain extent, as the outbreak activity could have been much higher as compared to peer organizations. Efficiencies in resident testing, contact tracing timelines and communication were negotiated with the health authority over time. To mitigate delays in staff testing due to lack of Public Health and Home Care capacity, Silvera negotiated a swabbing contract with a Home Care vendor, CBI, and evolved into an ability for staff to self-test once test kits became available. This preventative approach and acting quickly with potentially exposed and positive staff helped to reduce the spread of COVID-19 in our communities. Silvera continued to work closely with both AHS and CBI (Home Care) to ensure all health care providers worked cohesively and followed the same safety standards in Silvera communities. Silvera adopted rapid testing for staff as means of early surveillance via provincially and federally-funded test kits.

From January 1st to December 31st COVID-19 pandemic activity resulted in:

- 13 lodge community outbreaks, of which 8 occurred in Bridgeland (6 at the largest Aspen and Spruce communities); longest outbreak occurred at Valleyview, lasting 2 consecutive months from Feb 7th - April 7th
- total of 272 days in declared outbreak, which included 125 days in outbreak at two Bridgeland lodges (Aspen & Spruce)
- 54 positive cases, half of which at Bridgeland (Total cases: 19 residents, including 3 deaths; 35 staff)
- Totalling since beginning of COVID-19: 586 total days of declared outbreak; 26 outbreaks; 107 cases (49 residents; 58 staff; 5 resident deaths)

Silvera actively championed and advocated for timely access to vaccine for both residents and staff with ministries and health authorities, including sharing its own outbreak trends and research learnings within the sector and with ministries. Outbreak trends indicated that rising rates of confirmed positive resident hospitalization were directly correlated to the rising rate of transmission as not all residents chose to mask in common areas. Hence, timely immunization was critical to prevent further resident fatalities, health care system strain, and to lower the outbreak related costs

5. Briefly describe any quality improvement changes or operational efficiencies your organization was able to achieve in 2021.

Silvera community management developed expert knowledge in nimble risk management of COVID-19 and its transmission. Over the pandemic a Manager's 'Pandemic (COVID-19) Playbook' was created to capture best practices and innovative ways of managing risks to contain the outbreak and the basis of our current proven Outbreak Management protocols and review committee process. This was exemplified by stable, autonomous, and confident management of Manager-on-Call duties in response to emergencies and outbreak declarations.

Communication protocols were also implemented to ensure that regular timely communication was provided to educate, update, and engage residents, families, and staff. It was important to continue to demonstrate our commitment to transparency and to support educating and informing as the environment evolved.

Silvera shifted its annual Employee Conference to a remote virtual event to ensure staff capacity continued to be built, reinforce the culture, and strengthen staff resilience in a safe environment.

Silvera initiated process improvements with the upgrade of Yardi, an enterprise resource planning solution where the implementation was completed during the early stages of the pandemic. Following 2020, which was a difficult year to initiate and complete capital maintenance projects due to the pandemic, Silvera was able to execute its lifecycle capital maintenance plan for the municipal lodges, catching up on delayed 2020 projects and executing the 2021 plan.

Silvera's service strategy continued to evolve to more holistically support residents to live their best life and create solutions to challenges of aging in an outdated housing sector system. The framework, informed by research implemented throughout 2021, drove outcomes for resident quality of life, supported better determinants of health, and established system cost efficiencies. Silvera refined its staffing structure to eliminate functions/roles, and with ongoing cost pressures, repositioned resources to meet Silvera's strategic goals, ensured quality development, cost efficiencies, and optimized reporting of business performance outcomes throughout 2021. This work will be ongoing as Silvera recovers from the pandemic and workforce strain, and of course the larger employee "Great Retirement/Resignation". Silvera's committed donors, continued to support research programs to better understand trends for supporting older adults in the future, which continues to inform service design and operationalized best practice.

Program redevelopment to take advantage of technology for our residents.

As previously reported, Silvera developed a growing reputation as a trusted partner and collaborator in areas of research and community development across the city, the province, and nationally. Silvera was invited by the University of Toronto to participate in research on aging as a community partner in 2021. The University of British Columbia also reached out to Silvera to participate in our "Benefits of Pet-Friendly Tenancy on Older Adults" research project. Silvera's dynamic community engagement plan, including a digital marketing platform, were implemented to help increase marketing of vacancies.

6. Did your organization implement any strategies or approaches in 2021 that supported racial equity in the delivery of programs or services?

Silvera is proud of its continued commitment to employment and service delivery equity. Dining and resident programs included monthly celebrations and education of various ethnic cultures spanning the globe. These were very well received by staff and residents.

7. Did your organization implement any further changes to strategies, programs or services in 2021 to address equity, diversity or inclusion?

Silvera hosted an educational, awareness, and trust-building day across all our communities with the full workforce in recognition of National Truth and Reconciliation Day. This will be a part of our ongoing efforts to properly recognize the diversity that is reflected in our organization and the acknowledgement of Alberta/Canada's history with residential schools, as well as to create a more inclusive workplace. Additionally, Silvera research engaged residents to provide feedback on equity and access to resident programs to explore who participates in which activities, who does not, and for what reasons. Resident feedback uncovered two prevalent trends of resident non-participation: not speaking English and hearing challenges. 2021 program design focuses on inclusion of hearing-impaired activities and helping residents to find own affinity groups through activities.

8. Briefly describe how your organization worked in partnership with other community, private or public organizations to achieve shared results for Calgary and Calgarians in 2021.

Silvera collaborates with other affordable seniors' housing management organizations to coordinate and optimize intake and assessment processes; approaches to streamline waitlist management to facilitate more efficient and timely access to housing. Silvera partnered with multiple academic stakeholders and community organizations to research best practices to support older Calgarians and reinvent seniors housing sector: University of Alberta, University of Calgary (Haskayne School of Business and

Cummings School of Medicine), MRU, SAIT, University of British Columbia, University of Toronto; Carya, Kirby Centre, Radley Robots, YMCA, Calgary Resource Society, Inside Out Theatre (grant-funded Silvera Artist design and implementation), Calgary Humane Society (fully CHS-funded residents' cat fostering program at Valleyview), Cyberseniors (Ontario), Calgary Association of Lifelong Learners, AHS, CBI etc.

Application for funding to develop Silvera Artist framework was considered by Rosza Foundation. New Horizons funding for Silvera Scholar framework development was also secured.

RESOURCES

9. **Please estimate how The City's operating funding was allocated in 2021. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.**

0.0%	Advertising and promotion
11.6%	Programs or services
0.2%	Office supplies and expenses
0.5%	Professional and consulting fees
47.2%	Staff compensation, development, and training
1.0%	Fund development
0.2%	Purchased supplies and assets
6.3%	Facility maintenance
0.1%	Evaluation or Research
32.9%	<i>Other, please name: Administration (20.2%); Amortization (3.7%); Utilities (6.0%)</i>

10. **Did volunteers support your operations in 2021? If yes:**

How many volunteers?	Due to COVID-19 and restrictions on community access to Silvera's buildings, volunteer engagement was not measured in 2021.
Estimated total hours provided by volunteers:	< 100 hours

11. **What resources or funding sources did your organization leverage to support operations in 2021?**

The Government of Alberta continued to fund additional qualified expenditures including vacancies, additional staffing, cleaning supplies, PPE, etc. related to the pandemic.

Silvera's use of volunteers is severely restricted by the pandemic due to public health restricted presence in communities. Silvera continued to remotely engage local corporations and volunteers via its website and social media campaigns to invest in and donate to support operations and resident needs.

Alberta Health continued to provide essential PPEs to support pandemic safety protocols. Calgarians, Calgary Foundation and United Way contributed donation funds to establish Emergency Resident Support Fund and COVID-19 Relief Fund to facilitate moves and securing personal supplies. City of Calgary Family and Community Support Services provided social worker funding to support residents' isolation and mental health needs. Silvera residents received 65 donated tablets to assist with remote connections.

Calgary Humane Society committed to sponsoring two cats in the Valleyview's cat room, a resident-led initiative, including covering the food, care supplies, and vet needs for the duration of the cat room

operation. Local vet clinics also committed to offer free emergency pet housing for future Silvera pet owners for up to 6 days.

12. Did your organization receive any awards or recognition in 2021 that you want to highlight?

As mentioned above, the Calgary Herald's *Readers' Choice* award for top Seniors Residence Provider.

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

a) Provide a summary of your organization's 2021 capital work, including specific lifecycle/maintenance projects or capital projects.

Lodge	Amount	Significant projects
Confederation	\$-	
Bow Valley	292,161	Common area finishes, furniture, fixtures & equipment upgrades and structural beam.
Beaverdam	236,763	Common area finishes, furniture, fixtures & equipment upgrades.
Shouldice	4,860	Common area finishes, furniture, fixtures & equipment upgrades.
Valleyview	-	
Shawnessy	222,139	Fire system piping, landscape upgrades.
Spruce	1,586,374	EIFS and stucco, shower install, roof, common area finishes, furniture, fixtures & equipment upgrades.
Aspen	1,871,336	Keyless entry, upgrade MUA's, door hardware, scooter garage, common area finishes, roof.
All lodges	17,010	Furniture, fixtures and equipment.
Total	4,230,643	

b) What funding did your organization leverage to support capital activities in 2021?

Internal reserves - \$0

CIVIC PARTNER 2021 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

2021 City Investment

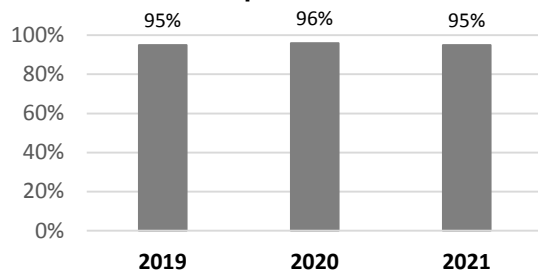
Operating Grant: \$53,627,720

Capital Grant: \$2,165,988

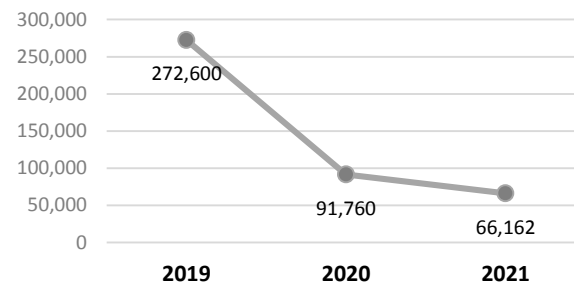
City owned asset

2021 Results

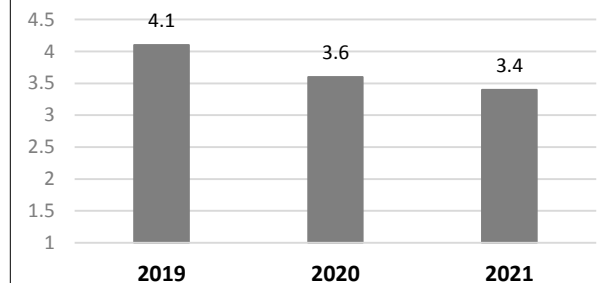
Satisfaction with Library Experience



Attendance at Children's Programs



Creating a Sense of Belonging



The story behind the numbers

- High levels of satisfaction reflect that the library continues to understand and effectively respond to the evolving needs of Calgarians and their circumstances.
- The Library continued to adapt delivery of children's programs, with the majority of offerings being virtual in 2021 due to public health measures and service disruptions.
- The Library continued to foster a sense of belonging in the community (measured on a scale of 1 to 5) with scores this year impacted by service disruption, community well-being concerns and the impacts of the pandemic.

Impact of COVID-19

In 2021, Library locations operated at 93 per cent of regular service hours, and included a modified service model with curbside and contactless options when location access was limited by health restrictions. On-site programming, outreach, and location capacity were also severely limited due to restrictions.

Advancing Equity, Diversity and Inclusion

The Library made a public commitment to equity, diversity and inclusion, expanded the annual staff survey and measured results against global benchmarks, and created a new Diverse and Inclusive Service Design Lead role. The Library also provided mandatory training for leaders on unconscious bias, offered cultural awareness learning, including making the *Four Seasons of Reconciliation* training compulsory for all staff.



THE CALGARY PUBLIC LIBRARY BOARD Civic Partner 2021 Annual Report

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 our city strives 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.

2021 RESULTS

2. What key results did your organization achieve in 2021 that contributed to one or more of the [One Calgary Citizen Priorities](#), or contributed to Council-approved strategies such as *Calgary in the New Economy: An economic strategy for Calgary*, *Calgary Heritage Strategy*, *Cultural Plan for Calgary*, *Corporate Affordable Housing Strategy*, or other strategy.

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 2021 with:

- 723,000 active members
- 14 million circulations (5 million digital | 9 million physical)
- 2.1 million in-person visits and 10.6 million calgarylibrary.ca visits
- 358,000 curbside holds picked-up
- 1 million print and copy jobs
- Nearly 60,000 online program participants
- 116,000 free online learning courses taken
- 3,000 computers borrowed

The Library supported A Well Run City through its work to respond to the ongoing public health implications due to COVID-19 and to continue to provide as much public service as safely possible. The Library also responded to the impacts of the mental health and addiction crisis that was compounded by the pandemic and the continued economic downturn through the expansion of mental health supports and programs.

The Library's 21 locations operated at 93% of regular service hours in 2021. These hours included a modified service model that covered periods where public service was limited to curbside and contactless options though overall, the Library still offered more in-location access and in-person services than in 2020.

In 2021, the Library made improvements in several libraries across Calgary. These improvements ranged from basic cosmetic lifecycle painting and carpet upgrades to complete library renovations. Renovations included major re-partitioning, improved lighting and ventilation systems, streamlined user-friendly shelving layouts, improved traffic flows and enhanced customer services provided by new main service / welcoming service points.

3. Using the chart below, please report your 2021 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off.

	Performance Measure Name	2019 results	2020 results	2021 results	What story does this measure tell about your work?
How much did you do?	Attendance at Children's Programs	272,600	91,760*	66,162	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. Program delivery, outreach initiatives and visits to locations were dramatically reduced in 2021 because of service disruption and closure due to public health measures, with the majority of programs being virtual.
	Attendance at Adult Programs	47,000	16,264	25,373	
	Library Visits	7,694,000	3,081,000	2,247,318	
How well did you do it?	Satisfaction with Library Experience	95%	96%	95%	Continuing high levels of satisfaction indicate that the Library understands and effectively responds to evolving needs and circumstances.
	Library Members	724,000	713,000	723,766	Membership returned to pre-pandemic levels, despite continued service disruption (location closures, limited in-person programming, etc.).
How are Calgarians better off?	Creating a sense of belonging	4.1	3.6	3.4	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). Service disruption, community well-being concerns, and the impacts of the pandemic may have influenced measures related to personal outcomes.
	Achieving personal growth	3.9	3.4	3.5	

**Includes in-person and virtual programs.*

4. Briefly describe any key impacts of COVID-19 on your operations in 2021.

The year began with the continued closure of all locations as part of provincial health restrictions. While virtual and curbside services continued, the closure of physical locations did trigger the temporary lay-off of casual, substitute staff that lasted until March 2021.

The closure of physical locations was a concern due to the growing community need for in-person services essential to daily life. Recognizing this, Calgary Public Library partnered with Edmonton Public Library to request that the Province reopen public libraries within Step 2 of the Government's Path Forward Roadmap in March 2021. All locations were reopened as of March 10 and quickly returned to regular hours.

Locations had many guidelines and restrictions in place, including no on-site programming or events, limited capacities, limits on the duration of visits and in-location services such as room bookings.

Due to an increase of cases in the community, locations were closed again by provincial order as of April 7. The Library was able to quickly return to a modified service model, offering virtual services and programs, in addition to curbside printing and holds pick-up.

As the Province initiated its Open for Summer Plan, libraries reopened on June 14, and in-location services were able to expand in July to provide outdoor programming, increased location capacity, and access to Early Learning Centres.

The uncertainty of shifting public health guidelines and restrictions created a challenging environment in which to serve the public. While services were quickly modified and new innovations reduced barriers, the Library's staff witnessed the pressures of the ongoing pandemic on the community.

Getting Library materials and support to community members at risk for social isolation was also a priority for outreach librarians and staff, although it was limited at various times throughout the year. Restricted opportunities for outreach services and deposit collections directly impacted the Library's ability to provide library service to vulnerable segments of the community, including senior care facilities, children in day homes, children in Calgary Housing, newcomer partner agencies, and more.

IT, Facilities, and Collections also felt supply chain issues as suppliers struggled to provide required resources that ranged from computers to automated Chromebook lockers to PPE to delivery of physical reading materials.

5. Briefly describe any quality improvement changes or operational efficiencies your organization was able to achieve in 2021.

With a greater dependency on technology, the Library recognized the importance of data optimization and preparing for the future. Foundational work was completed on data modernization to move the organization's data repository to the cloud and update data architecture to use the latest technologies. The updated environment will enable the use of Artificial Intelligence (AI) based systems and tools to aid in better data analysis. The IT team continues to look for efficiencies and opportunities, while remaining diligent in protecting privacy and practicing a layered approach to mitigate cyber-security threats.

To respond to digital equity concerns, the Library expanded its Borrow a Computer program and moved more devices into targeted communities through partnerships. The program was also expanded to include Wi-Fi hotspot lending.

Concerns around socialization and school readiness also led to important work with the school boards and new Welcome to Kindergarten programs and supports, including outreach to Calgary Housing and dayhomes.

Build a Book Bag was a service innovation in early 2021 to expand curbside offerings in the face of closure, with 17,780 curated book bags created for members of all ages last year. Library Hotline continued to be essential, and staff responded to 147,891 queries via chat, email, and phone through the service in 2021.

An in-house Production Team was piloted in 2021 to respond to the growing need for expanded online programming and learning resources in new formats. This team provided training and equipment access to staff across the system and to a range of community and programming partners who might not otherwise have the capacity or resources to provide quality virtual programming.

Mental health and wellness continue to be important community concerns. The Library's Wellness Desk provides access to mental health and wellness providers for vulnerable Calgarians confronting mental health and addictions challenges on Library premises. This service is delivered in partnership with Wood's Homes (on-site social workers and service providers). Following an initial pilot at Central, the service was expanded to Crowfoot Library in early 2021 to bring more family and youth supports into the community.

The Library continues to see public interest in Indigenous cultural programming and growing demand for more learning resources related to Reconciliation. The Elders' Guidance Circle is an impactful service that was made available virtually in 2021. Following months of digital literacy learning and support for Treaty 7 Elders, the Elders' Guidance Circle began taking online bookings for one-on-one sessions related to cultural guidance and Indigenous education. These personal sessions were also incredibly impactful for those experiencing intergenerational trauma related to residential schools.

6. Did your organization implement any strategies or approaches in 2021 that supported racial equity in the delivery of programs or services?

In 2021, the Library committed to foundational work to better understand its path forward as it creates and maintains an environment of equity, diversity, inclusion, and dignity in all spaces and aspects of its community role.

The Library identified relevant global benchmarks related to EDI, and the annual all-staff survey was also expanded in 2021 to include census data fields to support benchmarking efforts.

Library leadership completed multiple sessions to ideate on the organization's internal and external priorities related to this work and put forward a brief and draft commitment statement for Board review and employee feedback. This public commitment will inform future work and maintain accountability.

CALGARY PUBLIC LIBRARY'S COMMITMENT TO EQUITY, DIVERSITY, AND INCLUSION:
Everyone should be able to realize their potential at Calgary Public Library. Everyone has a right to feel respected, safe, and included within the Library and community. To ensure that, we must work to eliminate societal barriers to full inclusion in programs, services, internal operations, and institutional culture. We have a responsibility to create and maintain an environment of equity, diversity, inclusion, and dignity in all spaces we occupy and in all aspects of our community role. We continue to listen, learn, and act in collaboration with the City of Calgary and community partners.

7. Did your organization implement any further changes to strategies, programs or services in 2021 to address equity, diversity or inclusion?

The Library continued its partnership with the Canadian Centre of Diversity and Inclusion (CCDI) to provide mandatory training for all leaders on unconscious bias. The Library also offered more cultural awareness learning opportunities, including making the Four Seasons of Reconciliation training compulsory for all employees.

The Library created a new role dedicated to developing inclusive services and partnerships while reviewing existing offerings and programs. The new Diverse and Inclusive Services Design Lead, is well-positioned to help the Library apply a diversity and inclusion lens to the design and implementation of strategies, programs, and services for the public and design system-wide programs services that foster a sense of empathy and understanding.

The Employee Engagement Action Team (EEAT) was formed in late 2020 and completed an ambitious workplan in 2021. Comprised of a group of employees representing diverse organization levels and areas, including CUPE and MASSA, front of house and back of house, and varied tenures with the organization, the team is dedicated to supporting engagement across the system and at all levels. Key work in 2021 included a review and refresh of staff recognition, providing leadership with feedback on strategic initiatives through diverse perspectives, creating a network of employee engagement champions at all locations to support staff engagement and connection, and highlighting areas requiring further work. Areas include anti-racism initiatives, mentorship opportunities, and prioritizing equity, diversity, and inclusion initiatives for staff and the public.

8. Briefly describe how your organization worked in partnership with other community, private or public organizations to achieve shared results for Calgary and Calgarians in 2021.

The Library maintains hundreds of partnerships locally, regionally, and internationally to provide Calgarians with the best public library service possible. Below are a few highlights:

The Library continues to work closely with the Urban Libraries Council on urgent issues that impact major libraries across North America and sits on the Digital Equity Action Team and the Anti-Racism Action Team.

The Library worked with the Calgary Public Library Foundation in 2021 to launch the My First Bookshelf program. My First Bookshelf, in partnership with Dolly Parton's Imagination Library, is a program that delivers one free book each month to children from birth to age five. In 2021, more than 2,000 children received free books to begin their own at-home library and support literacy development.

School-age supports were a critical area for the Library in 2021 and in the future. The Library continued to have strong partnerships with the Calgary Board of Education and the Calgary Catholic School Society. The Library directed additional resources for in-home learning supports and increased outreach to educators in Calgary and surrounding areas.

A new partnership with Calgary Stampede brought Indigenous Family Storytime and Library staff into the Elbow River Camp for Stampede 2021. Free, daily programming included storytimes featuring titles from the Library's Treaty 7 Language children's book series and highlighted Library services and programs.

Partnerships with post-secondary institutions, particularly University of Calgary, brought a variety of learning and enrichment opportunities for adult and youth learners, including a teen writing program that saw teen authors create and publish their own book using Pressbooks. The Library also supported the University of Calgary in offering impactful learning opportunities in recognition of the first National Day for Truth and Reconciliation and hosting the Decolonizing the ELA Classroom series for educators and community members.

The Job Desk service, offered in partnership with Bow Valley College, was modified to provide virtual and in-person service options and reached over 950 job seekers.

The Library also further developed its partnership with Edmonton Public Library on several programs in 2021. The Human Rights and Holocaust Education initiative, in partnership with Calgary Jewish Foundation and Edmonton Jewish Foundation, aims to increase awareness and understanding of key human rights issues and concerns, including the Holocaust, through presentations and living stories. Alberta's largest libraries also worked together to bring more Reconciliation education programs into schools through the new Napi's World virtual learning program.

RESOURCES

9. Please estimate how The City's operating funding was allocated in 2021. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.

63%	Staff compensation, development and training
12%	<i>Other, please name: Collection materials and services</i>
14%	<i>Other, please name: General operating</i>
8%	<i>Other, please name: Building and equipment</i>
3%	<i>Other, please name: Occupancy costs</i>

10. Did volunteers support your operations in 2021? If yes:

How many volunteers?	1,502
Estimated total hours provided by volunteers:	7,400

11. What resources or funding sources did your organization leverage to support operations in 2021?

The City of Calgary Operating Grant represented 86% of revenues in 2021. Other sources of revenue were:

- Alberta Government 11%
- Miscellaneous grants and sponsorships 2%
- All other sources 2%

Library resources are leveraged through volunteer support, partnerships, and the Calgary Public Library Foundation.

In 2021, more than 1,502 volunteers contributed 7,400 hours. Valued at the industry-standard wage, this represents a value of \$211,196. 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.

12. Did your organization receive any awards or recognition in 2021 that you want to highlight?

No awards were received in 2021.

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

Asset: Calgary Public Library operates 21 public libraries and 2 administrative sites. 19 of these sites are City-owned, including 18 community libraries and the Central Library.

a) Provide a summary of your organization's 2021 capital work, including specific lifecycle/maintenance projects or capital projects.

The 2021 capital plan included lifecycle projects at the following sites:

- Country Hills Library
- Giuffre Family Library
- Memorial Park Library
- Seton Library
- Saddletowne Library
- Signal Hill Library

These projects typically combine items that extend the asset's useful life, such as roof refinishing and elevator renewal, with items intended to improve the user experience, such as adding meeting spaces or improving upon the efficiency of fixtures or operations.

The Library completed projects with a total cost of \$1.52M (Giuffre 0.24M; Signal Hill 0.53M; Memorial 0.38M; Country Hills 0.07M; Seton 0.3M) in 2021, which was less than planned. The work schedule was negatively impacted by pandemic-induced work restrictions and delays in the delivery of related supplies and fixtures. Projects that are continuing into 2022 include renovations at Saddletowne and Shawnessy libraries.

b) What funding did your organization leverage to support capital activities in 2021?

The City of Calgary provides the funding for the Library's capital program through its Library Lifecycle Grant. For 2021, this grant provided \$2.869M, all of which was used in support of the Library's capital program, including some funds deferred to 2022 because of pandemic-related constraints and delays.



2021 Civic Partner Annual Report CD2022-0585

26 May 2022

Role of Civic Partners



**Advance & steward
Council-approved
strategies**



**Deliver programs &
services**



**Manage City-owned
assets**

Civic Partner Annual Report

- Snapshot of 2021 results for 18 Civic Partners
- Focus on Civic Partners that receive operating grants
- Contribute to the delivery of 8 lines of service in One Calgary
- Part of larger Civic Partner accountability framework
 - *Civic Partner Audit Report* provides financial health information



2021 Civic Partner Highlights

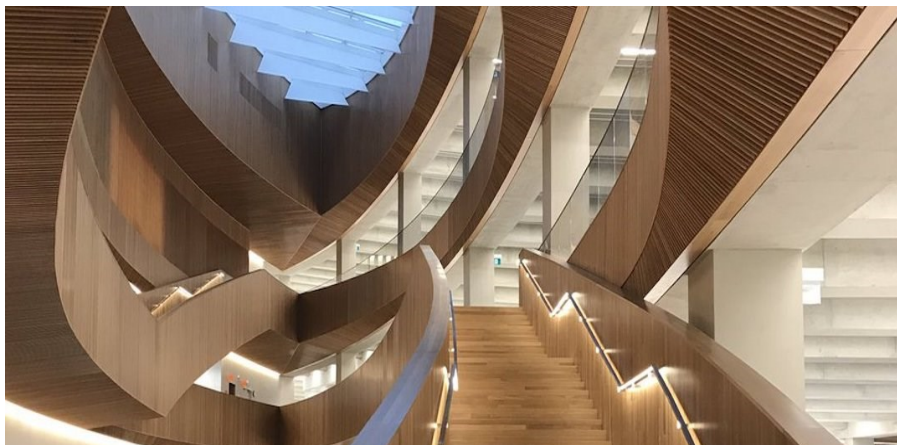


- Significant impact of COVID-19 on operations
- Adapted & innovated to deliver program & services
- Access to government grants, subsidies & supports was critical
- Contributed to economic, social & climate resilience
- Continued to evolve support for equity, diversity & inclusion
- Detailed partner results presented in Attachments



Recommendation

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





2021 Civic Partner *Sport Calgary* Annual Report

DECLARATION

Here, **you are welcomed, accepted and respected.** Here, no matter who you are or where you come from, **you are at home,** regardless of your race, marital or family status, gender identity or expression, age, colour, disability, political or religious belief or non-belief. All that we ask is that **you be ethical, excellent and inclusive in all you do,** and most importantly,
have fun!

2021 Highlights and Results

Connecting Calgarians to Sport

ALL SPORT ONE DAY

- 148 sport discovery sessions
- 39 different sports
- 30 facilities across Calgary
- 44 sport members involved
- 2300+ registrations
- Satisfaction 100%



2021 Highlights and Results



Connecting Virtually



Faces of Calgary Sport

- 20+ sports presented
- 1,000 registrations
- 25 sport partners involved

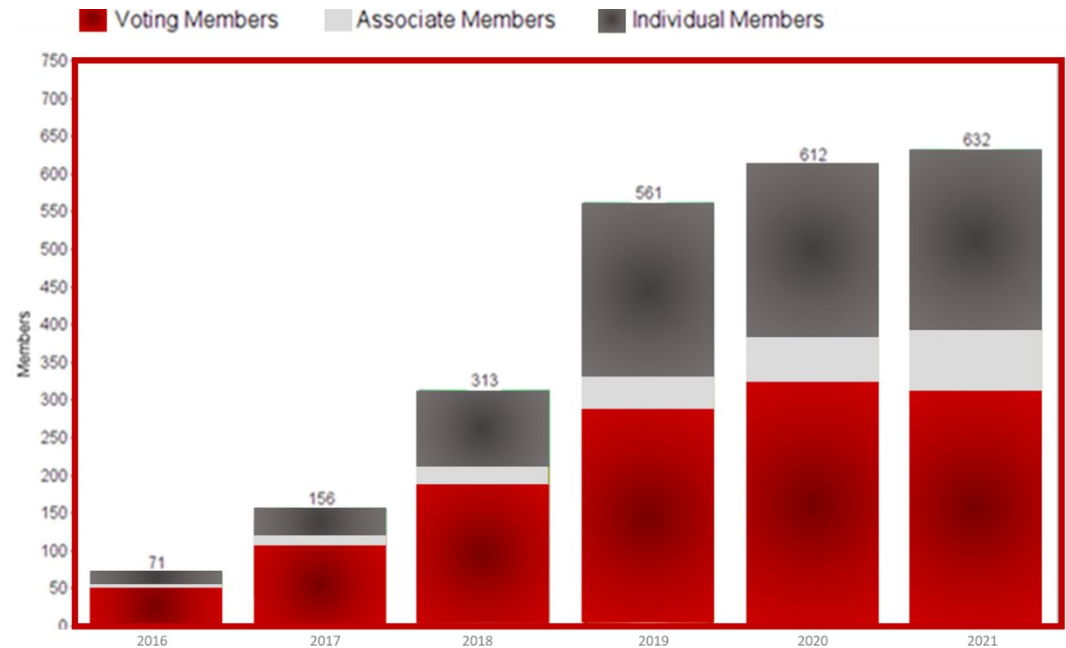
Educational programming

- Funding resources for families
- Truth, Reconciliation, and Sport
- Conflict de-escalation
- Sport photography

Membership

52 sport organizations
joined Sport Calgary
in 2021

Annual growth 2017-2021



75%

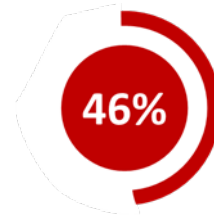
Sport organizations say the costs of running sport programs has spiked

87%

Sport organizations are concerned about maintaining connection and support for staff and volunteers.



of parents say their children are not currently playing sports



of parents say their children are feeling isolated, 40% a sense of loss, 39% anxiety and 43% lacking fitness



of sport organizations are concerned about their ability to run programming in 2022



Return to Sport

Activities

- Sport Demonstrations
- Family Skate Party
- Free Skating Rental
- Athlete Cheers
- Promotion of Sport

Impact

- Thousands of Spectators
- 800 Visitors at Sport Calgary Kiosk
- 436 Skate Rentals
- Information Access Point

Emerging from the Pandemic

- Supporting a safe return to sport for all
- Re-connecting Calgarians to sport
 - Breaking down barriers
 - Engaging with equity deserving groups
- Re-engaging corporate support for grassroots sport
- Re-engaging volunteers and supporters
- Strengthening the Sport Calgary team

Performance measures	2021	2020	2019
Considering registering in a sport (adults)	92%	92%	84%
Considering registering in a sport (youth)	91%	91%	90%
Calgarians feel they are informed about sport opportunities available in Calgary	59%	59%	
Calgarians feel they are informed about sport facilities available in Calgary	68%	58%	
Calgarians believe sport in Calgary is accessible to all regardless of social, financial, geographic and physical barriers	59%	52%	
Calgarians believe sport in Calgary is inclusive and available for all individuals and groups within Calgary	78%	63%	



5 Elements Martial Arts
Absolute Baseball Academy and Sports Centre
Acadia Community Association - ARC
Ace Volleyball Club
Aforza (The Tennis Academy)
AHA-Calgary Club aka Calgary Handball Club
Aikido Tanren Juku - Aikido Club of Calgary
Alberta Association of Recreation Facility Personnel (AARFP)
Alberta Basketball Association
Alberta Biathlon Club
Alberta Bicycle Association
Alberta Bobsleigh Association
Alberta Cerebral Palsy Sports Association
Alberta Champions Cup (The)
Alberta Colleges Athletic Conference (ACAC)
Alberta Equestrian Federation
Alberta Esports Association
Alberta Field Hockey Association
Alberta Flag Football League
Alberta Golf
Alberta Gymnastics Federation
Alberta Junior Rugby Association
Alberta Lacrosse Association
Alberta Luge Association
Alberta Netball Association (Netball Alberta)
Alberta Orienteering Association
Alberta Padel Association
Alberta Skeleton Association
Alberta Slalom Canoe Kayak Association
Alberta Soccer
Alberta Sports and Recreation Association for the Blind
Alberta Sports Hall of Fame and Museum
Alberta Water Polo Association
Alberta Whitewater Association
Alberta Baton Twirling Association
Alien In-Line
Alpine Canada Alpin
Altadore Elementary School Parents' Council Fun-Fit
Altadore Gymnastics Club
Altius Nordic Ski Club
AMP National Sports Academy
Ares Pentathlon & Fencing
Astros Field Hockey Club
ATB Financial
Athletics Alberta (Track & Field, Road Running, Cross Country) Association
Auburn Bay Physio Chiro Massage
Autism Aspergers Friendship Society of Calgary
Axé Society for Capoeira
BAC Hockey
Badminton Alberta
Benchmark Projects Ltd
Biathlon Alberta
Big Sky Fitness
Blakey O'Brien Irish Dance

B-LINE Indoor Bike Park
Bloom Wellness Collective
Bonobo Consulting
Bow Valley Lawn Bowling Club
Bow Valley Rugby Club (Grizzlies)
Bow View Ringette Association
Bowls Alberta
Bowness Community Association/Sportsplex
BPK Industries Inc (Breathe Parkour)
BridgeTownWorks
Brookfield Residential YMCA at Seton
Calalta Figure Skating Club
Calgary & District Amateur Softball Ass (Softball Calgary)
Calgary 55 plus Games Association
Calgary Adapted Hub powered by Jumpstart
Calgary Aerial and Movement Arts
Calgary Aikikai

Calgary Apollo Softball Association
Calgary Aquabelles Synchronized Swimming Club
Calgary Association of Skateboarding Enthusiasts (CASE)
Calgary Axemen Lacrosse Association
Calgary Bantam Football Association
Calgary Bicycle Track League
Calgary Bike Polo
Calgary Booster Club
Calgary Buffalo Hockey Association
Calgary Canadian Irish Athletic Club
Calgary Canoe Club
Calgary Cardinals
Calgary Central Sportsplex
Calgary Chieftains Gaelic Athletic Club
Calgary Community Fencing Association
Calgary Corporate Challenge
Calgary Coyote Baseball
Calgary Curling Club
Calgary Dance Stampede
Calgary Disc Golf Club
Calgary District Lacrosse Association
Calgary Elite Synchro
Calgary Fellowship of the Sword
Calgary Female Sport Development Association
Calgary Fencing Club
Calgary Field Lacrosse Club
Calgary Flames Sports Bank
Calgary Floorball Committee
Calgary Foothills Soccer Club
Calgary Grizzlies Speed Skating Club
Calgary Gymnastics Centre
Calgary Hockey Development Centre
Calgary Horseshoe Club
Calgary Hotel Association

Calgary Kangaroos Australian Football Club
Calgary Kart Racing Club
Calgary Kookaburras Australian Football Club
Calgary Ladies Field Hockey Association (CLFHA)
Calgary Lawn Bowling Club
Calgary Minor Basketball Association
Calgary Minor Soccer Association
Calgary Minor Softball Association
Calgary Nordic Alliance
Calgary Outdoor Swimming Pools Association
Calgary Padel Club
Calgary Pickleball Club
Calgary Quidditch Club
Calgary Rage Women's Tackle Football
Calgary Rams Rugby Club
Calgary Rifle and Pistol Club
Calgary Roadrunners
Calgary Rocky Mountain Baseball Association
Calgary Roller Hockey League
Calgary Rollers Wheelchair Basketball Society
Calgary Rotary Challenger Park
Calgary Roundnet Club
Calgary Rowing Club

Calgary Rugby Union
Calgary Saints Rugby Football Club
Calgary Saracens Rugby Club
Calgary Seawolves Water Polo
Calgary Ski Club
Calgary Ski Squad Club
Calgary Sledge Hockey Association
Calgary Speed Skating Association
Calgary Sport and Social Club (CSSC)
Calgary Team Handball Society
Calgary Tennis Club
Calgary Ultimate Association
Calgary Underwater Hockey Club
Calgary United Soccer Association
Calgary Women's Soccer Association (CWSA)
Calgary Yacht Club
Calgary Youth Curling Association
Calgary Youth Flag Football League (GYFFL)
Caltaf Athletic Association
Caminata Consulting
Canada West Volleyball Club / Rally Pointe
Canadian Adaptive Snowsports - Calgary
Canadian Mental Health Association
Calgary
Canadian Sport Institute Calgary (CSI)
Cardel Rec South (aka SOUTH FISH CREEK REC ASSOC -)
Cerebral Palsy Kids & Families
Chaparral Residents Association Ltd.
Chestermere Regional Community Association
Chinook City Roller Derby
Chinook Kendo Dojo
Chinook Rhythmic Gymnastic Club
Chungdokwan Taekwondo Calgary

City of Calgary - recreation
City of Calgary - Southland Leisure Centre
City of Chestermere
Clubb Sport Consultancy
Coach Alberta
Cochrane Cowboys Wrestling Club
Cochrane Minor Basketball Association
Cougars Field Hockey Club
Crowchild Twin Arena
Curling Alberta
Cyclebar Strathcona
Dark Horse Athletic Inc
DC Dance Club
Decathlon
Decidedly Jazz Danceworks
Deer Ridge Community Association
Dinos Wrestling Club
Dynasty Cheer Allstars
Eastside Memorial Football Club
Edge School for Athletes
Ehrman Consulting
ELEV8 Lacrosse
En L'air Academy of dance and circus
Encorps Winterguard
Epic Fencing Club
Equus Physio
Esteem and HAVOC Martial Arts
Ever Active Schools
FANS Foundation
Fencing Academy of Calgary
Fencing Calgary
FeverSports
FeverSports
FHL Football Hockey Link Society
Fitter First
Flip Factory
Foothills Nordic Ski Club
Foothills Orienteering
Foothills Swimming Association (dba University of Calgary Swim Club)
Freestyle Alberta
Friends of Calgary Amateur Volleyball Association (FCAVA).
Frisbee Rob
Fung Loy Kok Taoist Tai Chi@
Fury Lacrosse Association
Gameface Photography
Garrison Curling Club
GEC Architecture
Genesis Centre
Gentle Athletic Therapist (The)
Get Set Sport Therapy
Girls In Sports AB
Gladiators Fencing Club
Glenmore Cricket Club
Glenmore Sailing Club
Golden Edge Skating Academy Inc.
Good Sniff Spaw Calgary
Greater Forest Lawn 55+ Society
Green Fools Theatre Society
Hiro's Judo Club
Historical Armored Combat Sports Association
HONE Athletics
Hoopz Basketball League
Hydra Taekwondo
Immigrant Services Calgary
IMPACT Magazine
IntegralOrg
Joit Nutrition
Kaizen Softball

Keep'em Rolling
KidSport Calgary & Area
Kinetic Sports
Krank Fitness Corporation
Kronos Triathlon Club
Kyle Shewfelt Gymnastics
Laser City Calgary
Lethbridge Sport Council
Lewiston Ultra Events
Lions Volleyball Club
Little League Alberta District 8
LP Events
Maccabi Canada
Malayalee Cultural Association of Calgary (MCAC) Sports Club
McKenzie United Soccer Club
Melcor YMCA at Crowfoot
Michael Ihekuna CPA
Millican Ogden Community Association
Minor Hockey Association of Calgary (Hockey Calgary)
Monkneyastix Calgary
Mount Royal University Cougars Athletics and Recreation
Multisportscanda
Mustang Lacrosse
My First Bicycle Foundation
National Beach Volleyball League
National Sport School
Northern Hills Community Association
Nose Hill parkrun
NSA Canada
Olympia Skating Club
Oni Dojo Martial Arts
OSTEN & VICTOR Alberta Tennis Centre
Osuna Karate
P3 Sports Inc
Paperny Family JCC
Peer Guidance
Pegasus Gymnastics
Perfect Storm Athletics
PlayCity App
PlayPlace
Priori Fencing Club
Ramada Plaza Calgary Downtown
Rampage Volleyball Club
Red Phoenix Tae Kwon Do and martial arts centre
Redwood Meadows Community Association
Refine Pilates Method
Remington YMCA at Quarry Park
Remix Baton Club
Repsol Sport Centre
Ringette Calgary Association
Rocky Mountain Diving Club
Rocky Mountain Racers
Rugby Alberta
Run. Jump. LEAD!
Saddletowne YMCA
SAIT
Scary Bunny Be Fit
Seating U Ltd
Sentenashi Karate School
Shane Homes YMCA at Rocky Ridge
Shawnessy YMCA
Shooting Edge (the)
SI Rentals Inc
Skate Canada:AB-NWT/Nunavut
SOGO Adventure Running (Foothills Orienteering)
South Calgary Community Basketball

South Calgary Recreational Hockey League Inc
South Calgary Wado Kai Karate Club
South Health Campus YMCA
Southern Alberta Women's Hockey Association (SAWHA)
Spartans Soccer Club & Academy
Spectrum Volleyball Calgary
Sport for Calgary Foundation
Sport for Life Society - Cochrane
Spruce Meadows Ltd.
Squash Alberta
Stampede Challenge
Stanley Park Lawn Bowling Club
STARS Volleyball
Step Up Consulting
Studios Group Martial Arts Ltd
SUNS Basketball Academy
Superleagues Sports Club
Swim Alberta
Tanzanite Financial Coaching Inc.
Team Fund Inc.
The Beach YYC
The Calgary Archers Club
The Cu Nim Gliding Club
The Dive Shop
The Forge: Western Martial Arts Club
The Fox Hollow Golf Course
The Kanto Sho Karate Club
The New West Hockey League
The oval
The Run: Community Sports Foundation
The Tao of Peace Ltd
The Westin Calgary
Thorncliffe Greenview Community Association
Three Stones Sports Company
Triathlon Alberta
Trico Centre for Family Wellness
Tucker Hockey
Two Wheel View - Calgary
Ultimate Para Sports Association
Umoja Community Mosaic
University of Calgary - Active Living
University of Calgary Dinos
Variety- the Children's Charity of Alberta Association
Varsity Community Association
Vivo for Healthier Generations
Volleyball Alberta
Volleyball Calgary Inc (Rally Pointe)
Volleyball Canada
Vortex Action Sports
Wallball Calgary
Wallball Canada
Water Ski & Wakeboard Alberta
Waterwerks Kayak Club
West Hillhurst Community Association
West Hillhurst Squash & Fitness
Western Recreational Adult Hockey League
Westside Recreation Centre
Wheelchair Sports Alberta
Wild Rose Figure Skating Club
Willow Sports
WinSport
Wymin
Yongshi Chinese Martial Arts Club
Zodi Park

Questions?

2021 Civic Partner Annual Report

Parks Foundation Calgary

INCLUSIVE PARK & SPORT PROJECTS



FLYOVER PARK

WINNER
2021 PARKS
EXCELLENCE
AWARD



2021 Performance Measures



\$15 MILLION

**RAISED FOR SPORT &
PARK PROJECTS**

1,360 DONORS TO PROJECTS

97% PROGRAM
SATISFACTION
RATE

**HELPING 118 ONGOING
COMMUNITY PROJECTS**



\$1.8 MILLION
**GRANTED TO LOCAL PARK
& SPORT COMMUNITY
PROJECTS**

Current State: Strategic Objectives

COUNCIL GUIDING PRINCIPLES	PARKS FOUNDATION CALGARY	COUNCIL FOCUS AREA
BUILD STRONG COMMUNITIES	RAISING FUNDS TO LEVERAGE CITY OF CALGARY CONTRIBUTIONS	
	PROGRAMS TO HELP COMMUNITIES EVERY STEP OF THE WAY	
INVEST IN INFRASTRUCTURE	PARKS FOUNDATION GRANTS FOR SPORT AND PARK PROJECTS	SOCIAL EQUITY
	PROJECT MANAGEMENT FOR COMPLEX PROJECTS	

Current State: Challenges



COST PRESSURE:

INFLATION &
SUPPLY CHAIN

INCLUSIVE
PROJECTS ARE
MORE COSTLY



COMMUNITY CAPACITY:

COMMUNITIES NEED
MORE PROJECT
SUPPORT

HELPING HIGHER
NEEDS COMMUNITIES

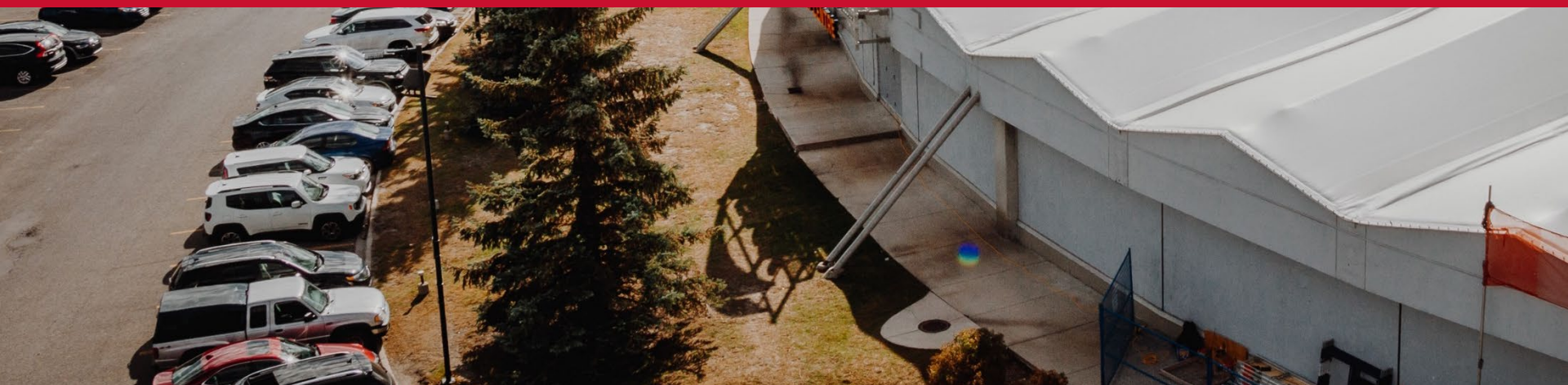


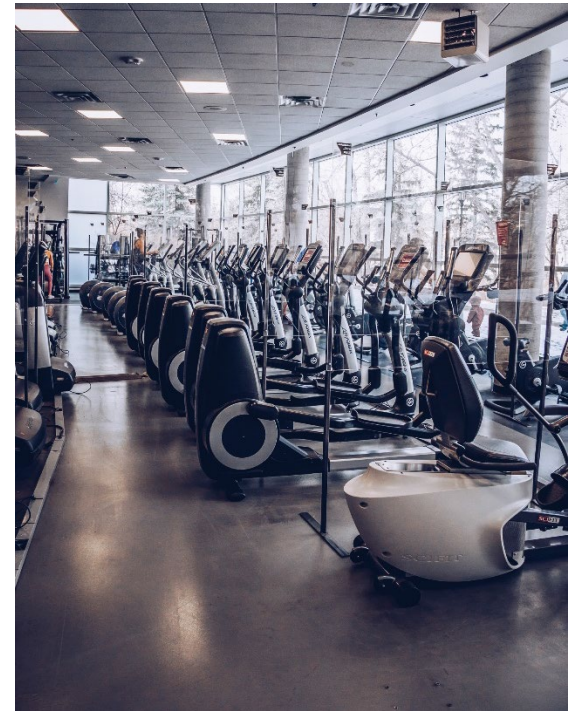
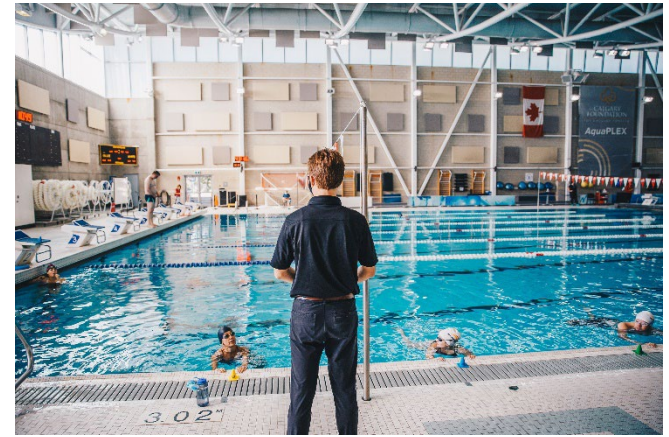
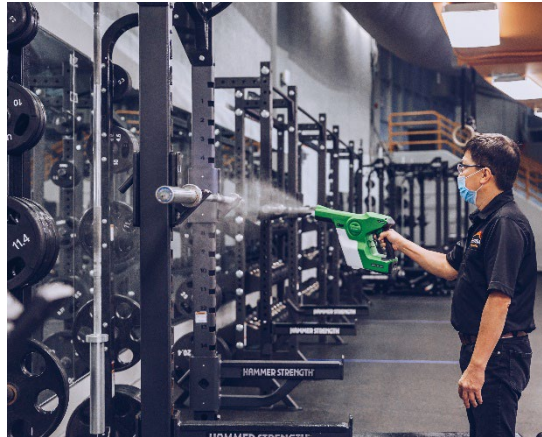
Questions?

INGLEWOOD PUMP TRACK
2021 PROJECT

2021 Civic Partner Annual Report

*Lindsay Park Sports Society
(MNP Community & Sport Centre)*





2021 LPSS Board Highlights and Results

LPSS Board Highlights

- Provided oversight and support throughout the pandemic
- Refreshed Long Term Strategy for LPSS/RSC
- Advancement of the LEAP Program
- Securing New Naming Sponsor and Long-Term Operating Agreement
- Focused on CEO and Leadership Succession Planning and Organization Structure Review
- Invested in Diversity, Equity and Inclusion
- Emphasized Health and Safety
- Governor Recruitment



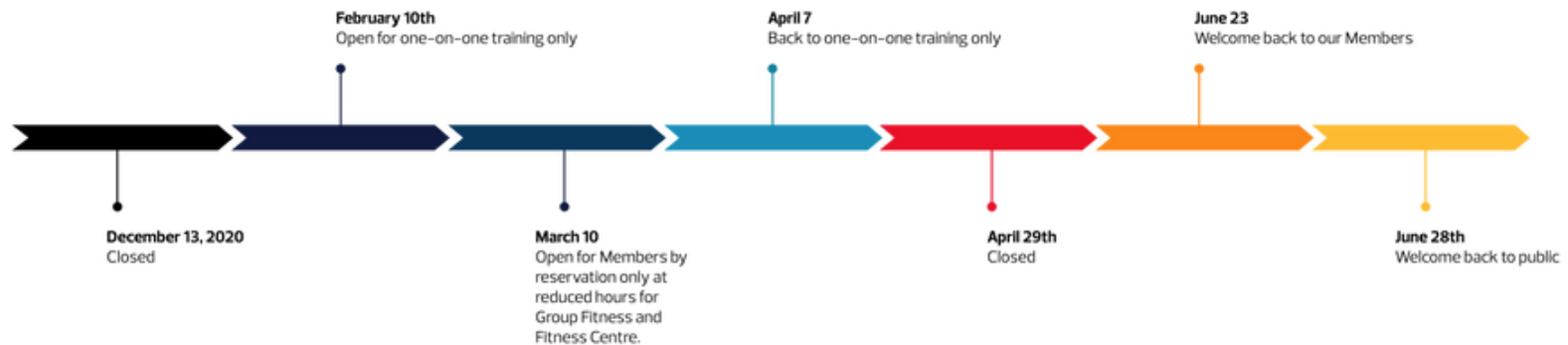
2021 Operational Highlights and Results

Repsol Sport Centre Highlights

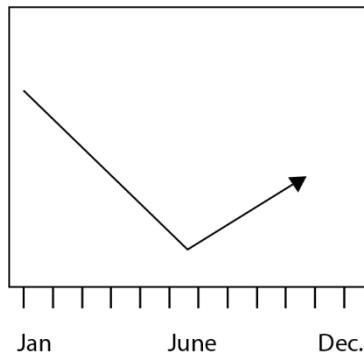
- Managed operations through the pandemic
- Secured Municipal funding for Leisure Expansion Aquatics Project (L.E.A.P)
- Advanced a new Naming Sponsorship opportunity
- Concluded a strategic planning process
- Introduced an employee succession and retention strategy
- Ongoing attention to health & safety and risk management
- Realized high level of employee and customer satisfaction
- Controlled expenses, maximized revenue opportunities, delivered all capital projects identified in the BCA and AMP
- Concluded the year in a relatively strong spot, notwithstanding the impact of Covid 19 on Centre operations

2021 Performance Measures

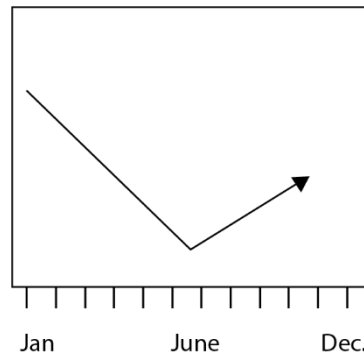
January to June Timeline



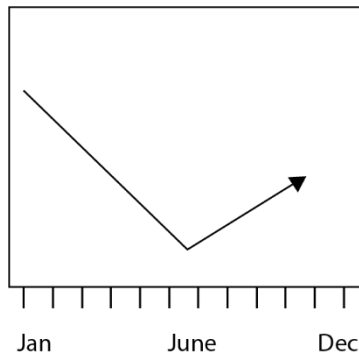
July to December Timeline



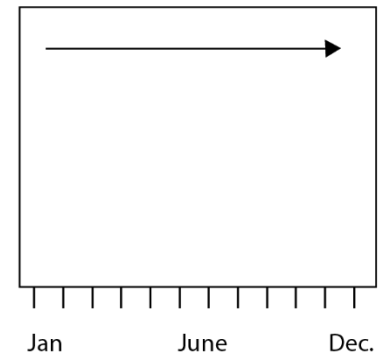
Memberships



Programs



Events



Stakeholder Satisfaction

Current State

- Slow and steady growth throughout the organizations
- Financial stability
- Advancing LEAP/Legacy expansion project
- Enacting the Centre's strategic plan with a focus on expanding services to support more people and more communities, Diversity, Equity and Inclusion, and the environment
- Succession planning
- Contract renewals
- Rebranding and partnership development

A new name, and an enhanced focus!





Questions?





2021 Civic Partner Annual Report



vibrant
COMMUNITIES
CALGARY



Right now, in Calgary

1 in 10

Calgarians live in
poverty

44%

Increases to the
food bank since
2019

81,000

Households in
need of affordable
housing

12%

of Albertans
experience food
insecurity

2021 Highlights and Results



enough
for  all

Policy

2021 Living Wage | Municipal government recommendations | Advocating for changes to AISH, Income Support & Alberta's affordable housing strategy

Research

Calgary Ward Poverty Profiles | Examining Calgary's Emergency Food Assistance System | Understanding the Impact of COVID-19: Addressing Structural Barriers that are Widening Inequities and Exacerbating Vulnerability

Collaboration

Champion network - 30+ organizations | Reducing barriers to tax filing | Advocating for a Basic Income Living Wage network | Advancing anti-racism

Communication

Let's Talk Poverty Podcast | New website – 80,000+ hits
20 media interviews | 17,500 followers & subscribers

2021 Highlights and Results

A large red circle graphic that serves as a background for the text.

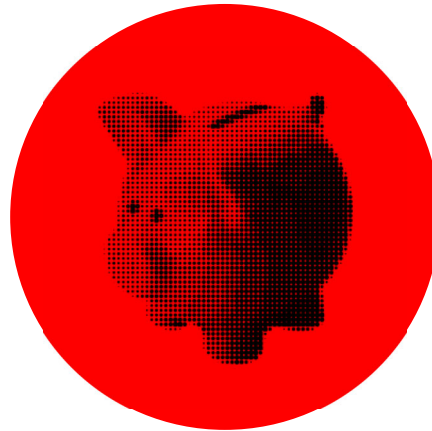
All Indigenous
people are equal
participants in
Calgary's future.

**Reconciliation, transformative change &
honouring the learnings we've been given**

2021 Performance Measures



Strong, supportive
inclusive
community



Sufficient assets
and income to
thrive

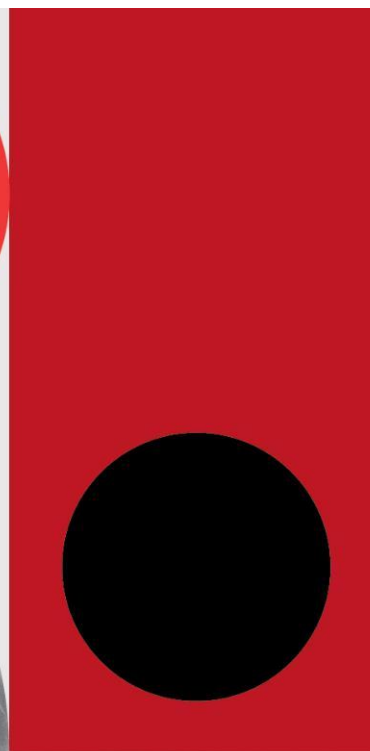
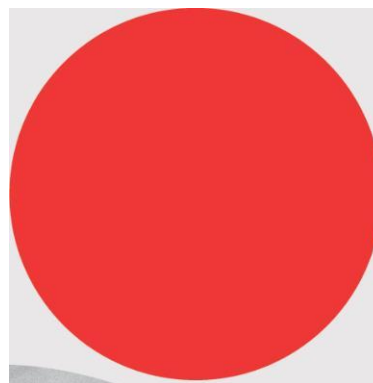


All Indigenous People
are Equal Participants
in Calgary's Future



Amplifying the
voices of lived
experience

Questions?

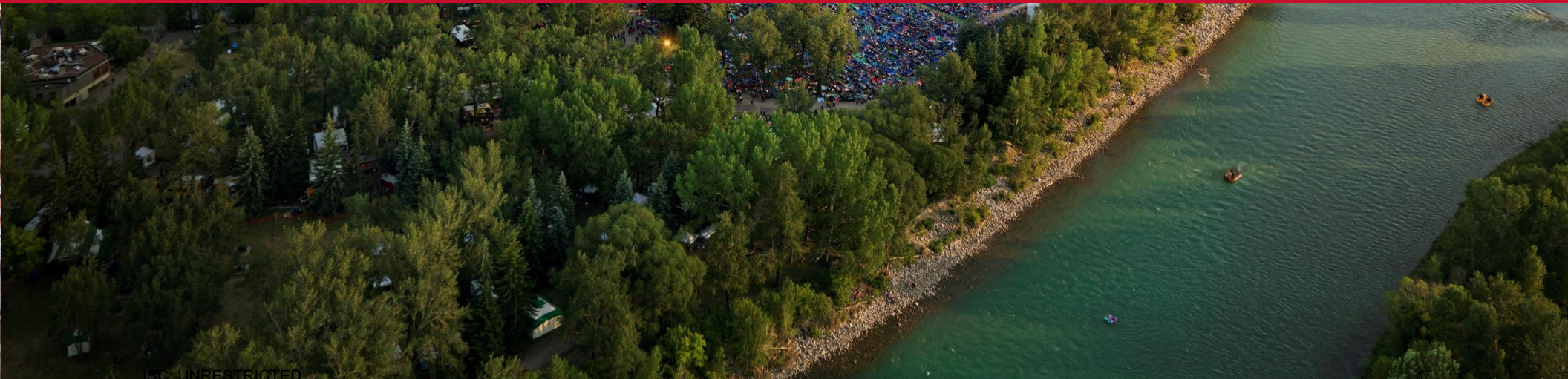


vibrant
COMMUNITIES
CALGARY



2021 Civic Partner Annual Report

Calgary Economic Development



2021 Performance Measures

- **Focus on larger impact clients:** We attracted or retained 30 companies; and helped create and or retain 5,330 jobs.
- **Global focus on our startup ecosystem:** Attraction of Plug and Play, 500 Startups, Endeavor Canada, Thrive by SVG Ventures, and Accelerate III Fund Manager to Calgary.
- **The Trade Accelerator Program:** Held 6 cohorts with 72 graduating local companies, including the first women-led business cohort. TAP alumni signed a record 34 trade export deals.
- **Film & TV Production:** Surged to a record \$522M million in investment, creating 4,985 jobs and conversion of 451,735 sq. ft. of commercial and industrial space to studio space. The Calgary Film Centre was fully occupied in 2021.
- **EDGE UP 2.0:** Tech training for another 320 displaced oil and gas industry professionals after securing almost \$5.4M from the Future Skills Centre.
- **Work Integrated Learning:** Pilot project launched with 7 Calgary PSIs to develop regional WIL experiences for students after securing funding from GoA and GoC.
- **Talent attraction:** 185 local companies attended virtual talent fairs with 5,500 attendees; Our showcase Live Tech Love Life career fair had 48 companies and 980 attendees.
- **Team Calgary:** 8 new members in 2021 with 90%+ retention rate, with 41 partners supporting CED for 5+ years.
- **Cleantech:** Research conducted demonstrated the \$61B economic & job growth (170k) opportunity of cleantech in Alberta by 2050.

TOP TECH INVESTMENTS 2021

- AWS to establish a Data Centre Region in Calgary and invest \$4.3 billion in Alberta.
- Infosys to open major Canadian office in Calgary and create 500 jobs.
- Mphasis, GoA, and U Calgary launch Quantum City Centre of Excellence will create up to 1,000 jobs.
- RBC will open Calgary Innovation Hub and create 300 technology jobs.

2021 BALANCED SCORECARD

Enhanced Stakeholder & Government Relations	2019	2020	2021
Non-core revenue	\$2.95M	\$2.8M	\$3.8M
Core shareholder funding	\$9.9M	\$10.0M	\$9.8M
Stakeholders see progress on economic strategy	N/A	66%	80%
Build Strong & Recognizable Brands			
Favourable impressions of Calgary Economic Development	78%	77%	85%
Canadian workers/leaders familiar with Calgary	71/88%	67/83%	67/89%
Canadian business leaders who say Calgary has a diverse economy	64%	68%	71%
Deliver Client Excellence to Accelerate Sector Development & Diversification			
Companies attracted and retained (excludes Film, TV, IDM*)	61	43	30
Companies attracted and retained (Film, TV, IDM*)	21	11	28
Film, TV and IDM* spend	\$197M	\$87M	\$522M
Trade export deals	13	16	34
Sustained jobs created/retained/expanded (excludes Film, TV, IDM*)	3,808	1,224	5,330
Jobs created/retained/expanded (Film, TV, IDM*)	3,792	1,649	4,985
EDGE UP participants securing jobs or more training	N/A	35	53
Downtown office space absorbed **	295,434	167,385	297,401
Commercial industrial space absorbed (excludes Film, TV, IDM)**	217,496	90,670	570,167
Commercial industrial space absorbed (Film, TV, IDM)**	N/A	N/A	451,735
Total commercial/industrial space absorbed	512,930	258,055	1,319,303

*IDM: Interactive Digital Media **Square feet

OCIF HIGHLIGHTS 2021

\$59.1M

*total funds
committed*

\$13.6M

*total funds
disbursed*

20

*projects
supported
since 2018*

70%

*projects with
Calgary
orgs*

FUNDING AGREEMENTS IN 2021 FOCUSED ON ACCELERATING OUR CITY'S INNOVATION ECOSYSTEM






- Endeavor Canada
- Thrive by SVG Ventures
- Plug and Play
- Accelerate Fund III
- Creative Destruction Labs – Rockies
- Movement51 – The51

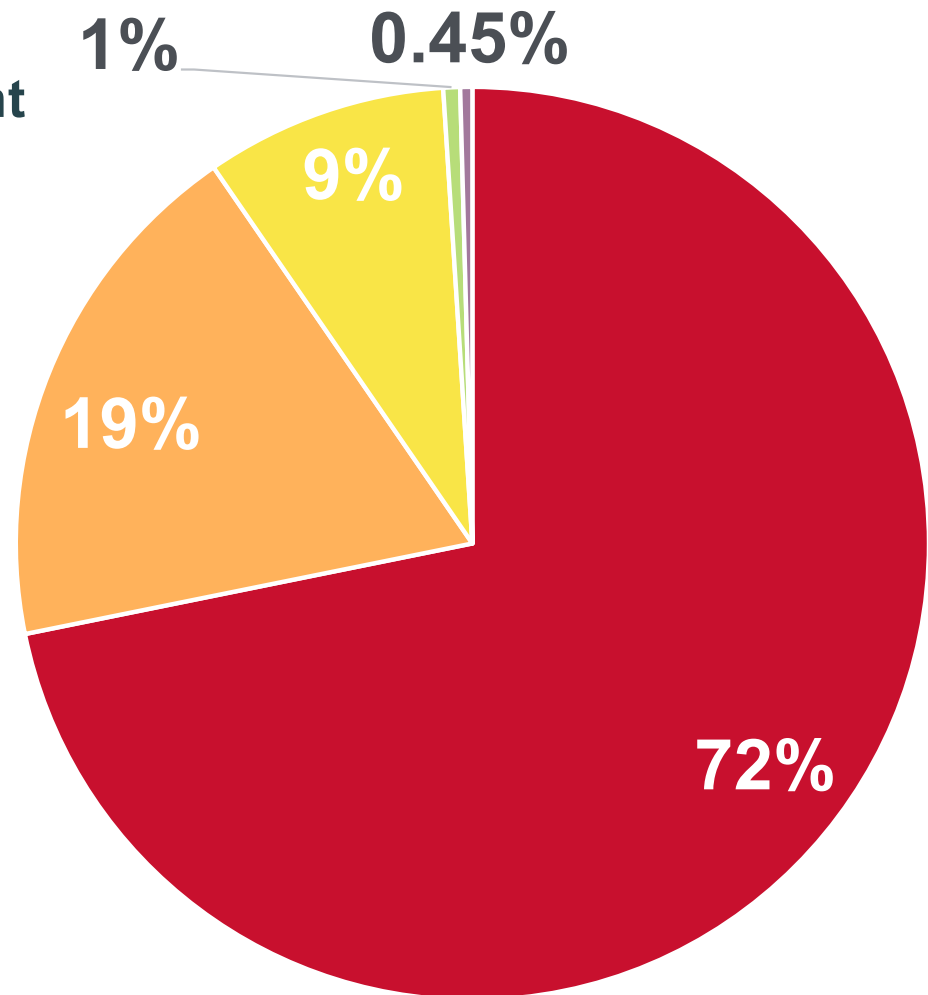
2022 MOMENTUM

- Neo Financial becomes Canada's fastest growing unicorn, Calgary's fifth unicorn in 2.5 years.
- EY selects Calgary for Canadian Finance Centre of Excellence, creating 500 jobs.
- Unity, a gaming and virtual reality platform developer, establishes an Innovation Centre in Calgary.
- Lynx Air, Canada's newest low-cost carrier, opened its doors in Calgary targeting growth to 3,000 employees within five years.
- Rogers Inc. to open Rogers THINKLab National Centre of Technology and Engineering Excellence in Calgary.
- De Havilland Aircraft of Canada shifting its head office to Calgary.
- The Calgary Film Commission won an award for its Environmental, Social and Governance (ESG) Strategy for Film and Television.

2021 FUNDING SOURCES

2021 TOTAL REVENUE = \$13,579,255

- 
City of Calgary – Operating Grant
 \$9,752,765 (72% vs. 79%)
- 
Government of Canada
 \$2,523,918 (19% vs. 13%)
- 
Private Sector Investment
 \$1,163,872 (9% vs. 7.6%)
- 
Government of Alberta
 \$80,627 (1% vs. 0.1%)
- 
Other
 \$58,073 (0.45% vs. 0.5%)



2021 EXPENSES

2021 TOTAL EXPENSES = \$14,196,535



ISC: UNRESTRICTED

Questions?



2021 Civic Partner Annual Report

*Calgary Convention Centre
Authority*

2021 Highlights and Results



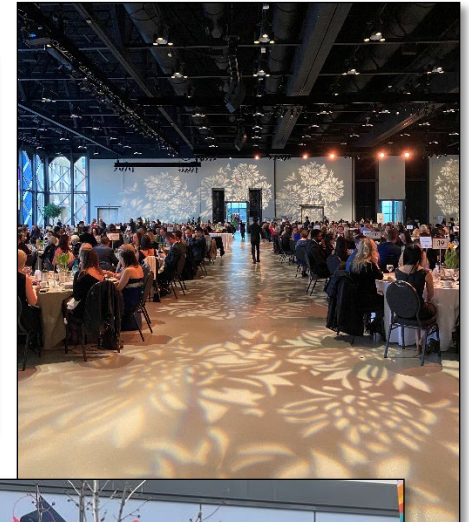
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2021 Highlights and Results – Community



ISC: UNRESTRICTED

Current State



Current State



Any Questions?



ISC UNRESTRICTED

PLATFORM



Calgary's Home for Innovators!

**2021 Civic Partner
Annual Report**

Platform Calgary

We **elevate Calgary tech** by providing core infrastructure, supporting aligned partners, building community and sharing the story.

We operate connected **hubs of excellence** that advance innovative startups, investors, talent and industry.

2021 Highlights and Results



INNOVATE EDMONTON



2021 Highlights and Results



2021 Highlights and Results



Top 100 Emerging Startup Ecosystems Globally - #61-70
Top 30 Global Cleantech Startup Ecosystems

2021 Highlights and Results

Really starting to work at scale ➡

ALBERTA
catalyzer

310 startups
22 cohorts/yr



15 startups
2 cohorts/yr



10 startups
2 cohorts/yr

PLUGANDPLAY

90 startups
6 cohorts/yr



TELUS Community Safety
& Wellness Accelerator

10 startups
2 cohorts/yr

2021 Highlights and Results



2021 Highlights and Results

Accelerators, Investors & Venture Builders

Alberta Enterprise Corporation
 Alberta Innovates
 AltoSante
 BDC
 EDL/Tecconnect
 Forum Ventures
 Fuse 42 SDG Accelerator
 Harvest Builders
 Imaginal Ventures
 Innovate Calgary
 Interger
 LIFT Accelerator
 Metiquity Ventures Fund
 NACO
 Social Venture Partners
 Spring
 Startup TNT
 SVG Ventures | THRIVE Canada
 The51
 The Accelerator
 Thin Air Labs
 Valhalla Private Capital
 Volition

Corporate Partners

Blakes
 CBRE
 Colliers
 Evans Hunt
 Fasken
 KPMG
 Longview
 Pixeltree
 Yaletown

Community & Capacity Builders

A100
 Africa Centre
 Alberta Esports Association
 Alberta Women Entrepreneurs
 Beakerhead
 BusinessLink
 Calgary on Purpose
 Calgary Game Developers Association
 Calgary UX
 Chic Geek
 Civictech YYC
 ComIT
 Data for Good
 Digital Alberta
 Fuse 33
 Jumpstart
 LiveWire
 Momentum
 Product Calgary
 Studio Bell, home of the National Music Centre
 TedXCalgary
 THECis
 Venture Mentoring Services Alberta
 VR/AR Association (Alberta)
 YYC Data Society
Youth Focused
 Careers Next Gen
 Futurpreneur
 Junior Achievement Southern AB
 League of Innovators
 MindFuel
 Robogarden
 TELUS Spark
 Venture for Canada
 YELL

Post-Secondary Institutions & Skill Academies

321 Growth Academy
 Bow Valley College
 Canada Learning Code
 Campus Alberta Neuroscience
 Class Rebel
 Cybera
 General Assembly
 Hunter Centre for Entrepreneurship and Innovation
 Hunter Hub for Entrepreneurial Thinking
 InceptionU
 Lighthouse Labs
 Mitacs
 MRU Institute for Innovation & Entrepreneurship
 SAIT School for Advanced Digital Technology
 W21C

Sector Specific

Alberta Ecotrust Foundation
 Alberta IoT
 Alberta Machine Intelligence Institute (Amii)
 Bioenterprise
 CETAC-WEST
 COSIA
 Decentralised Energy Canada
 Energy Futures Lab
 Foresight Cleantech Accelerator

**# partners involved...
is growing fast**

Y Combinator-backed CostCertified lands \$8.45M to build the 'Amazon for construction'

Mary Ann Azevedo @bayareawriter / 9:00 AM MDT • October 6, 2021



BY CHARLIZE ALCARAZ / CANADIAN STARTUP NEWS / OCTOBER 6, 2021

FLAMMINGO RAISES \$1.88 MILLION CAD, TEASES LAUNCH OF NEW APP IN Q1 2022



BY JOSH SCOTT / CANADIAN STARTUP NEWS / MAY 7, 2021

PAYSHEPHERD SECURES \$700,000 TO EXPAND ITS CONTRACTOR BILLING SOLUTION ACROSS CANADA, US





Current State

- Ongoing COVID-19 & supply chain challenges -> late opening
- Capital campaign completion: \$5.5M+ private, \$3.5M+ gov't
- Ramp up period underway, business model iteration -> runway
- Corporate structure change to align with Calgary in 2022
- Renewed provincial Regional Innovation Network program funding
- Focused and aligned strategic direction

Questions?

2021 Civic Partner Annual Report

TOURISM CALGARY



2021 Highlights and Results

Tourism Calgary's primary objective in 2021:

Continuing to help, support and drive business to our 900+ members to ensure they had the very best chance of survival.

We **collaborated with partners to deliver experiences** in new and creative ways.
We **generated successes** to be proud of and **set a foundation** for the future.

- **Calgary hosted two major sports bubbles.**
- **A new winter festival took shape in the form of Chinook Blast.**
- **We supported the return of the Calgary Stampede which in turn employed thousands.**
- **Successful events showcased Calgary as an ultimate host city.**
- **Sales team brought in two conventions and continued to 'sell forward' securing future events.**

2021 Performance Measures

Chinook Blast 2021 highlights include:

- 10 founding civic partners.
- Supported 7 civic strategies and 11 BIAs.
- Featured 120+ local artists and more than 390,000 attendees.
- 50+ local businesses supported operations, logistics, programs and marketing.
- **100% LOCAL partnerships and volunteers.**

Calgary hosted two major sport bubbles in 2021:

- The 3-month **Curling Bubble**, and
- The **IIHF Women's World Hockey Championships**.
- The two sport bubbles were part of 21 total hosted events that delivered \$75 million in economic impact to our local economy.
- Event broadcasts showcased Calgary to millions of domestic and international viewers.

2021 Performance Measures

Sport, Culture & Major Events

- Secured 46 events (for 2021 and future years).
- **Projected economic impact of 46 events: \$123 million**
- **Return On Bid Fund Investment 37:1**

Meetings & Conventions

- Secured 52 events (50 of them for future years).
- **Projected economic impact of 52 events \$45.7 million**
- **Return On Investment 43:1**

Return of an Icon

Tourism Calgary supported the return of our largest partner in 2021 – The Calgary Stampede.

- Canada's first large-scale in person event since the start of the pandemic.
- **65,000 room nights sold**
- **Non-local attendance 30% (up from 19% in 2019)**
- **First-time visitors 23% (up from 7% in 2019)**

Current State

Committed to being Ultimate Hosts in the Ultimate Host City.

Calgary is positioned to attract an impressive mix of large meetings and conventions.

- TELUS Convention Centre downtown, plus
- The expanded BMO Centre (which will be the largest convention facility in Western Canada and 2nd largest in the country).

Becoming a true Tier 1 convention city is the opportunity and challenge ahead.

High-profile sport and cultural major events are already on the books for 2022 and 2023.

Calgary's track record as an ultimate host will allow us to grow our portfolio of events:

- **Delivering significant economic impact for our community, and**
- **Making Calgary a truly eventful city.**

Resilience. Creativity. Recovery. Together.

Questions?





2021 Civic Partner Annual Report

Heritage Park

2021 Highlights and Results

- **Opened the Heritage Park Village safely**
- **Up to 600 fulltime and seasonal staff employed**
 - **884 volunteers engaged (Youth Central top community volunteer partner)**
- **Community builder**
 - **Free summer concerts**
 - **Free Shakespeare-on-the-Go**
- **Opened fully restored Prospect Ridge area**
- **Traveling exhibit - Anne Frank: A History for Today**
- **Launched 20-Year park planning process**

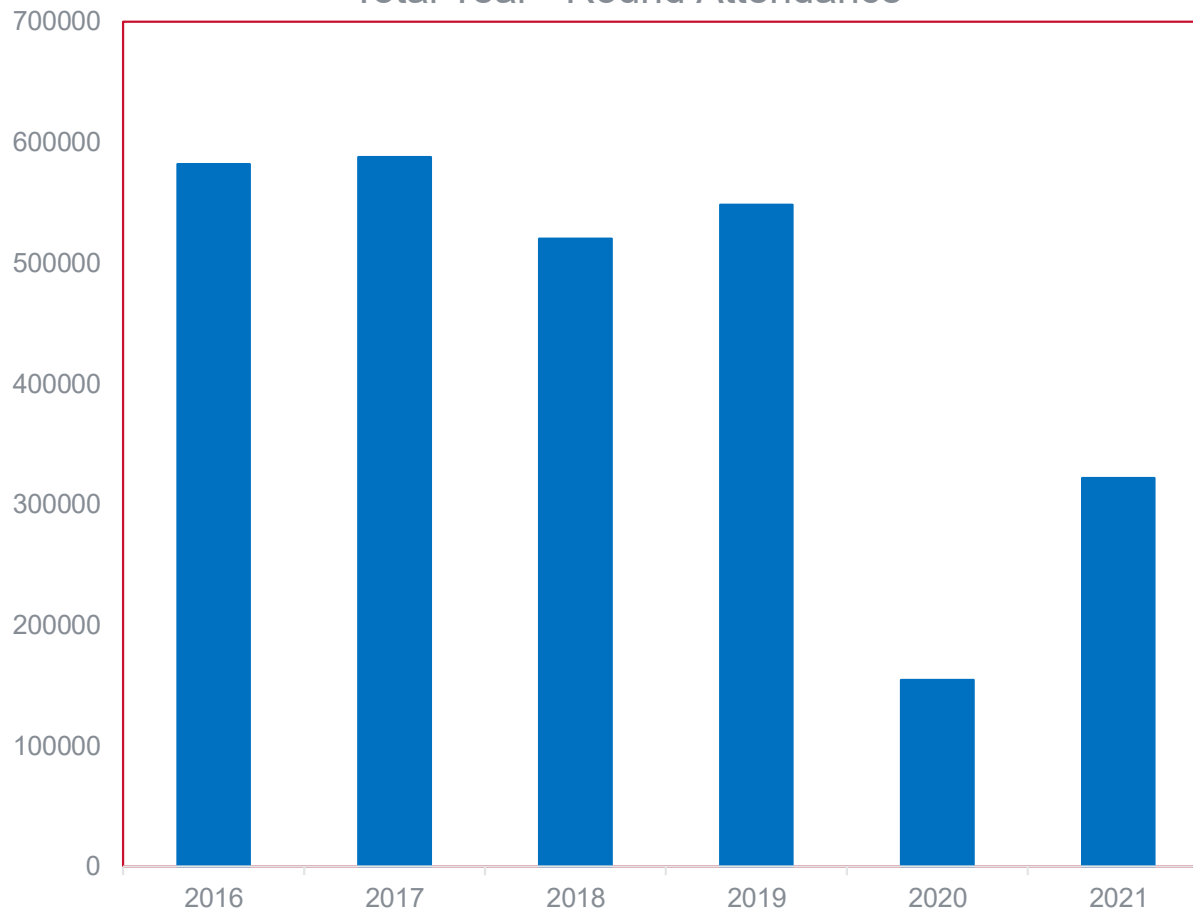


Anne Frank exhibit



2021 Performance Measures

Total Year –Round Attendance



In 2021

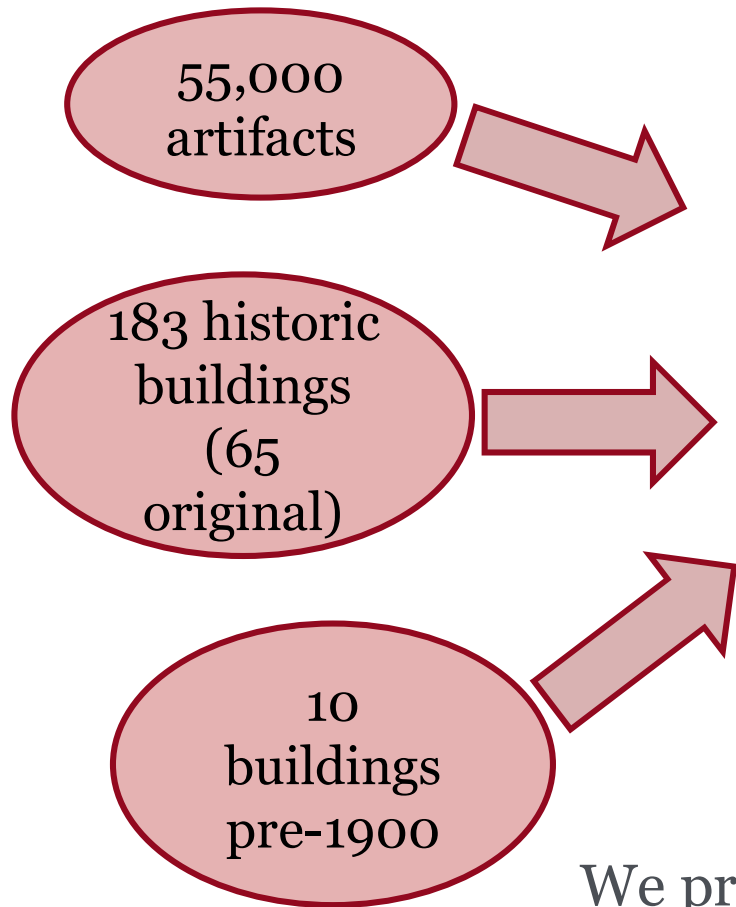
321,896

Total attendance
vs peak of 600K

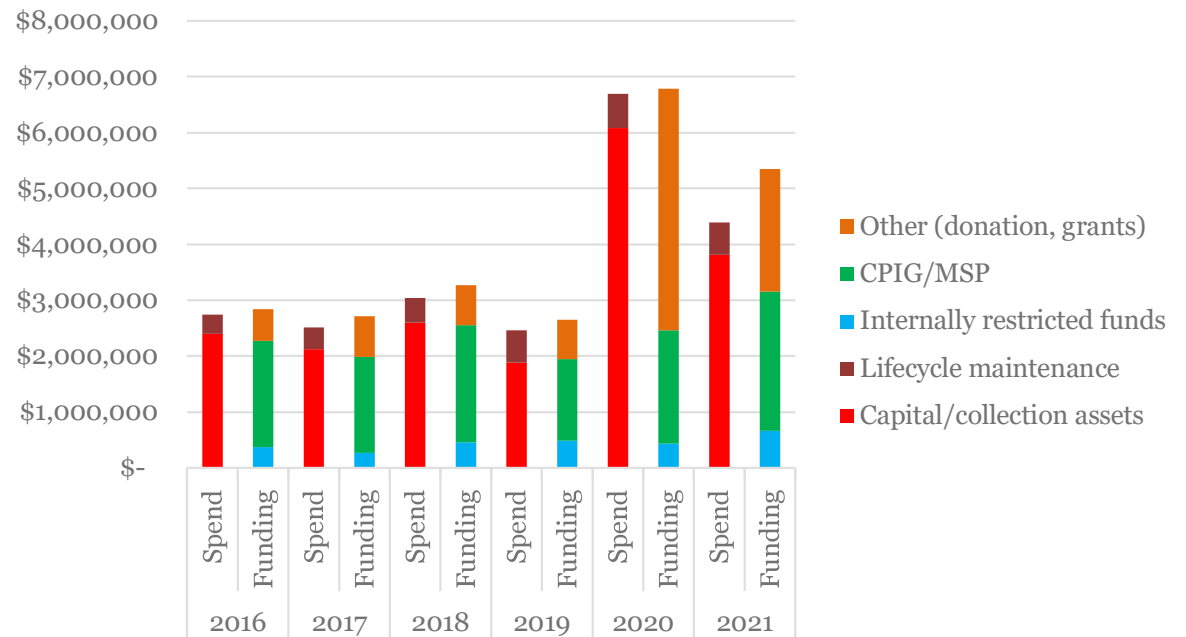
6,150

Education
program attendees
vs peak 65,000

Current State: No Room for Enhancements



Capital and Life Cycle



We protect Calgary's heritage buildings with growing annual investment for lifecycle and preservation of historical assets, **which leaves no room for investment in new history experiences**

Current State

69%

of Calgarians believe
Heritage Park is a
great place to visit

51%

Heritage Park is one
of the top-two
attractions most
important to Calgary

Almost 1 in 2

say they want to see new types of
events and experiences

30%

of summer visitors are tourists

Questions?



Restoring balance between wildlife and human life, together.

2021 Civic Partner Annual Report

The Calgary Zoo



2021 Snapshot

- 1.05 million visitors
- 77,000 active members
- 466 volunteers (43,500 hours), 250 FTE employees
- 91 summer camps hosted, welcoming 1,679 attendees
- 87% of waste was either recycled or composted
- Invested \$3.4M in conservation programs



Positioning for the Future



Restoring balance between wildlife and human life, together.



Jane Goodall Act

- This Senate of Canada bill will establish strong legal protections for wild species kept in human care.
- Large coalition of animal welfare activists and Canadian AZA accredited ZOOS
- Transforms animal welfare
- Helps address animal trafficking
- Differentiates accredited zoos from other zoos and attractions



We are 100 years old in 2029!

- Planning to begin soon
- Investment in:
 - The tourism destination
 - Amazing on-site experiences
 - Wildlife conservation
 - Education
- Continuous focus on animal welfare



Recovering from the Pandemic

- A safe environment
- New events
- New spaces
- Not yet where we were pre-pandemic



Questions



2021 Civic Partner Annual Report

Telus Spark Science Centre



2021 Highlights and Results

- Completed four major **capital enhancements**
- Internally, reorganized into a **creative studio**
- Grew **Indigenous engagement**
- Got a dog, and a bird (**robots**)
- Initiated merger with **Beakerhead**



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Infinity Dome

A wide-angle view of a modern interior hallway. The walls are clad in vertical wood panels. On the left, there are several circular mirrors of different sizes and a large, arched mirror. The ceiling features a series of overlapping, wavy red panels that create a dynamic, sculptural effect. The floor is a light-colored, polished material that reflects the overhead lights. In the background, a seating area with dark armchairs and a low table is visible.

Infinity Dome

A view of a red-walled interior space. The wall is a vibrant red and features a large, arched opening. Above the arch, the words "Infinity Dome" are written in white. To the right of the arch, there is a red leather sofa and a red armchair. A black stanchion with a retractable belt is positioned near the archway. The floor is a light-colored, polished material that reflects the overhead lights.





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BOOK A VIRTUAL SUMMER CAMP

sparkscience.ca/virtual-summer-camps

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Sharpen Your Mind, Become Less Gullible,

CALL FOR YOUTH CONTENT CREATORS



Be a Detective of Facts, and a Warrior for Truth!

FREE 8 WEEK WORKSHOP

- LEARN ABOUT TRUTH & DISINFORMATION
- TRANSLATE IDEAS INTO ANIMATED ARTWORKS
- HAVE FUN!!!

Register at www.disinformationwarriors.ca

A project of



Part of the Digital Citizen's Initiative, funded by



Department of Canadian Heritage



TikTok
@sparkscience

Spark Science Centre
adopted a pup named
Flint and it's just the
cutest! 🐶👀



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KELLY
HOFFER
COM



SUGAR SHACK

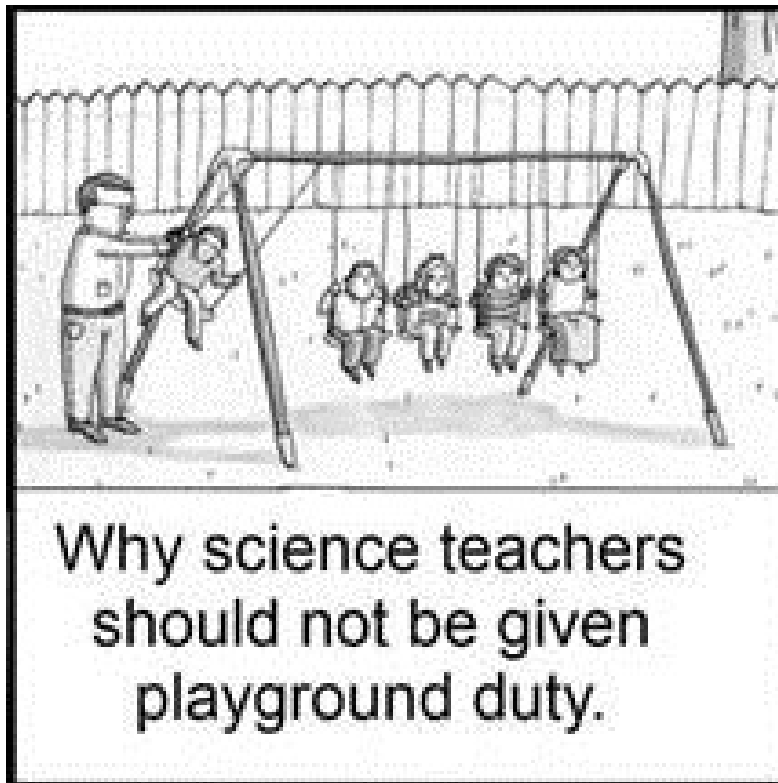
SANTA'S ROBOT WORKSHOP

2021 Performance Measures: Setting up for Success

- *\$6 million in capital renovations delivered on time and on budget*
- *Small clever investments in visitor experience*
- *\$1.5 million in grants received for tourism and Indigenous-led programming*
- *\$3 million and growing -- private community support for Phase 2.*

Current State: Pandemic prep paying off

- *Visitors have returned in full force. Spark is now **exceeding 2019 attendance numbers**.*
- *Sales are strong in store, eatery and the new ice cream café, with average **margin of 25%**.*
- ***Visitor satisfaction is increasing**, with guest ratings “good” or “very good” and membership score as “excellent.”*
- *Staff engagement is strong. **80% of staff report they like or really like working at Spark**.*
- *Facility rental and school bookings are **ramping up** but not yet at pre-pandemic levels.*



Questions?



2021 Civic Partner Annual Report

The Hangar Flight Museum

New Partnership Announced Connecting our Communities

Canada's Aviation Hall of Fame

- Retains the autonomy of both organizations
- Optimize organizational efficiency for both:
 - Co-location arrangement
 - Shared staff resources (2 FTE)
 - Collection ownership is distinct and separate
 - Exhibits to be combined to best tell the stories of our shared history
 - Calgary – home of the Hall of Fames!



Strategic Plan - Destination 2030

Our Flight Path (Vision) - The Hangar Flight Museum will be a premiere destination to explore, engage, and experience the **transformational power of flight**.

2021 Priorities

Strengthening Resources

- Completion of key infrastructure projects in 2021—trusses, tent, meeting room renovations
- Sustainability Review 2020-21 – Governance and Operations
- Feasibility Study nearing completion 2021-22

Improving Visitor Experience

- Implement a safe re-opening plan for visitors and staff
- Develop a plan for improving museum accessibility

Connecting with Community

- Create successful partnership plans with strategic community partners
- Increase public awareness and museum admissions through ongoing marketing and media coverage

Visitors experience safe re-opening / re-engaging

- Open 6 days per week (7 days - summer 2022)
- 8 F/T staff

Visitors

- Held steady in 2021 relative to 2020 at 8,200
- 2022 Q1 – admission is higher than pre-pandemic and on track for 33,000+ similar to 2019

Revenue & Services

- Earned revenue – 15% above 2020
- Gift Shop Sales Q1 2022 - higher than same period in 2019 pre-pandemic
- School Programs beginning to return
- Special Events – underway



Improving visitor experience through new interactive displays

Eyes in the Skies

- Traveling exhibit
- Canada Aviation & Space Museum



2021 Highlights and Results

Connecting with communities through live broadcast

Second year for a live broadcast

- CTV Calgary & Lethbridge
- Live on location and livestreaming



Improving visitor experience through new acquisitions

- 1945 Piper J-3A Cub
- “Coming Home” – commissioned by local artist Bany Declair depicting local WWII Typhoon fighter pilot, Jack Hilton



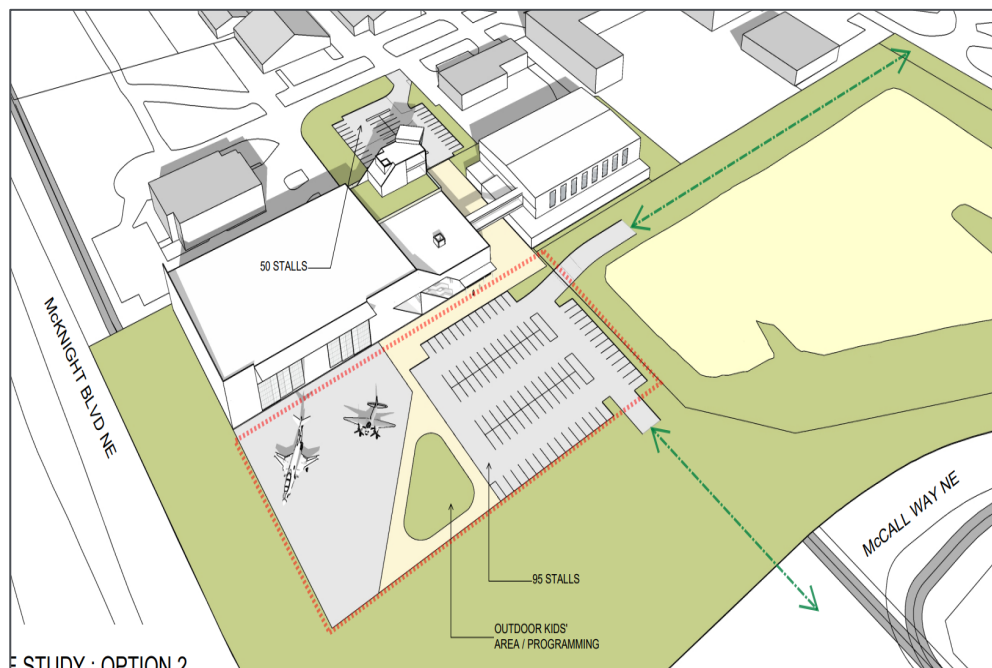
Facility Improvements to enhance visitor experience

1. Truss repairs, tent replacement and humidity upgrade
2. Memorial Room Renovation
3. Building Accessibility Improvements
 - planning for 2022



Feasibility Study – Plans for a New Facility

- Current facility is at/beyond capacity
- Three more aircraft undergoing restoration and returning starting in 2023
- Recently turned the offer of a corporate jet
- Study led by Stantec and Reich & Petch Design
- High level of engagement with stakeholders: City of Calgary, Calgary Airport Authority
- Replacing the fabric tent hangar to create space to grow



Questions?

Nora Molina, Past Chair
Brian Desjardins, Executive Director





2021 Civic Partner Annual Report

*Fort Calgary Preservation
Society*

2021 Highlights and Results – Programs

Focus on programs:

- Digital programs January to July
- Re-opened August 2, for **Historic Calgary Week**
- 12th annual **Walk for Reconciliation**
- Launched **Indigenous Interactions** program
- Launched new exhibition ***Otipemisiwak*** with Métis artist Daphne Boyer and the Dunlop Art Gallery (SK)

Active partnerships:

Forest Lawn Community Association, Whyte Museum, Calgary Public Library, Chinook Historical Society, CMLC/Foothills Nordic, Aspen Family, Aboriginal Friendship Centre of Calgary, the Alex, Sunrise Community Link Resource Centres, Calgary Parking Authority, Calgary Foundation, Jane's Walk, University of Calgary

2021 Performance Measures



- Regained **AMA Recognized Museum** status
- Operating costs were reduced by a further 20% over 2020
- Added leadership in programs, communications, finance
- Continuous improvement to care and organization of the City-owned collection of objects and artifacts
- Created new Disaster Preparedness and Integrated Pest Management plan including staff training

Current State: Impact of COVID

- Reopened August 2021, 3 days per week to contain expenses amid uncertainty of public interest
- Operating revenue slow to come back: limited admissions were recorded (1,554 in-person visits in 2021)
- Financial year-end in the black (~\$150k) due to CEWS, and tight cost controls
- Launched summer camps for 2022, seeking to bring back school visits fall 2022

Questions?





2021 Civic Partner Annual Report

2021 Highlights and Results

During the height of COVID-19, we invested in Calgary's social cohesion & wellbeing:

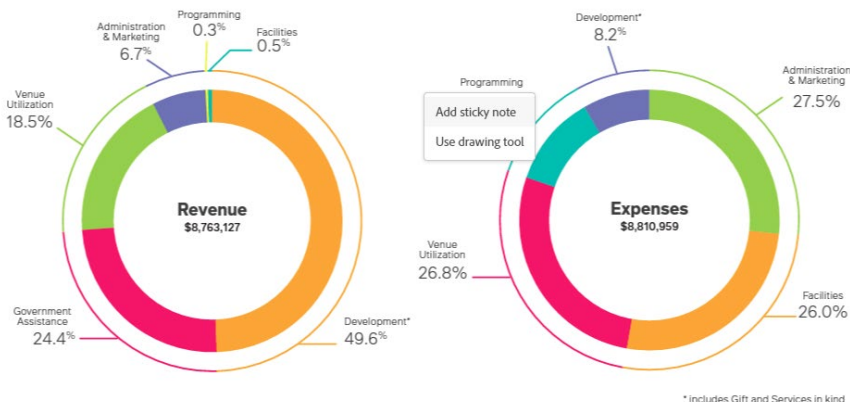
- Engaging with more Calgarians outside of our facilities than ever before via free livestreams and outdoor shows, including 14,990 students and educators
- Creating first-of-a-kind partnerships with Canon Canada and CKUA to bring Arts Commons content to the world
- Launching TD Incubator, under the guidance of artists Contra and Jae Sterling to celebrate and learn from local BIPOC artists
- Beginning the development of an Indigenous Strategy under the guidance of Elders Reg and Rose Crowshoe, and the mentorship of United Way of Calgary
- Upgrading facility air handling to include Merv-15 Air Filters and UVGI Air Disinfectant Systems

2021 Performance Measures

We cannot give what we do not have.
We leaned into our values by:

- Retaining our staff and investing in their professional development and wellbeing, with over \$1.8M in support from the Canadian Emergency Wage Subsidy program
- Supporting local artists by doubling down on our free, outdoor ArtsXpeditions series: 78 performances across 30 unique locations featuring 129 artists
- Announcing the Season of Gratitude campaign, which is gifting up to 10,000 free tickets to Calgary essential workers to performances programmed by our resident companies
- Contributing to Calgary's revitalization by spearheading the single largest cultural infrastructure project in Canada today, and the world's first performing arts centre to be designed since COVID-19

Finances: Impact of COVID-19



2020-21 Snapshot:

- 55% drop in earned revenues from 2019-20 (\$2.6M+)
- Contributed revenues increased by 55% due to incredible community support (\$2.2M)
- Ended the year with a moderate \$47,000 deficit despite the loss of earned revenues and the strategic increase in free and accessible programming

- Even with an overall decrease of \$6.5M in earned revenues since 2019, we were still able to create new programs and partnerships to make the arts more accessible to Calgarians and still reduce our anticipated deficit
- We retained our salaried staff at full-pay, while implementing new workforce engagement policies and restructuring departments for increased efficiencies
- In addition to the incredible support from The City of Calgary, Arts Commons was able to leverage its private sector relationships to:
 - Retain over \$740,000 in sponsorship during a year where nothings was as it should be
 - Launch a \$552,000 Board-led campaign, which leveraged an additional \$176,000 from long-time donors
 - Welcome 359 new community supporters, receiving more than \$67,000 in donations and ticket conversions





Photo courtesy of Ethnik Festival of the Arts | Photo: Motif Photography

2021 Civic Partner Annual Report

Calgary Arts Development Authority

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2021 Highlights and Results

\$11.6
million

Invested into the sector

500+

Grants

21,955

Activities by grantees

4M

Total # of participants
and audience

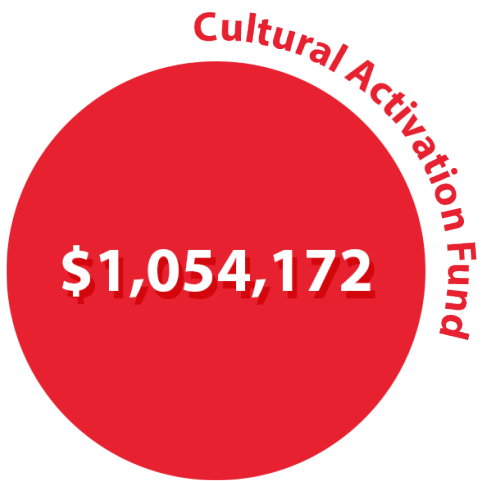
Public Art



ISC: UNRESTRICTED

Photo courtesy of BUMP Festival

Cultural Activation Fund



Investment through grants and sponsorships in
64 projects supporting

Music City Strategy

Downtown Strategy

Winter Strategy

Creative Economy Strategy



KDF at the RISE UP launch | Photo: Marc Tran

RISE UP YYC Partnership

31 summer weekend events | 20 fall weekend events

20 Pop-Up Performances | 45 hours of free family-friendly programming

33 Hotels Live events – 124 artists | 1,650+ rooms | 5,013 attendees | \$300K+ in ticket sales

7 Relaunch Lunches – over 300 attendees

A COVID-19 Protocols Handbook



RISE UP Pop-Up Performance | Photo: Jeff Kynoch

2021 Community Engagement



Illustration from *Leaving Home*, an animated video created by Barbara Amos

Community Working Group

Cultural Instigators

Art for Social Change

Relief

Recovery

Resiliency



Let's harness the power of the arts to help us reimagine our city

Joy and meaning

A vibrant downtown

Attracting and keeping young talent in Calgary

Equity and belonging

Tackling challenging issues

Telling our stories

Inspiring youth

Developing the creative economy

Questions?

FRASER &

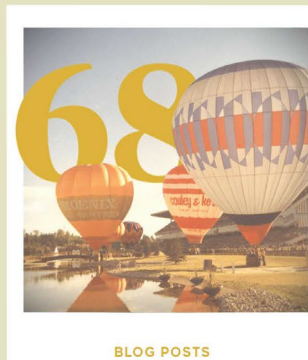
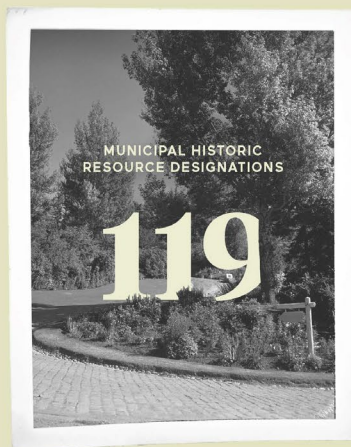
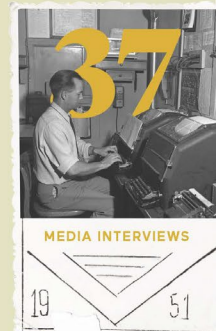
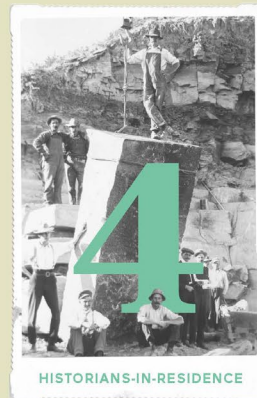
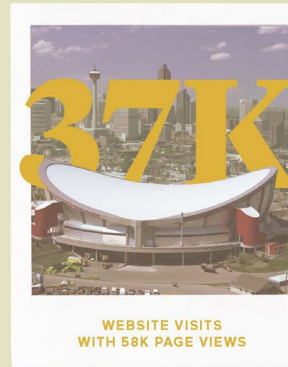
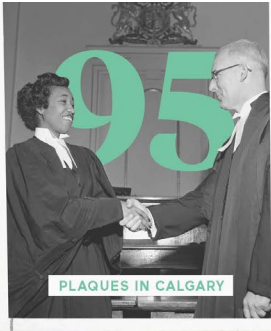
SEABLOOM

2021 Civic Partner Annual Report

*Heritage Calgary
(The Calgary Heritage
Authority)*

2021 Highlights and Results

2021 OVERVIEW



2021 Performance Measures



Current State



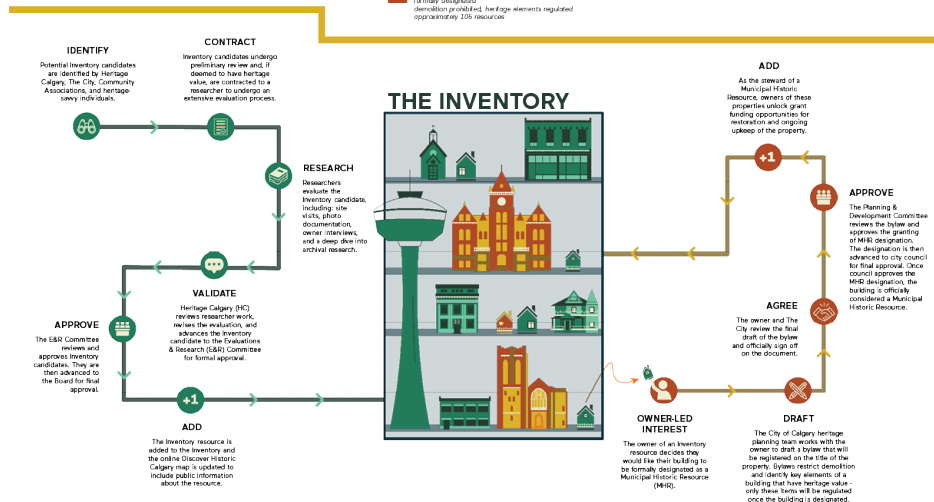
HERITAGE
CALGARY

LEGEND

- INVENTORY OF HISTORIC RESOURCES
- RESOURCE ON THE INVENTORY
No legal protections
eligible for formal designation
approximately 800 resources
- Municipal Historic Resource (MHR)
Formally designated
demolition prohibited, heritage elements regulated
approximately 105 resources

MANAGEMENT

- INVENTORY OF HISTORIC RESOURCES - HERITAGE CALGARY
- MHR DESIGNATION - CITY OF CALGARY



2022 Bill Pr2

Third Session, 30th Legislature, 71 Elizabeth II

THE LEGISLATIVE ASSEMBLY OF ALBERTA

BILL Pr2

CALGARY HERITAGE AUTHORITY
AMENDMENT ACT, 2022

MR. NIXON

First Reading

Second Reading

Committee of the Whole

Third Reading

Royal Assent

Naming, Renaming, Commemoration, and Removal Handbook

DEVELOPED BY HERITAGE CALGARY



Partnerships



Hillhurst Sunnyside Community Association



Questions?

2021

HERITAGE
CALGARY



2021 Civic Partner Annual Report



Purpose and Strategic Imperatives

Our purpose

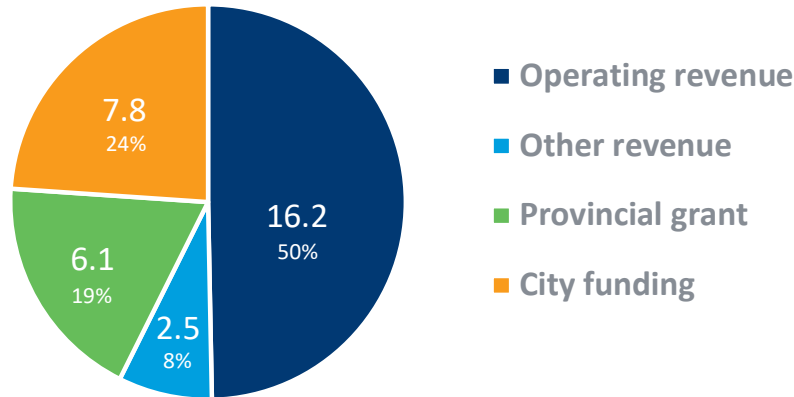
Live your best life.

- | | | | | |
|----------------------------|---|--|-------------------------------|--------------------------------|
| 1 | 2 | 3 | 4 | 5 |
| Create dynamic communities | Support seniors to live fully and age successfully with Silvera | Build Silvera's high-performance culture | Maintain financial discipline | Steward our trusted reputation |

2021 Highlights – Financial

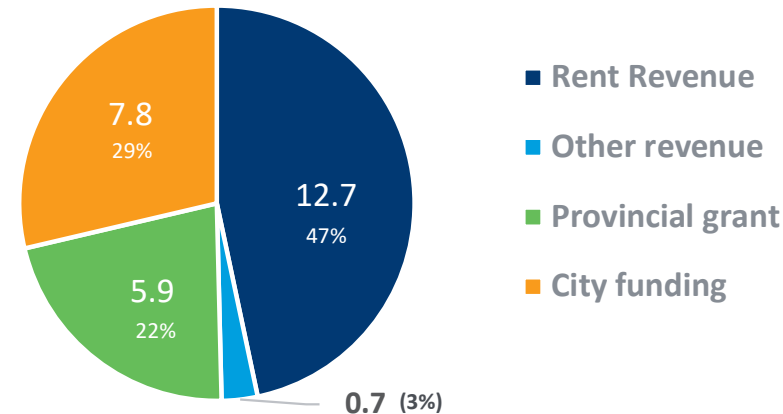
Total

Revenue \$32.5M

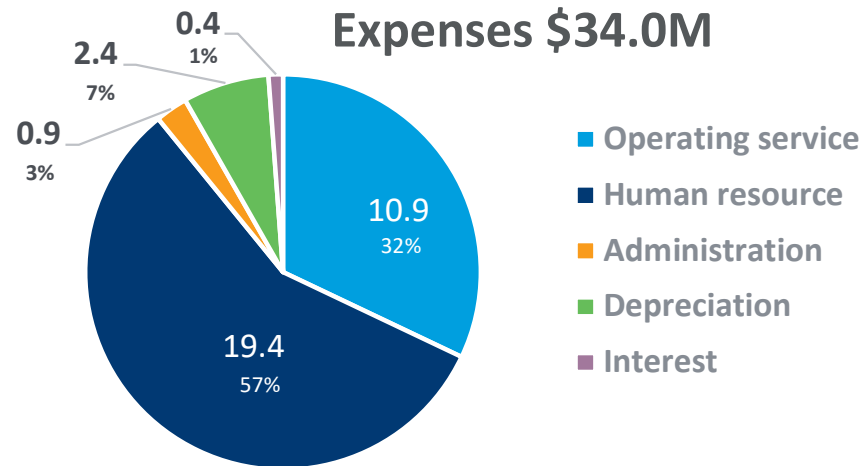


Lodges

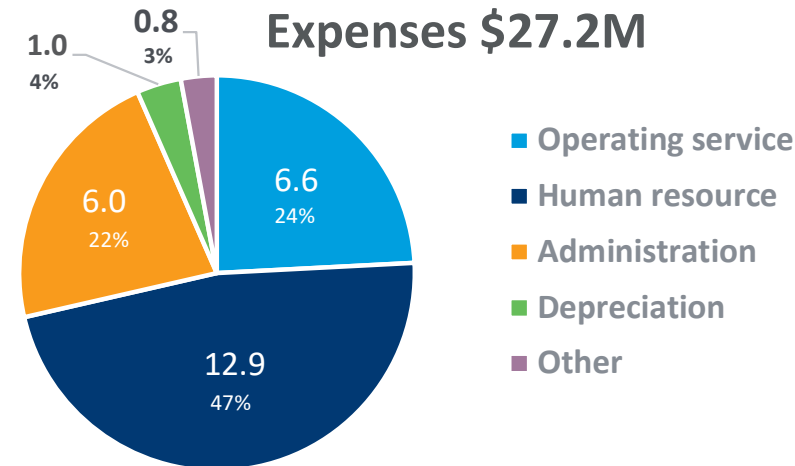
Revenue \$27.2M

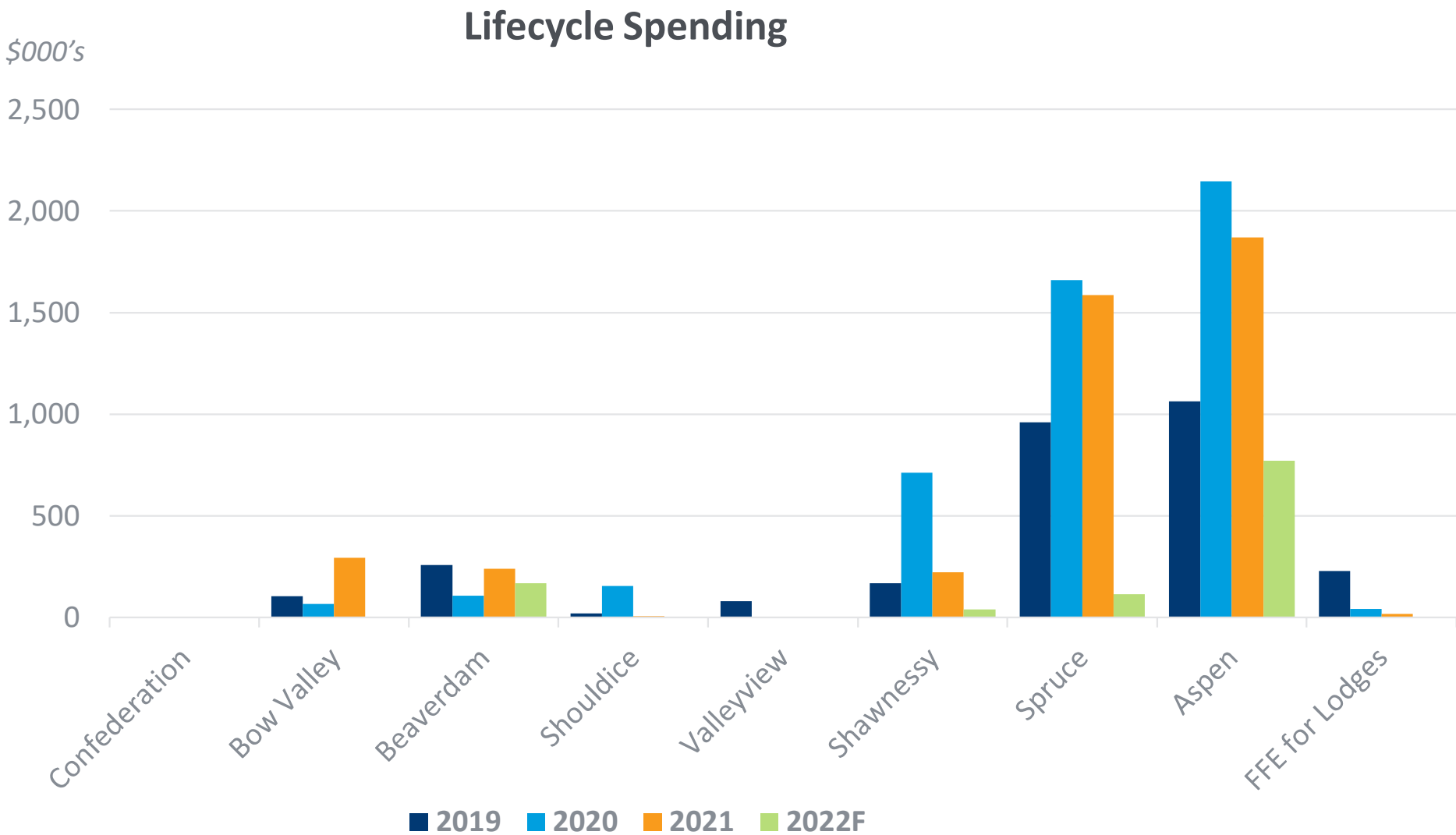


Expenses \$34.0M



Expenses \$27.2M





2021 Highlights – Performance

Occupancy

COVID
occupancy

88%

Employees

Employee
Engagement

82%

Residents

Resident
Satisfaction

95%

Community Recognition



2021 Highlights – Performance (Covid)

Outbreaks

Covid-19 Outbreaks

13

Days in Outbreak

272

Positive Resident Cases

54 (including 3 deaths)

Employee Vaccination Rates

Voluntary Vaccination X1

98%

Voluntary Vaccination X2

94%

Mandatory double vaccination
plus booster for all new hires in
2021

2021 Performance Measures

Calgary in the new economy strategy

32 temporary jobs
to support continued pandemic response

\$380K raised
to invest in program innovation



Poverty reduction strategy

298 calls
per month

1,162 Applications
processed

224 Low-Income Seniors
added to waitlist (40%)

\$150K raised
to improve quality of life for low-income residents



Affordable housing strategy

Vista Apartments
120 RGI units 2021/22

New Gilchrist
114 RGI units in 2022

Westview Residence West
26 below market units in 2022

Livingston Terrace
42 RGI units (announced)



Workforce stability and staff safety/mental health

Aging workforce | Wage pressures | STD/LTD cases doubled in early 2021

Inflationary cost pressures

Construction cost escalations | Operating (i.e. food, supplies, etc.)

Collaboration between all 3 orders of government

Rapid Housing Initiative | Stronger Foundations

Moving
forward
together.



2021 Civic Partner Annual Report

Calgary Public Library



ISC: UNRESTRICTED

2021 Highlights and Results

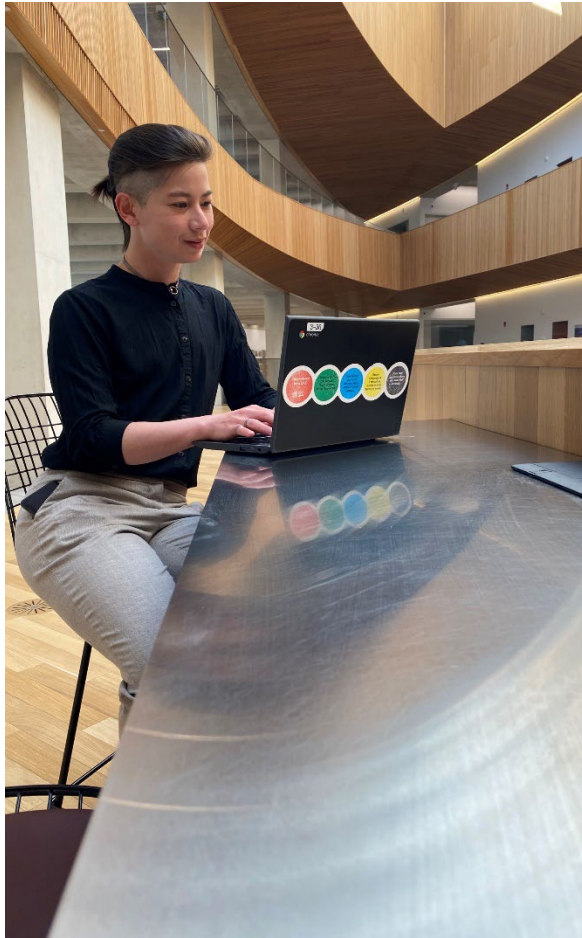
- 21 locations operated at 93% of regular service hours
- 723,000 active members
- 14 million circulations (5 million digital | 9 million physical)
- 2.1 million in-person visits and 10.6 million calgarylibrary.ca visits
- 358,000 curbside holds picked-up
- 1 million print and copy jobs
- Nearly 60,000 online program participants
- 116,000 free online courses taken
- 3,000 computers borrowed

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Innovation In The Face Of Crisis

TECHNOLOGY

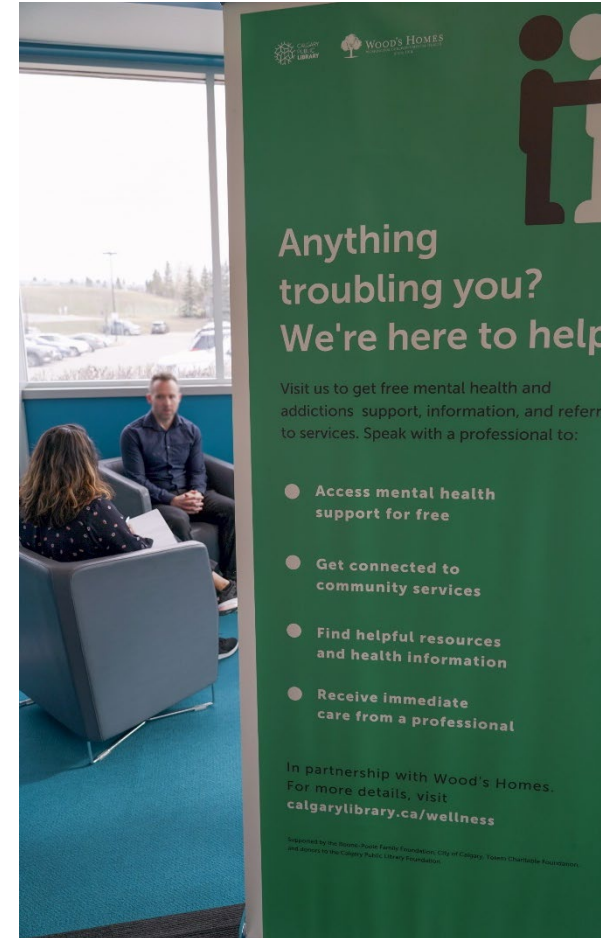


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SCHOOL SUPPORTS



COMMUNITY RESILIENCE



2021 Performance Measures

Key Performance Measure	2021 Result
Attendance at Children's Program (in-person and virtual)	66,162
Satisfaction with Library Experience	95%
Users who believe the Library helps create a sense of belonging in the community	68%

Current State

- Calgary Public Library celebrates 110 years
- All locations open and delivering typical library service and programs
- Visits increasing steadily, along with program registration
- Investing in Equity, Diversity, and Inclusion at the Library
- Piloting hybrid work for relevant departments
- Development of 2023-2026 Strategic Plan
- Understanding emerging community needs and completing review of library space deficit

Questions?



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