



AGENDA

SPC ON COMMUNITY AND PROTECTIVE SERVICES

RE: CIVIC PARTNERS

May 14, 2018, 8:30 AM
IN THE COUNCIL CHAMBER
Members

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

1. CALL TO ORDER
2. OPENING REMARKS
3. CONFIRMATION OF AGENDA
4. POSTPONED REPORTS
(including related/supplemental reports)
(None)
5. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES
 - 5.1 2017 Civic Partner Annual Report, CPS2018-0577
6. CONFIDENTIAL ITEMS
 - 6.1 URGENT BUSINESS
7. ADJOURNMENT

**Community Services Report to
SPC on Community and Protective Services
2018 May 14**

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2017 Civic Partner Annual Report

EXECUTIVE SUMMARY

The City of Calgary partners with over 400 external organizations to deliver effective programs and services in targeted areas, develop and advance strategies, and construct and manage assets. Successful partnerships are characterized by shared results, interdependence, and mutual accountability. Under the *Investing in Partnerships Policy*, Civic Partner organizations have a City investment of over \$500,000 annually. This report focuses on the results of 17 Civic Partners that receive operating grants.

Through investment in 17 Civic Partner organizations, Calgarians and visitors have access to acclaimed cultural attractions, amenities, programs and services in the arts, conservation, history, and science. Civic Partners support the local economy through tourism and economic development; they offer a variety of recreational and sport opportunities; gather business, community and arts leaders to collectively build a stronger Calgary; and provide opportunities to learn, gather, and discover.

The Civic Partner Annual Report is one aspect of a broader accountability framework. It provides a snapshot of Civic Partners' key results in 2017, and how they adjusted to a changing economy, leveraged The City's investment through volunteers and other resources, and allocated The City's funding. Partners managing and operating City-owned assets report on capital development plans, and those stewarding Council-approved strategies report on key results.

The continued challenging economic environment in 2017 meant partners continued to adjust and transform their operations. Depending on the nature of their work, Civic Partners saw different impacts including an increased demand for programs and services, increased use of fee assistance programs, and reduced attendance. However, the trend was mixed with some Civic Partners seeing increased attendance, and an increase in some earned revenue streams. Most Civic Partners working in sectors related to economic development saw an increased demand for their services as the city sought to diversify and rebuild its economy and support entrepreneurs and innovation.

Asset management remained a priority and The City supported partners to manage City-owned assets through capacity-building, matching capital grants, and access to asset management tools and resources.

Detailed annual report templates submitted by each Civic Partner are included in Attachments 4 through 20, and each includes a Results Based Accountability scorecard that summarizes key performance measures and highlights.

ADMINISTRATION RECOMMENDATION:

That the Standing Policy Committee on Community and Protective Services recommend that Council receive this report for information.

PREVIOUS COUNCIL DIRECTION / POLICY

A detailed listing of previous Council direction since 2004 is included in Attachment 1.

2017 Civic Partner Annual Report

BACKGROUND

The City partners with over 400 independent organizations across the community including community associations and social recreation groups, Business Improvement Areas, preventive social service providers, and other organizations that receive operating grants, capital grants, nominal leases or other types of investment to work towards a common outcome desired for Calgarians. These partnerships are characterized by shared results, interdependence, and mutual accountability.

The Investing in Partnerships Policy approved by Council in 2017 defines categories of partnerships to support consistent accountability and relationship management. Under the policy, Civic Partners are organizations that have an annual City investment of over \$500,000. The City's relationships with Civic Partners are mutually beneficial and leverage The City's operating and capital funding; support effective management of a range of assets stewarded by partners; and enable effective implementation of Council-approved strategies. This report focuses on the results of the 17 Civic Partners that receive operating grants from The City. The Civic Partner Annual Report is one component of the Civic Partners' accountability structure that also includes the Civic Partner Audit Report (AC2018-0409) and ongoing relationship management and due diligence related to each partner's agreements.

Civic Partners strengthen economic development, tourism and promotion initiatives; enhance the city's arts and culture landscape; attract visitors from around the world to conventions, cultural attractions, and events; connect communities and build knowledge and skills through access to high quality library services; provide affordable housing, support poverty reduction, and provide Calgarians with a wide range of opportunities related to sport, recreation, conservation, history, arts, and culture.

Following the approval of the *Investing in Partnerships Policy*, two existing City partners that met the Civic Partner criteria were added and are included in this report: VCC Initiatives Ltd. (Vibrant Communities Calgary) that stewards the *Enough for All* poverty reduction strategy; and Silvera for Seniors, a Housing Management Body that provides housing for low income seniors.

To support this report, each partner completed a detailed template focused on key results, how it adjusted to a challenging economy, performance measures, how it leveraged The City's investment and allocated The City's operating funding, and levels of volunteer support. Partners managing and operating City-owned assets reported on capital development plans, and those stewarding Council-approved strategies reported on key results. A sample of the template is included in Attachment 3 and individual Civic Partner Annual Reports are included as Attachments 4 to 20.

Through the *Investing in Partnerships* policy, a broader initiative is underway to collect information required to provide an annual report of The City's total investment in all types of partnerships. The information that will be included in the inventory of partnerships will support data-driven investment decisions, greater transparency and enhanced coordination.

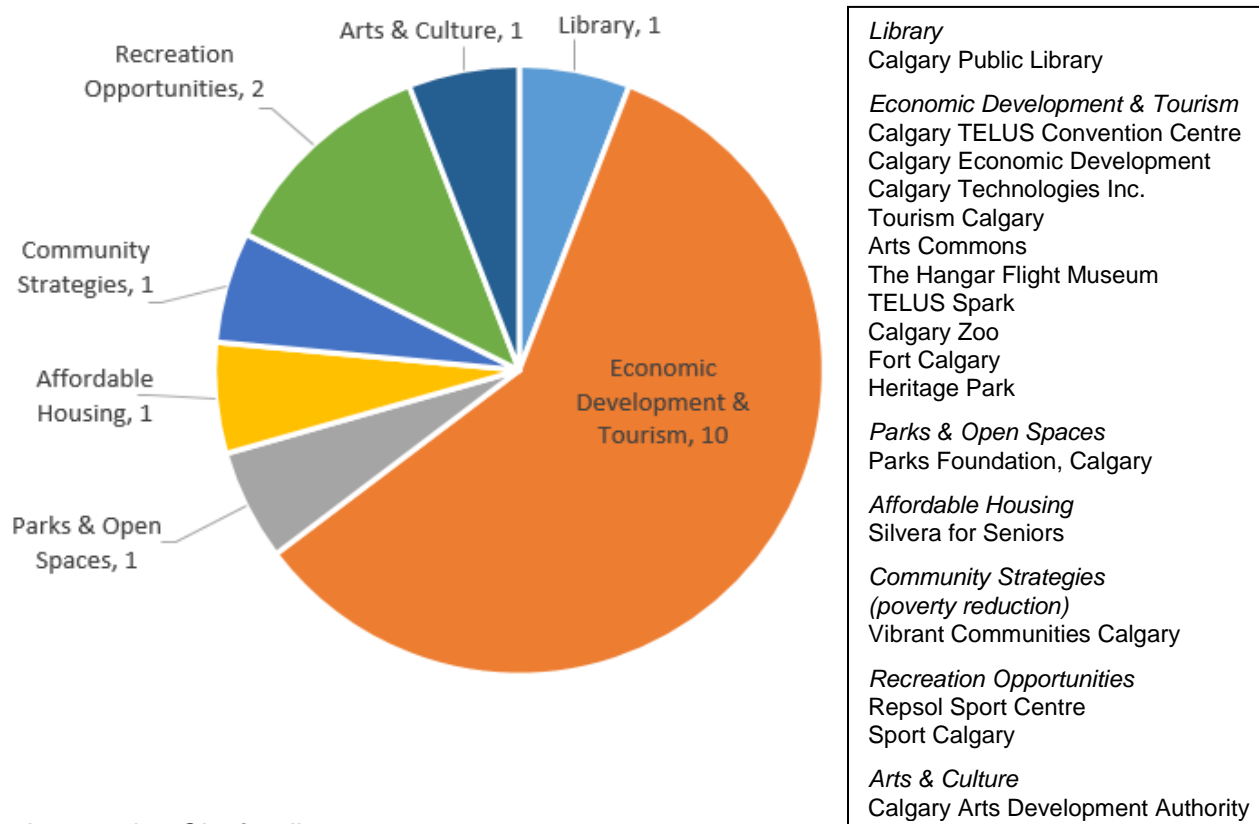
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INVESTIGATION: ALTERNATIVES AND ANALYSIS

Civic Partner programs and services fall into a broad range of sectors. The following graph demonstrates the breakdown of the 17 Civic Partner organizations that receive operating funding organized by the proposed Lines of Service for the upcoming *One Calgary* budget:



Leveraging City funding

In 2017, The City invested over \$175.3 million in Civic Partners through operating grants and matching capital grants for partners managing City-owned assets (Attachment 2). The level of grant funding varied by partner and was highly leveraged by other sources of revenue including donations, corporate sponsorships, government grants, and earned revenue streams. Based on self-reporting, most Civic Partners allocated a significant portion of operating funding to organizational capacity including staff compensation, development and training.

A challenging economic environment

The impact of a challenging local economy continued to be a common theme for all Civic Partners in 2017. Most partners reported an increase in operating costs, and for some this was paired with reduced revenues. Regulatory changes, including adjustments to minimum wage and the introduction of the carbon tax, contributed to rising costs. In the face of increased costs, Civic Partners adjusted their operations by reducing staff and operating hours, cancelling or reducing employee events, exploring revenue diversity options, and establishing new partnerships. With a changing local market, some partners reduced operating expenses through salary reductions, and renegotiated contracts and leases.

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Strategic asset management

Civic Partners manage and operate more than \$795 million in City-owned assets (insured value).

In 2017, The City invested over \$84.7 million in Civic Partner capital projects, including \$61.8 million for the New Central Library. Funding was allocated based on a review and prioritization of business cases received, alignment with requirements in legal agreements, adherence with funding program guidelines, and the availability of funds.

Many assets Civic Partners manage and operate are complex, aging facilities that require ongoing lifecycle maintenance to ensure safety and compliance with building code requirements, and to support high quality services. In 2017, The City invested more than \$14.5 million in asset management planning and lifecycle work to support consistent, effective, and informed infrastructure decisions; to create standardized approaches; prioritize projects based on need; and identify the funding required to optimize the maintenance and longevity of the assets. Partners leveraged this funding with an additional \$3.7 million in contributions.

Performance Highlights

Arts and culture

In 2017, the **Calgary Arts Development Authority (CADA)** continued to focus on three priorities: raising the value of the arts, building partnerships, and leveraging resources. Support for *Living a Creative Life* continued to grow with signatories rising from 128 in 2016 to 143 in 2017. Through a number of grant programs, CADA awarded funding to 171 organizations and 103 individual artists. CADA also continued to focus on the role of the arts in economic development, in particular how the arts support innovation, create a vibrant city, and enhance Calgary as a cultural destination.

Following concerns from arts organizations about the impact of the economy on their operations and sustainability, Council approved an additional \$1 million in Community Economic Resiliency funding for arts organizations, and \$2 million to support the sustainability of CADA's ten Cornerstone Arts Organizations. In 2017, CADA worked with the Cornerstone Arts Organizations to develop a sustainability framework for the arts sector for presentation to Council in 2018.

Economic development and tourism

Demand for economic development and tourism services continued to increase in 2017. **Calgary Economic Development** invested \$2.3 million of the \$7 million in Community Economic Resiliency Funding Council approved in 2016 February to accelerate implementation of the 10 Year Economic Strategy for Calgary. CED's results included moving from 14 active prospects and opportunities in 2016 to 146 in 2017, and attracting 67 companies to Calgary compared to 37 in 2016.

Tourism Calgary continued to focus on implementing its Destination Strategy, *Calgary. Ultimate Hosts. Ultimate Host City*. A total of 6.9 million people visited Calgary in 2017, 3.7 per cent higher than 2016, but below the eight million visitors in 2015. In 2017, visitors contributed \$1.6 billion to the local economy. Tourism Calgary accelerated its collaborative approach to tourism marketing by developing marketing campaigns with a record 47 partners and 90 per cent of stakeholders reported Tourism Calgary was an effective champion for the industry.

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Economic Development																										
Economic impact of convention delegates	Number of entrepreneurs supported																									
<table><thead><tr><th>Year</th><th>Economic Impact (Millions)</th><th># of delegates</th></tr></thead><tbody><tr><td>2014</td><td>\$14M</td><td>~28</td></tr><tr><td>2015</td><td>\$19M</td><td>~24</td></tr><tr><td>2016</td><td>\$22M</td><td>~20</td></tr><tr><td>2017</td><td>\$26M</td><td>~18</td></tr></tbody></table>	Year	Economic Impact (Millions)	# of delegates	2014	\$14M	~28	2015	\$19M	~24	2016	\$22M	~20	2017	\$26M	~18	<table><thead><tr><th>Year</th><th>Number of entrepreneurs supported</th></tr></thead><tbody><tr><td>2014</td><td>81</td></tr><tr><td>2015</td><td>142</td></tr><tr><td>2016</td><td>157</td></tr><tr><td>2017</td><td>393</td></tr></tbody></table>	Year	Number of entrepreneurs supported	2014	81	2015	142	2016	157	2017	393
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The story behind the numbers	The story behind the numbers																									
<p>While the number of delegates and events was down at the Calgary TELUS Convention Centre, strategic attraction of international conferences led to the economic impact of delegates rising from \$22 million in 2016 to \$26 million in 2017. In Q3 and Q4 2017, there was increased in activity as the economy continued to recover.</p>	<p>Calgary Technologies Inc. (operated as Innovate Calgary until December 31, 2017) continued to see an increased demand for entrepreneur development programs. Through program delivery efficiencies, it served 393 clients, up from 157 in 2016. Year over year program demand grew six per cent and it fielded inquiries from 678 new clients. Events drew in 2,415 attendees, up from 1,736 in 2016.</p>																									

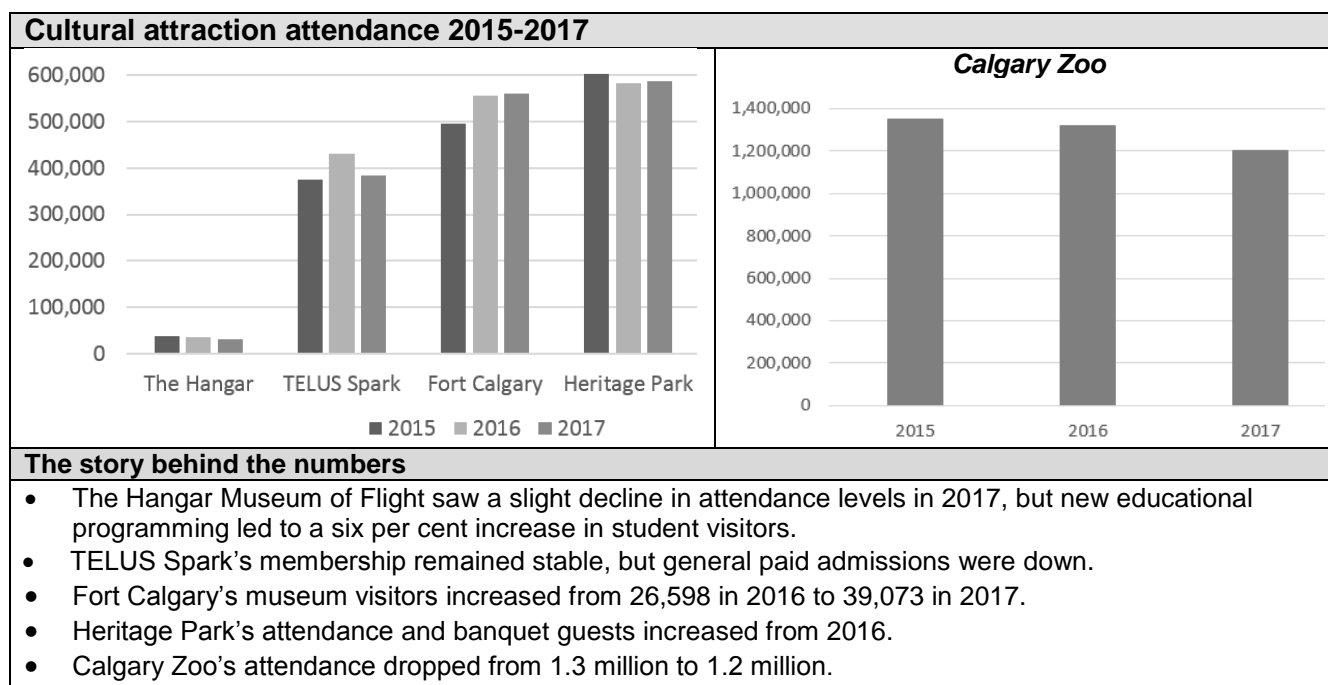
Arts Commons is a unique 560,665 square foot facility with six performance venues that supports the sustainability of 175 organizations. In 2017, use of the Arts Commons venues by community organizations for performances, concerts and events increased to 916 instances from 889 in 2016. By focusing on revenue diversification, Arts Commons generated over \$6 million in revenue in 2017, up from \$5.7 million in 2016.

Cultural attractions contribute to Calgary's quality of life, support economic development and tourism, and provide recreation and education opportunities. Partners include **Aero Space Museum Association of Calgary (The Hangar Flight Museum)**, **Calgary Zoological Society**, **Fort Calgary Preservation Society**, **Heritage Park Society**, and **Calgary Science Centre Society (TELUS Spark)**.

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Recreation opportunities

Repsol Sport Centre had a stable number of visits year over year, but noted increasing challenges in recruiting members. Support for fee assistance increased substantially, and the facility has been recognized as a leader in providing subsidized fees. With increasing competition from other facilities, it continued to refine its programs and services, and maintain the facility.

Sport Calgary saw increased participation for its two free signature events All Sports One Day aimed at getting kids active, and All Sports One City that targets adults. While it was a challenge to secure corporate donations, they met their targets and generated a record level of donations for the Celebration of Sport event.

Parks and open spaces

Parks Foundation, Calgary supported 19 playground projects in 2017, similar to 2016. While corporate fundraising continued to be challenging, they saw a 24 per cent increase in project donors in 2017.

Calgary Public Library

Calgary's libraries are community hubs that ignite learning, discussion, invention and action. In 2017, economic conditions continued to be challenging and Calgarians turned to their local libraries to meet their reading, career, and skills development needs. There were 6.8 million library visits, up from 6.3 million in 2016. This high usage was reflected in survey results indicating that 71 per cent of Calgarians reported using the Library in 2017, and 83 per cent reported its importance to their quality of life.

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The Library continued to serve as a technological hub for Calgarians, with over 600,000 free wi-fi sessions logged in 2017 and more than 92,700 free online courses taken. It also developed *Scout*, a virtual assistant to deliver customer service at the new Rocky Ridge location. The Library continued its efforts to serve vulnerable Calgarians by expanding book truck services, and providing outreach services to the Tsuut'ina Nation.

The City's investment in the Library was leveraged through both volunteer support and fundraising revenues. In 2017, 3,325 Calgarians contributed 82,345 hours of volunteer time. In 2017, the Calgary Public Library Foundation raised \$6 million, \$2.1 million more than in 2016, and donated \$3.2 million to the Calgary Public Library Board to support operations, programs and collections.

The Library manages a wide range of assets, and in 2017, they undertook \$5.7 million in City-funded lifecycle projects including projects at the Nose Hill and Crowfoot library locations, replacement and enhancement of vehicles and furniture and IT infrastructure, along with a number of smaller lifecycle projects.

New Central Library Project

In 2017, the New Central Library was listed as one of Architectural Digest's 12 most anticipated buildings in 2018. Construction on this unique structure progressed on schedule and budget in 2017. The City Auditor completed an audit on quality, schedule, and budget, and reported to Council that the project's quality assurance process were working as intended.

With the construction on track, focus turned to the Library's operational readiness for its 2018 November opening. The Library developed a *Plan for Innovation*, and piloted and tested new services at existing library locations. They developed a marketing plan, hosted onsite tours, scoped IT project requirements, and coordinated security requirements for the new site.

Affordable housing

Silvera for Seniors is a leading provider of affordable housing for Calgary's low-income seniors, providing housing to approximately 1,600 seniors in 25 communities. Resident engagement surveys in 2017 indicated a high level of satisfaction with their services, with 86 per cent of residents reporting they were satisfied. The most significant area of satisfaction is their relationships with employees at 95 per cent. In 2017, their staff was supported by 132 Calgarians who volunteered 10,729 hours, in addition to 83 Days of Caring projects that supported maintenance and service improvements.

Community strategies (poverty reduction)

Vibrant Communities Calgary stewards the *Enough for All* poverty reduction strategy through a collective impact model that engages organizations and individuals from across the community to work towards shared goals. In 2017, 89 per cent of the stakeholders engaged in poverty reduction work were aware of the *Enough for All* goals. Collaborative work on Community Hubs was a 2017 highlight, including a United Way and City of Calgary community hubs pilot project in targeted neighbourhoods, and the development of an online toolkit, *Community Hubs by Design*.

2017 Civic Partner Annual Report

Stakeholder Engagement, Research and Communication

Ongoing, two-way communication with partners is critical to maintain effective, mutually beneficial relationships. Information provided by partners in their annual report templates is the basis for this report.

Strategic Alignment

In *ActionPlan*, Civic Partners are the external leads for four strategic actions under the Prosperous City Council priority:

- P1: Strengthen Calgary's position as a global energy centre and location of choice for international talent, investment and innovation through enhanced business development, marketing and place-making initiatives.
- P2: Advance purposeful economic diversification and growth.
- P9: Cultivate the city's talent, diversity and energy to enable Calgarians to live creative lives.
- P10a: Expand our library system.

Civic Partners also support the delivery of actions under A City of Inspiring Neighbourhoods, and a Healthy and Green City. Administration has also identified a number of internal Civic Partner-related actions under a Well Run City.

Social, Environmental, Economic (External)

Civic Partners play an integral role in maintaining a high quality of life for Calgarians by providing cultural attractions; offering educational programming in the arts, conservation, history and the sciences; supporting the local economy through tourism and economic development; offering a variety of recreational and sport opportunities; gathering business and arts leaders to collectively build a stronger Calgary; and providing opportunities to learn, gather, and discover. They offer services, facilities and public spaces and embrace diversity, inclusiveness and creativity. They facilitate fair access to programs through The City's Fair Entry program and other internal subsidy programs.

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

Civic Partners are key contributors in attracting, retaining and nurturing economic development in the city. Partnerships are also a way for The City to leverage expertise and resources, as well as explore alternate service delivery approaches to improve the quality of life of Calgarians.

Financial Capacity

Current and Future Operating Budget:

There are no operating budget implications as a result of this report. Attachment 2 details the operating grants allocated in 2017 and budgeted amounts for 2018.

Current and Future Capital Budget:

There are no capital budget implications as a result of this report. Attachment 2 details the capital grants allocated in 2017 and budgeted amounts for 2018.

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Risk Assessment

Civic Partner annual reporting is one of several accountability mechanisms to mitigate The City's financial and reputational risks. Other measures include financial monitoring of performance and risk management practices reported to the Audit Committee, regular review of financial statements, and regular review of legal agreements.

REASON(S) FOR RECOMMENDATION:

The Civic Partner Annual Report highlights the value of The City's 17 Civic Partners that receive operating grants, supports accountability, and provides an opportunity for Council to gain an overview of the current accomplishments, challenges, and future strategic direction of Civic Partners.

ATTACHMENT(S)

1. Attachment 1 – Previous Council Direction
2. Attachment 2 – Civic Partners Grant Funding 2015-2018
3. Attachment 3 – Civic Partner Annual Report Template
4. Attachment 4 – Calgary Public Library Board
5. Attachment 5 – Calgary Economic Development Ltd.
6. Attachment 6 – Calgary Convention Centre Authority (Calgary TELUS Convention Centre)
7. Attachment 7 – Tourism Calgary
8. Attachment 8 – Calgary Technologies Inc.
9. Attachment 9 – Fort Calgary Preservation Society (Fort Calgary)
10. Attachment 10 – Calgary Zoological Society (The Calgary Zoo)
11. Attachment 11 – Heritage Park Society
12. Attachment 12 – Aero Space Museum Association of Calgary (The Hangar Flight Museum)
13. Attachment 13 – Calgary Science Centre Society (TELUS Spark)
14. Attachment 14 – Calgary Centre for Performing Arts (Arts Commons)
15. Attachment 15 – Calgary Arts Development Authority
16. Attachment 16 – Parks Foundation, Calgary
17. Attachment 17 – Calgary Sport Council Society (Sport Calgary)
18. Attachment 18 – Lindsay Park Sports Society (Repsol Sports Centre)
19. Attachment 19 – Silvera for Seniors
20. Attachment 20 – VCC Initiatives Ltd (Vibrant Communities Calgary)

PREVIOUS COUNCIL DIRECTION

Since 2010, Council has approved Civic Partner Annual Presentations each year including accomplishments and strategic direction for future years, in the following reports: CPS2010-22; CPS2010-32; CPS2010-36; CPS2010-46; CSP2011-31; CPS2012-0239; and CPS2013-0372, CPS2015-0397, CPS2016-0369, and CPS2017-0369.

On 2017 November 27, Council approved C2017-1123 Action Plan 2018 Adjustments, Bylaws 45M2017 and 46M2017 that included operating budget reductions. As a result, The Calgary Public Library Board's annual base operating grant was reduced by \$685,000 for 2018.

On 2016 June 13, Council received PFC2016-0458 Changes to Net Operating Budget Between 2015 June 30 and 2016 March 31 Report for information that included a \$484,000 reduction to The Calgary Public Library Board's base operating grant in 2016, 2017 and 2018.

On 2014 November 24, Council approved C2014-0863 Action Plan 2015-2018 Proposed Business Plans and Budgets, as amended.

On 2014 September 22, Council approved CPS2014-0504 for information with corrected Attachments and directed that Attachment 3 be referred to Administration to prepare information on the 2015-2018 additional unfunded operating budget requests and report back to the 2014 November 24 Special Meeting of Council on 2015-2018 Business Plans and Budgets.

On 2014 May 05, Council approved their priorities for 2015-2018 (C2014-0401), as well as indicative tax rates, utility rates and user fee recovery rates for 2015-2018. Administration has used these as guidance and direction in preparing business plans and budgets for Council's review in November. During Council's debates on May 05, Council members requested that the September SPC presentations provide early information on projected services and new initiatives so that Council members can be better prepared for the November deliberations.

On 2013 November 25, Council approved C2013-0668 – Proposed Adjustments to the 2014 Business Plans and Budgets.

On 2013 December 10, Report PFC2013-0737 was approved by the Priorities and Finance Committee stating that "Assuming a May approval of priorities and indicative tax, utility rates and user fees, this process targets Administrative Leadership Team approval of draft plans and budgets in September, followed by strategic departmental and Civic Partner presentations to Standing Policy Committees in September / October."

Following deliberations at the Adjustments to the 2013-2014 Business Plans and Budgets (C2012-0717) in 2012 November, the approved municipal property tax rate increase was reduced to 5.5 per cent for 2013, down from the previously-approved 5.7 per cent.

On 2012 March 20 (PFC 2012-33), following the debrief of the 2012-2014 Business Plan and Budget process (BPBC3), Administration committed to explore ways to improve opportunities for Council members to familiarize themselves with the proposed business plans and budgets prior to deliberations.

On 2011 November 29, Council approved the 2012-2014 Business Plans and Budgets as amended (C2011-73), resulting in municipal property tax rate increases.

On 2009 November 02, Council received CPS2009-46, Civic Partner Presentations, for information. On 2009 November 16, Council approved CPS2009-54, directing all Budget Program 449 Civic Partners be formally requested on an annual basis to report to the SPC on Community and Protective Services on their achievements and future plans. In addition, CPS2009-54 directed Administration to reference Council Priorities in the Civic Partner Question Guide.

On 2009 May 11, Council approved CPS2009-25, directing Administration to communicate to all Civic and Promotional Partners that Council strongly encouraged their participation in the annual Civic Partner Presentation opportunity to the SPC on Community and Protective Services. Council invited the Partners who did not present on 2009 April 30 (CPS2009-25) to present at the 2009 September 30 (CPS2009-46) and 2009 October 28 (CPS2009-54) meetings of the SPC on Community and Protective Services.

On 2008 July 28, Council approved CPS2008-57, directing the Chair of the SPC on Community and Protective Services to secure a date for a special meeting for Civic Partner annual reporting, through a memorandum to members of Council.

On 2006 June 19, Council approved CPS2006-37, directing Administration to align Civic Partner reporting processes with The Corporate three-year Business Plan and Budget Coordination (BPBC2) timeframe. Civic Partners were invited to present their annual achievements and future plans to the SPC on Community and Protective Services.

On 2005 November 02, Council received for information CPS2005-76, Civic Partnerships 2004 Annual Report on Investment.

On 2004 September 13, Council approved CPS2004-64, directing Administration to implement improved Civic Partner accountability reporting processes.

Civic Partner Operating Grant Funding 2015-2018					
Organization Name	2015 Actual	2016 Actual	2017 Actual	2018 Grant Budget	City Funding as % of Partner's Total Revenue*
Aerospace Museum Association of Calgary (The Hangar Flight Museum)	224,332	232,708	241,384	250,358	29%
Calgary Arts Development Authority Ltd. <i>Community Economic Resiliency Fund</i> <i>Cornerstone Arts Organizations' Investment</i>	5,650,000	5,900,000 <i>1,000,000</i>	6,150,000 <i>1,000,000</i> <i>2,000,000</i>	6,400,000	64%
Calgary Centre for Performing Arts (Arts Commons)	2,350,093	2,419,174	2,490,722	2,564,738	18%
Calgary Convention Centre Authority** (Calgary TELUS Convention Centre)	1,578,208	1,637,137	1,951,000	1,761,309	8%
Calgary Economic Development Ltd. <i>Community Economic Resiliency Fund</i>	5,155,865	5,412,156 <i>3,500,000</i>	5,584,179 <i>2,300,000</i>	5,808,765 <i>1,200,000</i>	58%
Calgary Public Library Board	43,285,028	44,388,883	47,233,447	54,434,720	92%
Calgary Science Centre Society (TELUS Spark)	1,982,550	2,056,577	2,133,247	2,212,562	14%
Calgary Sport Council Society (Sport Calgary)	414,480	429,815	445,718	462,210	78%
Calgary Technologies Inc.***	743,231	770,982	799,725	829,459	8%
Calgary Zoological Society	7,430,649	7,711,939	7,999,110	8,296,184	21%
Fort Calgary Preservation Society	1,026,008	1,067,035	1,106,443	1,147,210	63%
Heritage Park Society	2,790,085	2,894,265	3,002,165	3,113,787	15%
Lindsay Park Sports Society (Repsol Sport Centre)	1,253,350	1,300,149	1,348,620	1,398,762	13%
Parks Foundation, Calgary	200,000	200,000	200,000	-	0%
Silvera for Seniors	1,365,000	1,365,000	1,365,000	1,365,000	5%
Tourism Calgary Convention and Visitors Bureau (Tourism Calgary)	2,519,372	2,613,443	2,710,875	2,811,665	26%
VCC Initiatives Ltd. (Vibrant Communities Calgary)	500,000	500,000	500,000	500,000	59%
TOTAL	78,468,251	85,399,263	90,561,635	94,556,729	

*Per cent of a partner's total revenue funded by The City (based on 2017 financial statements)

**Excludes debt funded on behalf of partners

***CTI's year end is 2018 March 31 and financials were not available for this report

Amounts identified in italics are one time funding allocations

Civic Partner Capital Grant Funding 2015-2018				
Organization Name	2015 Grant Paid	2016 Grant Paid	2017 Grant Paid	2018 Grant Budget
Aero Space Museum of Calgary (The Hangar Flight Museum)	192,324	72,392	2,500	-
Aero Space Aircraft project (Calgary Mosquito Aircraft Preservation Society)	99,348	24,938	64,441	178,399
Calgary Public Library Board	5,211,725	5,236,828	4,868,896	3,243,194
New Central Library	29,759,929	66,150,731	61,824,756	-
Sage Hill Library	-	3,000,000	-	-
Calgary Convention Centre Authority (Calgary TELUS Convention Centre)	220,288	808,192	1,738,464	1,081,284
Calgary Science Centre Society (TELUS Spark)	165,060	-	283,705	88,545
Calgary Zoological Society	1,744,517	2,251,000	1,147,519	1,146,000
Calgary Zoological Society MSI Projects (Pandas and Lemurs)	-	1,946,157	8,424,053	479,790
Calgary Centre for Performing Arts (Arts Commons)	863,000	887,937	2,104,832	5,069,168
Fort Calgary Preservation Society	186,004	208,000	380,749	6,536,251
Heritage Park Society	1,156,713	1,932,479	1,714,659	2,279,341
Lindsay Park Sports Society (Repsol Sport Centre)	845,122	500,000	697,347	597,551
Parks Foundation, Calgary			1,500,000	
TOTAL	40,444,030	83,018,654	84,751,921	20,699,523



PARTNER NAME
Civic Partner 2017 Annual Report

Organizational Structure:
Fiscal Year End:
Related Subsidiaries or Foundation:
City 2017 Operating Grant:
City 2017 Capital Grant:

1. Current Vision, Mission and Mandate:

2. What key results did your organization achieve in 2017 that contributed to one or more of the Council Priorities in Action Plan 2015-2018? (A Prosperous City, A City of Inspiring Neighbourhoods, or A Healthy and Green City?)

3. What challenges affected your operations in 2017? How did you transform your operations to respond and adapt?

4. Using the chart below, please report your 2017 performance measures that demonstrate; where possible; 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	2015 results	2016 results	2017 results	What story does this measure tell about your work? Why is it meaningful?
How much did you do?					
How well did you do it?					
How are Calgarians better off?					

5. What resources were leveraged to support operational activities in 2017?



PARTNER NAME
Civic Partner 2017 Annual Report

6. Please estimate how The City's operating funding was allocated in 2017. 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
%	Insurance

7. Did volunteers support your operations in 2017? If yes,

How many volunteers?	
Estimated total hours provided by volunteers:	

8. What are your key priorities and deliverables for 2018-2019?

--

CAPITAL AND ASSET MANAGEMENT (for applicable partners)

Asset:

9. Provide a summary of your organization's 2017 capital development, including specific lifecycle/maintenance projects.

--

10. What funding was leveraged to support capital activities in 2017?

--

STRATEGY DELIVERY (for applicable partners)

11. What key results were achieved in 2017 for the Council-approved strategy you steward?

--

CIVIC PARTNER 2017 ANNUAL REPORT SNAPSHOT- THE CALGARY PUBLIC LIBRARY

CALGARY PUBLIC LIBRARY BOARD

Mission: Empower community by connecting you to ideas and experiences, inspiration and insight.

Vision: Potentials realized.

Registered Charity

2017 City Investment

Operating Grant: \$47,233,447

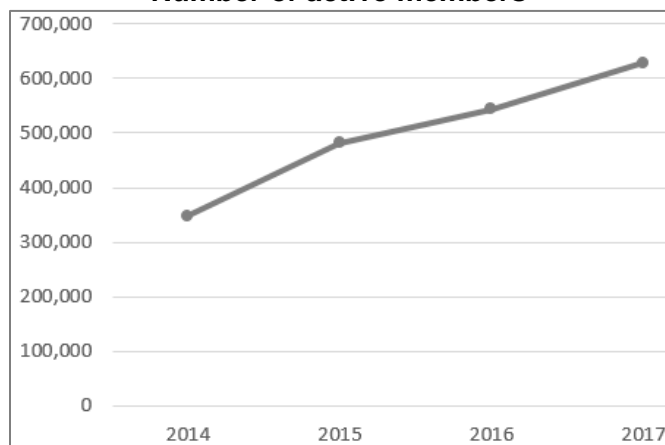
Capital Grant:\$4,868,896

New Central Library:\$61,824,756

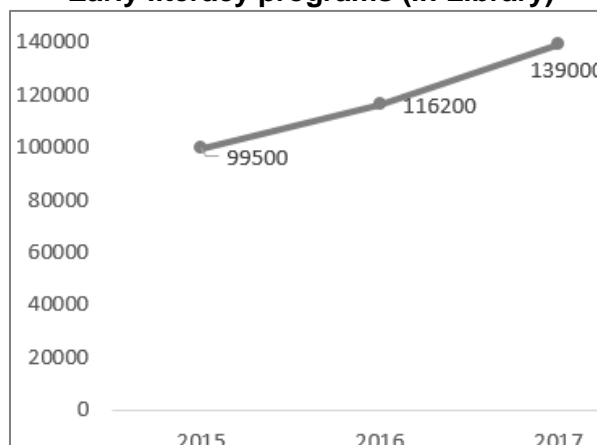
City owned asset? Yes

How did they do in 2017?

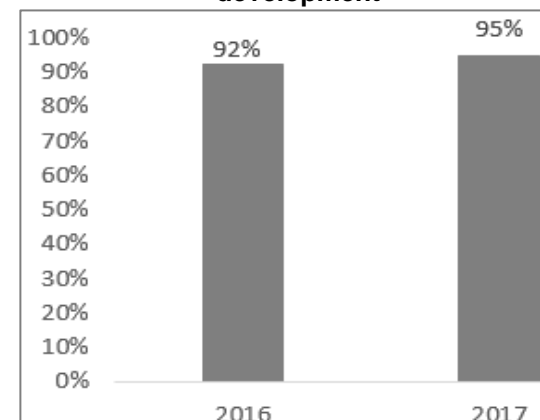
Number of active members



Early literacy programs (in Library)



Patrons who think the Library is an essential resource for their child's development



The story behind the numbers

- In 2017, there were 6.8 million visits to the Library across 19 locations (Rocky Ridge, the 20th location opened in early 2018).
- 71 per cent of Calgarians say they use the Library and 83 per cent report it's important to their quality of life.
- Early literacy programs support school preparedness and support child development.
- Parents who view the Library as an essential resource for child development are more likely to attend programs and check out items.
- In 2017, 19,725 programs were delivered that reached 387,347 participants
- Over 600,000 free Wi-Fi sessions were logged and more than 92,700 free online courses taken.

Snapshot of 2017-18 priorities

- Focus on facilities including opening the New Central Library, and preparing to open the Seton Library in 2019.
- Renovate Country Hills and Village Square libraries before end of 2018.
- Improve services including indigenization of programs and services, use of artificial intelligence, applying retain concepts to the Library experience, and enrich services for school aged children.
- Continue to improve staff engagement.

Organizational Structure: Legislated Body set up under the *Libraries Act* (Alberta) and Bylaw 38M2006

Fiscal Year End: December 31, 2017

Related Subsidiaries or Foundation: Calgary Public Library Foundation

City 2017 Operating Grant: \$47,233,447

City 2017 Capital Grant: \$4,868,896 / New Central Library \$61,824,756

1. Current Vision, Mission and Mandate:

The Calgary Public Library recently announced a new vision, mission and values that speak to the Library's role as a community hub supporting the potential and dreams of Calgarians. Our vision is Potentials Realized and our mission is to empower community by connecting you to ideas and experiences, inspiration and insight. Rooted in our values of Inclusion, Curiosity, and Collaboration, the Library is committed to removing barriers and increasing access to information in all its forms as we strive to become the most literate community in Canada. We want every Calgarian to know that this city's 20 libraries are community hubs that ignite learning, discussion, invention, and action.

2. What key results did your organization achieve in 2017 that contributed to one or more of the Council Priorities in Action Plan 2015-2018? (*A Prosperous City, A City of Inspiring Neighbourhoods, or A Healthy and Green City?*)

2017 was big year for the Library, with 6.8 million visits and 628,236 active members across 19 locations (Rocky Ridge, the Library's 20th location, opened in early 2018). The Library remains a key partner to build a prosperous city, nurture and connect inspiring neighbourhoods, and build a healthy and literate community. This is reflected in 71 per cent of Calgarians saying that they use the Library and 83 per cent noting it's important to their quality of life (*Citizen Expectations and Perceptions Report – January 2018*).

QUALITY FACILITIES CREATE COMMUNITY

Expanding our Library system and enhancing technology and information is identified as a Strategic Action for The City, and in 2017, more progress was made to update locations, bring services to underserved and/or new communities, and invest in new locations to grow the reach and impact of the system. Highlights include:

- The opening of six new Early Learning Centres
- Nature Playground at Forest Lawn Library
- Improvements to the parking lot and mechanical systems at Nose Hill Library
- Interior improvements at Crowfoot, Fish Creek, Memorial Park, and Signal Hill locations
- Development of Rocky Ridge Library, a new express service model

INNOVATION AND TECHNOLOGY

The Library continues to remain a technological hub for Calgarians, with over 600,000 free Wi-Fi sessions logged and more than 92,700 free online courses taken. But innovation extended past services and resources to include the development of Scout, a virtual assistant powered by artificial intelligence to deliver customer service at the new Rocky Ridge Library, which offered a rapidly expanding community express library services with extended hours and more convenience.

ACCESSIBILITY AND LEARNING

Strong cities begin with strong communities, and in 2017 the Library continued to reach underserved and vulnerable communities through a range of programs and services. Highlights include:

- 19,725 programs were delivered that reached 387,347 participants

- Calgary Public Library's *Early Learning Strategy* was published
- Book Truck expansion and service to day homes
- Outreach Library Services to the Tsuut'ina Nation
- All public school students were given Library membership to access eResources through a partnership with the Calgary Board of Education

NEW CENTRAL LIBRARY

With the November 1, 2018 opening date of New Central Library on the horizon, much work was done to ensure operational readiness and pilot the range of new services and programs that will be showcased at the new facility. Major activities in 2017 included:

- New Central Library Operational Readiness Committee was formed. Chaired by the Library, with representation from the City of Calgary and Calgary Municipal Land Corporation (CMLC).
- The City of Calgary completed an Operational Readiness Audit of the Library's preparedness to take possession of and operate the New Central Library. The results of this audit were three minor recommendations, including two changes to the Library Board's risk register metrics and one regarding monitoring of staff training metrics.
- Roll-out of the Plan for Innovation, a guiding document for the new facility's service plan.
- NCL Promotional Plan was drafted in consultation with CMLC.

3. What challenges affected your operations in 2017? How did you transform your operations to respond and adapt?

In 2017, there were two significant areas that represented operational challenges for the Library. All were addressed by Library leadership.

NEW CENTRAL LIBRARY

Challenges: Operational preparedness, staff capacity, and program offering.

- The Library created a new Director position to oversee the New Central Library project and inner-city library locations.
- An Operational Readiness Committee was established to monitor the progress on preparation for the move to the new facility.
- A successful final City of Calgary Audit was completed on New Central Library Operational Readiness. NCL Plan for Innovation outlined 80+ ideas to fuel service and program design in the new building to ensure the customer experience exceeds the expectation established by the architectural design. These programs were prioritized, piloted and tested throughout 2017 in preparation of the final design phase in 2018.

SECURITY

Challenges: Security concerns at inner-city locations, efficiency of incident reporting, and security concerns for New Central Library.

- Adjustments were made to security hours and staffing levels to address emerging security concerns at the Nicholls Family Library.
- Implemented new incident reporting system to better capture and track incident reports.
- Modified how we monitor security incidents as part of our risk register process, in response to suggestions from the City of Calgary Audit on NCL Operational Readiness.

4. Using the chart below, please report your 2017 performance measures that demonstrate; where possible; how much you did, how well you did it, and how Calgarians are better off.

Strategic Goal: STRENGTHEN CORE LITERACY SKILLS FOR CALGARIANS TO THRIVE

	Performance Measure	2015 results	2016 results	2017 results	What story does this measure tell about your work? Why is it meaningful?
How much did you do?	Number of Early Literacy Programs In-Library	3,500	4,600	5,600	Early literacy programs in our libraries support school preparedness. Users who attend these programs often need a Library card to register, or to take out materials after attending a drop-in program. These figures show how many children we reach in our efforts to improve core literacy skills and child development.
	Attendance at Early Literacy Programs In-Library	99,500	116,200	139,000	
	Number of Early Literacy Programs Outside Library	670	540	870	
How well did you do it?	Overall Early Literacy Program Satisfaction	NA	NA	94.1%	Program satisfaction helps us to evaluate programs to better serve members. Inspiring young readers supports our goal of building life-long relationships with the Library.
How are Calgarians better off?	Percent of users who think the Library is an essential resource for their child(ren)'s early childhood development	NA	92%	94.5%	If parents view the Library as an essential resource for their child's early development, they are more likely to attend Library programs and check out items. When parents take away key learnings or messages from programs, they are more likely to engage their children at home.
	Percent of users who learned something new to share with their children			93.7%	

5. What resources were leveraged to support operational activities in 2017?

The City provided 80 per cent of the Library's 2017 operating revenue, with the Province providing 11.6 per cent and the Federal government 0.3 per cent. Other grants, primarily from the Calgary Public Library Foundation, represent 5.1 per cent. All other sources make up the balance of the Library's operational funding.

Resources are leveraged through volunteers, partnerships, and the Calgary Public Library Foundation. In 2017, 3,325 volunteers contributed 82,345 hours, at an estimated value of \$2.852 million, which represented a significant increase over 2016 levels. These volunteer hours freed staff to undertake work for which they are uniquely qualified. The Library has more volunteers per capita than any other library in Canada.

To assist the Library in achieving service goals, it establishes, manages, and evaluates strategic partnerships. Connections include many business units within The City of Calgary; other levels of government; the Federation of Calgary Communities; Business Revitalization Zones; our soon-to-be neighbours in the East Village; and learning institutions including the Calgary Board of Education, Calgary Catholic School District, Bow Valley College, and Mount Royal University. Other partnerships enable us to provide programs and services to targeted populations including newcomers, vulnerable children, and families.

In 2017 the Library Foundation provided \$3 million to the Library in support of operations, programs and collections. The largest of the Foundation's grants was directed to creating Early Learning Centres in four community libraries.

6. **Please estimate how The City's operating funding was allocated in 2017. Mark all areas that apply by approximate percentage.** *For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.*

1.44%	Advertising and promotion
0.50%	Programs or services
1.36%	Office supplies and expenses
0.61%	Professional and consulting fees
66.79%	Staff compensation, development, and training
0.87%	Fund development
0.60%	Purchased supplies and assets
5.70%	Facility maintenance
0%	Evaluation or Research
5.00%	Other, please name: IT
1.21%	Other, please name: Security
0.32%	Other, please name: Vehicles and travel reimbursements
1.8%	Other, please name: Occupancy Costs – shared locations
13.80%	Other, please name: Collection – both physical and digital expenses incurred

7. **Did volunteers support your operations in 2017? If yes,**

How many volunteers?	3,325
Estimated total hours provided by volunteers:	82,345

8. **What are your key priorities and deliverables for 2018-2019?**

In 2018, the Library will finalize a new Strategic Plan to take the system from 2019-2022. Below are the strategic priorities for the Library that are rooted in three pillars: Extend, Impact, Refine.

EXTEND / FACILITIES

- Open the New Central Library on November 1, 2018
- Prepare the Seton Library for opening in early 2019
- Prepare and initiate operations at a new operation centre
- Renovate the Country Hills and Village Square libraries before November 1, 2018

IMPACT / SERVICES

- Continue the Indigenization of programs and services
- Enhance support services through artificial intelligence
- Apply retail concepts to create outstanding Library experiences
- Enrich services for school age students
- Build on the Library's early learning and literacy services
- Distinguish the Memorial Park Library experience through programs, displays and events

REFINE / OPERATIONS

- Continue to work on improving staff engagement especially through "Learn, Change Grow"
- Expand membership to 800,000 active Library users
- Improve financial management systems
- Explore lowering the capital assets threshold
- Finalize the 2019-2022 Strategic Plan
- Assist the Library Foundation with the completion of the Add-In Campaign

CAPITAL AND ASSET MANAGEMENT

Asset: 18 of the 20 Community Library locations (including the New Central Library)

9. Provide a summary of your organization's 2017 capital development, including specific lifecycle/maintenance projects.

Lifecycle projects totaled \$5.71 million in 2017, including:

- Major lifecycle items at Nose Hill and Crowfoot libraries (\$2M)
- Vehicle and furniture replacement/enhancement (\$1.5M)
- Information and Communications Technology infrastructure replacement/enhancement (\$1.5M)
- Miscellaneous minor lifecycle projects (\$0.7M)

In addition, four Early Learning Centres and one Nature Playground were developed and built with grant funds (\$1M) in existing libraries, and one new temporary Library was developed with operating funds.

10. What funding was leveraged to support capital activities in 2017?

The following funding sources were leveraged to support our capital activities:

1. Lifecycle funding from The City of Calgary
2. The new Rocky Ridge Library was funded by the City as part of the Rocky Ridge Recreation Facility
3. Use of the Library's capital reserves

The majority of funding for Library capital projects comes from The City of Calgary through the Library Lifecycle Grant.

The City is also funding a new Library in Seton, which was under construction in 2017 for an estimated 2019 opening.

The Library continues to leverage the work of CMLC on the New Central Library. Their work in managing this very large project has given the Library capacity to pursue and implement ambitious service strategies.

NOT APPLICABLE--

STRATEGY DELIVERY (for applicable partners)

11. What key results were achieved in 2017 for the Council-approved strategy you steward?

CIVIC PARTNER 2017 ANNUAL REPORT SNAPSHOT- CALGARY ECONOMIC DEVELOPMENT

CALGARY ECONOMIC DEVELOPMENT LTD.

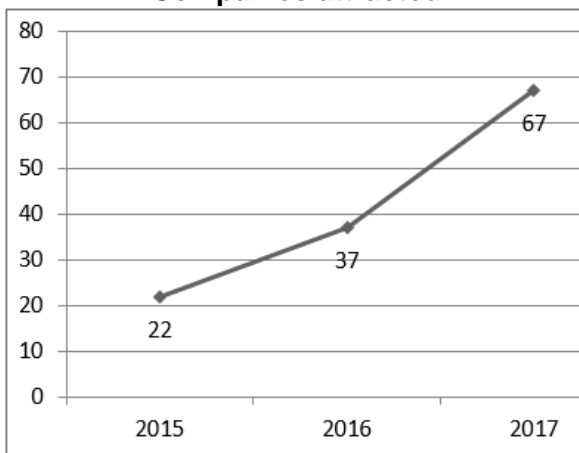
Mandate: Calgary Economic Development works with business, government and community partners to position Calgary as the location of choice for the purpose of attracting business investment, fostering trade and growing Calgary's workforce.

2017 City Investment

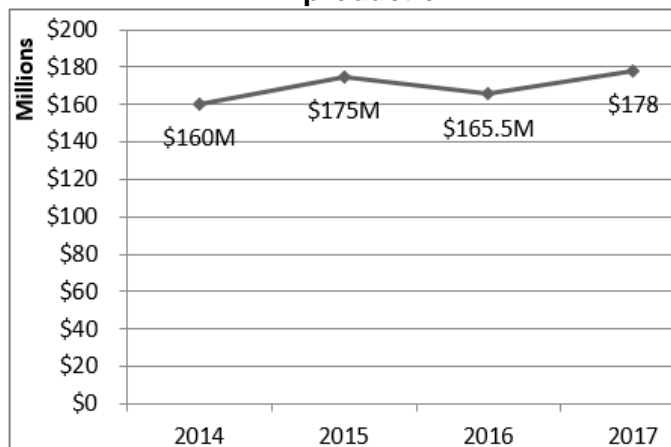
Operating Grant:\$5,584,179
Economic Resiliency: \$2.3M
City owned asset? No

How did they do in 2017?

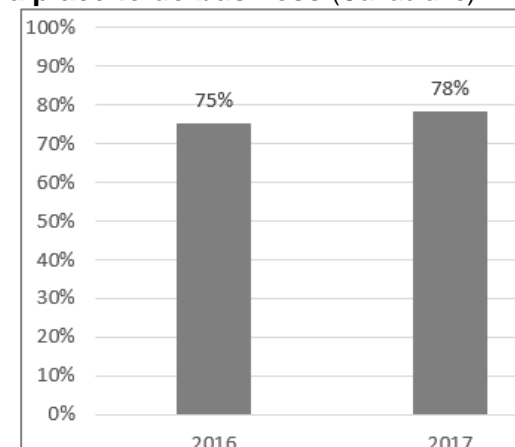
Companies attracted



Film production



Favourable impression of Calgary as a place to do business (Canadians)



The story behind the numbers

- National perceptions research is done every 18-24 months.
- CED invested \$2.3 million of the \$7 million allocated by Council to accelerate implementation of the Economic Strategy.
- In 2017, CED generated \$509 million in GDP impact and 5,719 jobs through the attraction/retention of 67 companies.
- CED Participated in 13 outbound trade missions (up from 11) and hosted 29 inbound trade missions (up from 26).
- 2017 was a record year for the Creative Industries team.

Snapshot of 2018-19 priorities

- Accelerate sector development and diversification including launching the Opportunity Calgary Investment Fund (OCIF).
- Inspire stakeholder collaboration including launching a refreshed Economic Strategy.
- Enhance Calgary's image and build an authentic brand for Calgary.
- Organizational excellence including employee engagement, board policy, and four year corporate strategy and budget.



CALGARY ECONOMIC DEVELOPMENT LTD.
Civic Partner 2017 Annual Report

Organizational Structure: Wholly Owned Subsidiary

Fiscal Year: Ended December 31, 2017

Related Subsidiaries or Foundation: No

2017 Core Operating Grant: \$5,584,179

2017 Economic Resiliency Grant: \$2,300,000 (of a total \$7,000,000 allocated over three years)

2017 Total: \$7,884,179

1. Current Vision, Mission and Mandate:

Mission:

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

Mandate:

Calgary Economic Development works with business, government and community partners to position Calgary as the location of choice for the purpose of attracting business investment, fostering trade and growing Calgary's workforce.

2. What key results did your organization achieve in 2017 that contributed to one or more of the Council Priorities in Action Plan 2015-2018? (A Prosperous City, A City of Inspiring Neighbourhoods, or A Healthy and Green City?)

- In 2016, Calgary Economic Development initiated our first 3-year Corporate Strategy with clear metrics represented on our Balanced Scorecard. Results below are tracked monthly through this Balanced Scorecard.
- Generated \$509 million in GDP impact and 5,719 jobs (up from 1,561) through the attraction/retention of 67 companies (up from 37).
- Notable successes include the Amazon fulfillment centre in Balzac, which will generate 750 jobs when operational, and Rocketspace a deep technology accelerator.
- Curated over 400 qualified leads, up almost four-fold from 2 years ago.
- Participated in 13 outbound trade missions (up from 11) and hosted 29 inbound trade missions (up from 26).
- Supported \$178 million in film and television production (up from \$165.5 million), a record year for our Creative Industries team.
- Eight startups receiving funding through support from Startup Calgary (in just 8 months, up from 6 in previous 16 months)
- Secured \$1.5 million in joint funding with Calgary Technologies Inc. and the A100 from Alberta Innovates to increase the number of successful tech entrepreneurs in Calgary.
- Generated over 150 million media impressions for Calgary including BBC, CNN, New York Times, Washington Post and technology publications such as WIRED and Geek Wire through our bid for Amazon's HQ2.
- Additional coverage in Chinese publications through inbound media familiarization tour with 6 US based journalists working for Chinese publications as well as a roundtable with Beijing journalists.
- Self-funded through retained earnings the process to update the Economic Strategy for Calgary.
- Hosted the Downtown Economic Summit with the City of Calgary to create a downtown action plan and report for submission to Calgary City Council.
- Hosted PivotTECH with Rainforest Alberta, an event attended by 700 participants, designed to increase understanding of the gap between existing skills of the labourforce and skills required by growing technology companies.

- Responded to over 800 research inquiries, a 76 per cent increase from the previous year.

3. What challenges affected your operations in 2017? How did you transform your operations to respond and adapt?

Due to the continued economic situation, Calgary Economic Development is seeing a decline in Action Calgary revenue (down 12 per cent) within our partnership community.

The support of our Action Calgary Partnerships is critical to the work we do and we are especially grateful for the ones who continue to stand alongside us during this challenging time. We continue to monitor spending in Be Part of the Energy and marketing to the Action Calgary revenue.

In 2016, The City of Calgary granted Calgary Economic Development \$7M in funding to implement the three year Resiliency Funding (Opportunity Calgary) program to accelerate sector diversification, redeploy talent and attract headquarters to Calgary. This funding allowed us to leverage an additional \$3M from the Government of Alberta and the Government of Canada (through Western Economic Diversification) to support our work in accelerating diversification, activating on a downtown strategy, position Calgary as a talent hub and focus on headquarter attraction in additional jurisdictions. Additional resources were put in place to support key sector development while research and strategy projects were undertaken.

In 2017, we executed on the foundation created in 2016 with a strong focus on impactful activities with \$509 million in GDP impact and a record 67 company wins and over 5,700 new jobs. Research and strategy supported/conducted 13 sector and competitive studies to provide clarity and guidance in support of sector expansion and identifying trade and investment opportunities. This work included a downtown office space study and workforce related research. In May 2017, CED acquired the operations of Startup Calgary, which provides services to companies at their beginning or inception stages. Impacts in the first 8 months far exceeded expectations with 2400 participants attending events resulting in eight startups accessing funding to support the creation of six full time jobs.

In May 2016, CED's subsidiary Calgary Film Centre Ltd. (CFCL) commenced operations. In 2017, this film centre was still in its start-up phase and faced additional challenges due to market conditions, industry changes and a less competitive media fund. As a result, the film centre had a lower utilization rate than expected. CED has supported CFCL and has created a joint sub-committee with the board of each committee to monitor debt and develop a more holistic plan for the future.

CED sold WORKShift program, to a major Canadian consulting firm; the resources were deployed to Opportunity Calgary.

4. Using the chart below, please report your 2017 performance measures that demonstrate; where possible; how much you did, how well you did it, and how Calgarians are better off.

	Performance Measure	2015 results	2016 results	2017 results	What story does this measure tell about your work? Why is it meaningful?
How much did you do?	Accelerate sector development & increase diversification				Program in wind down mode
	Qualified Leads	101	211	377	
	Connectors with Connector Program	224	118	153	
	Film scouting and FAM tours	18	22	14	

	Outbound trade missions	5	11	13	
	Inbound trade missions	24	26	29	
	Workforce 'Best Practice' events	8	5	7	
	Global Business Centre events	117	159	162	
	Careers in Calgary tours	19	12	49	Formerly called Careers in Manufacturing
	Startup Calgary Ideation Events	N/A	N/A	24	2400 participants at Ideation Events
	Stakeholder relations				
	Soul of the City events	4	3	2	Winding down Soul of the City
	Action Calgary partner events hosted by CED	8	6	10	Calgary Opera (3), Venture Quest, Chinese New Year Dinner, GlobalFest, Theatre Calgary (3), Folk Festival and 4 government roundtables
	Authentic brand for CED				
	Number of participants at signature events (Economic Outlook, Report to the Community, Soul of the City, and Startup Launch Party)	3,200	2,900	3,250	New event: Startup Launch Party (Calgary's Premiere Innovation Ecosystem event)
	Research requests fulfilled	492	769	866	
	Research reports initiated	1	5	13	Our research studies inform our marketing and investment attraction activities integrated into pitch deck and website material.
	Enhance Calgary's image				
	Media value generated	\$1.6M	~\$11M	\$5.3M	In the past year, we facilitated interviews that generated 1,378 media stories and saw an increase in National & International coverage.
	National Be Part of the Energy promotional campaign launched	Q2	Q3		Content driven campaign ran throughout the year with Canadian flights running in the spring and fall and our first US targeted campaigns launch in the fall
	Sector-related stories written	111	140	108	
How well did you do it?	Accelerate sector development & increase diversification				
	Active Prospects & Opportunities	14	14	146	CRM implementation in 2016.
	Visits by potential investors (incl. Stampede Investment Forum)	24	63	124	
	Stakeholder relations				
	Percentage Economic Strategy tactics initiated or completed	75%	87%	87%	In this past year, some tactics cancelled.
	Awareness of Economic Strategy	22%	35%	39%	
	New Action Calgary Partners	4	7	8	
	Retention Rate Action Calgary Partners	93%	90%	85%	
	Authentic Brand for CED				
	Percentage businesses believing CED is delivering excellent experiences	30%	51%	59%	

	<p>Percentage businesses likely to:</p> <ul style="list-style-type: none"> - express overall positive impression of CED - Continue working with CED - Recommend CED to others <p>Aided Awareness of CED</p> <p>Unaided Awareness of CED</p> <p>CED Client usage Research</p> <p>Enhance Calgary's image</p> <p>Percentage positive impressions of Calgary as a place to do business</p> <p>Number of GBC Tenants</p> <p>Number of new GBC Tenants</p> <p>GBC Revenue</p> <p>CFCL Utilization Rate per sq. ft.</p> <p>Build Organizational Excellence</p> <p>Employee engagement</p> <p>Unplanned staff attrition</p> <p>Lateral/upward internal move</p> <p>Board has a policy and strategic focus rather than a hands on focus</p>	<p>77%</p> <p>86%</p> <p>87%</p> <p>89%</p> <p>29%</p> <p>27%</p> <p>N/A</p> <p>7</p> <p>4</p> <p>\$88,487</p> <p>N/A</p> <p>N/A</p> <p>N/A</p> <p>N/A</p> <p>N/A</p> <p>N/A</p> <p>N/A</p> <p>N/A</p>	<p>78%</p> <p>84%</p> <p>83%</p> <p>85%</p> <p>55%</p> <p>40%</p> <p>75%</p> <p>13</p> <p>6</p> <p>\$88,000</p> <p>65%</p> <p>59%</p> <p>4%</p> <p>1</p> <p>71%</p>	<p>83%</p> <p>84%</p> <p>81%</p> <p>82%</p> <p>25%</p> <p>23%</p> <p>78%</p> <p>12</p> <p>5</p> <p>\$84,327</p> <p>52%</p> <p>61%</p> <p>8%</p> <p>3</p> <p>86%</p>	<p>Research has shown the declining economy results in negative responses to most surveys.</p> <p>National perceptions research is done every 18-24 months. The survey was not undertaken in 2015.</p> <p>Commenced operations May 2016</p> <p>These metrics began tracking in 2016 forward.</p>
How are Calgarians better off?	<p>Accelerate Sector Development & Diversification</p> <p>Companies won</p> <p>Trade & Investment deals</p> <p>Number of direct/indirect jobs created/retained</p> <p>Film production</p> <p>Assist start-ups with access to capital</p> <p>Inspire Stakeholder Collaboration</p> <p>Economic Strategy Core indicators improved</p> <p>Non-core funding</p> <p>Enhance Calgary's Image</p> <p>Canadians have a favourable perception of Calgary</p>	<p>22</p> <p>0</p> <p>N/A</p> <p>\$175m</p> <p>N/A</p> <p>29%</p> <p>\$2.2M</p> <p>N/A</p>	<p>37</p> <p>1</p> <p>1,561</p> <p>\$165.5m</p> <p>4</p> <p>21%</p> <p>\$11.5M</p> <p>75%</p>	<p>67</p> <p>6</p> <p>5,719</p> <p>\$178m</p> <p>8</p> <p>50%</p> <p>\$2.4M</p> <p>79%</p>	<p>6 – AI or NSRC, 2 VC or Angel</p> <p>Improvements in GDP, Employment and Calgarians living in poverty.</p>

5. What resources were leveraged to support operational activities in 2017?

From a revenue perspective, we partner with other orders of government and businesses to leverage the City's base grant and economic resiliency grant to generate additional revenue to support our business plan activities. CED targets a 35-40 per cent ratio of revenue from outside the base grant, in 2017 the actual is 55 per cent or \$6.8 million (2016 - \$4.4M, or 45 per cent). The increase over 2016 was driven by funding

from the City and Provincial and Federal governments for the economic resiliency initiatives. Maintaining this ratio is going to prove particularly challenging through these tougher economic times. CED leveraged the following support for operational activities in 2017:

- Economic resiliency funding from City of Calgary is \$2.4 million (2016 - \$1.8M);
- Action Calgary (AC) revenue earned was \$721,000 (2016 - \$820,000);
- Other sponsorship revenue (incl. funding for Startup Calgary Initiatives) was \$402,000 (2016 - \$172,000);
- Revenue recognized from other orders of Government was \$ 2,258,000 (2016 - \$707,000);
- Approximately \$601,000 of in-kind services received, primarily focused on marketing activities.

6. Please estimate how The City's operating funding was allocated in 2017. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.

City Base Grant	Non-Core City ¹	Non-Core Other ²	Total Funding	Expense Category
6%	43%	39%	25%	Advertising and promotion
4%	20%	18%	12%	Programs or services
1%	0%	0%	1%	Office supplies and expenses
1%	8%	16%	8%	Professional and consulting fees
73%	19%	19%	44%	Staff compensation, development and training
0%	0%	0%	0%	Fund development
2%	0%	0%	1%	Purchased supplies and assets
5%	0%	2%	3%	Facility maintenance
2%	9%	6%	5%	Evaluation or Research
6%	1%	1%	3%	Other, please name: Technology
100%	100%	100%	100%	

¹ Non-Core City funding includes Economic Resiliency Grant

² Non-Core Other funding includes: WD Grant, Government of Alberta Grant, Action Calgary corporate partnership program and other grants and sponsorships.

7. Did volunteers support your operations in 2017? If yes,

How many volunteers?	120
Estimated total hours provided by volunteers:	2100-4000

8. What are your key priorities and deliverables for 2018-2019?

The following priorities and deliverables are detailed in Calgary Economic Development's 3-year Corporate Strategy and Balanced Scorecard.

1. Accelerate Sector Development & Diversification
 - Launch the Opportunity Calgary Investment Fund (OCIF)
 - 97 Companies won
 - 12 trade and investment deals
 - 4,000 direct/indirect jobs created/retained
 - \$180 million film production
2. Inspire Stakeholder Collaboration
 - 90 per cent completion of Economic Strategy tactics
 - Maximize utilization of the Calgary Film Centre

- Launch updated Economic Strategy
- 14 Startup Calgary clients receiving funding
- Stable base grant funding for Startup Calgary
- \$1.8 million non-core funding
- 3. Enhance Calgary's image
 - 75 per cent of Canadian business leaders have favourable perception of Calgary
- 4. Build an Authentic Brand for CED
 - 83 per cent Favourability of people who work with CED
 - 40 per cent of CED clients use research, data and information services
- 5. Organization Excellence
 - 65 per cent Employment engagement
 - 85 per cent Board policy and strategic focus
 - Build four year Corporate Strategy and budget

**NOT APPLICABLE FOR CALGARY ECONOMIC DEVELOPMENT--
 CAPITAL AND ASSET MANAGEMENT (for applicable partners)**

Asset: Name of City owned asset managed or operated

9. Provide a summary of your organization's 2017 capital development, including specific lifecycle/maintenance projects.

N/A

10. What funding was leveraged to support capital activities in 2017?

N/A

STRATEGY DELIVERY – 10 Year Economic Strategy for Calgary

1. What key results were achieved in 2017 for the Council-approved strategy you steward?

- Positive progress has been made in all areas with 87 per cent of tactics in the Economic Strategy commenced or completed.
- Tourism Calgary launched *Ultimate Host: Ultimate Host City* a Destination Marketing Plan for Calgary.
- Industry and post secondaries collaborated to submit two Supercluster submissions – Clean Resource Innovation Network (CRIN) and Smart Agribusiness Super Cluster (SASC). While unsuccessful both initiatives continue to explore opportunities to advance the supercluster concepts. In addition, an MOU was signed between Olds College and Calgary Economic Development creating the Calgary – Olds Smart Agriculture Corridor.
- Vibrant Communities Calgary, stewards of *Enough for All*, reported that the percentage of Calgarians living in poverty declined from 11.1 per cent in 2015 to 10.8 per cent in 2016.
- Calgary Economic Development, Startup Calgary, Calgary Technologies Inc. and the A100 formed the Calgary Innovation Coalition and secured \$1.5 million in funding from Alberta Innovates to support early stage technology entrepreneurs through programming, business development and mentoring services.



CALGARY ECONOMIC DEVELOPMENT LTD.
Civic Partner 2017 Annual Report

- Stakeholders in the Economic Strategy have collaborated with the Government of Alberta to introduce tax credit programs to modifications to the Alberta Media Fund to grow the technology and media industries in Alberta.

CIVIC PARTNER 2017 ANNUAL REPORT SNAPSHOT- CALGARY CONVENTION CENTRE AUTHORITY (CALGARY TELUS CONVENTION CENTRE)

CALGARY CONVENTION CENTRE AUTHORITY (CALGARY TELUS CONVENTION CENTRE)

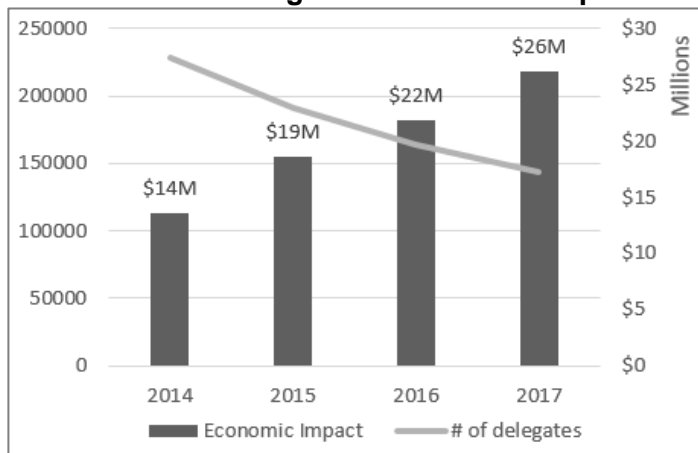
Mandate: To manage, market and operate the Calgary TELUS Convention Centre in an efficient and market-competitive manner in order to maximize overall economic benefits to the city of Calgary while maintaining financial performance with an acceptable range.

2017 City Investment

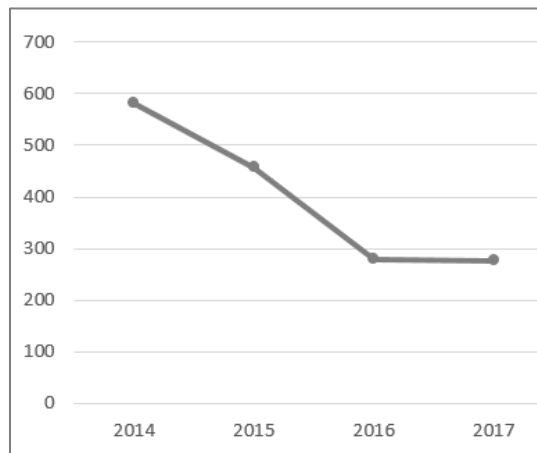
Operating Grant:\$1,951,000
Capital Grant: \$1,738,464
City owned asset? Yes

How did they do in 2017?

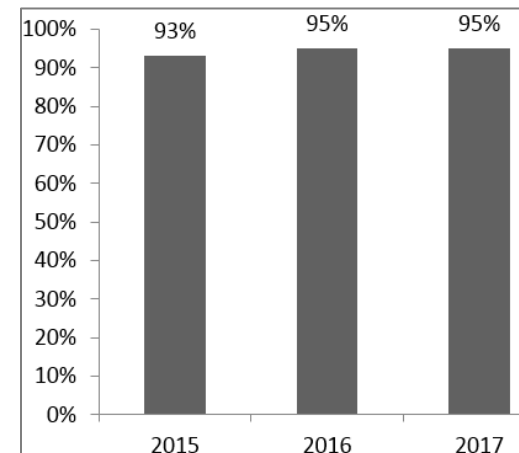
Number of delegates & economic impact



Number of events



Client satisfaction



The story behind the numbers

- Even though there were less delegates overall, the economic impact was higher as more non-local delegates attend events.
- 2017 continued to be a difficult business climate and the number of delegates and events was reduced year over year.
- Q3 and Q4 were stronger as the economy improved at the end of 2017.
- Clients continue to have high levels of satisfaction with the services and facility.

Snapshot of 2018-19 priorities

- Increase global markets
- Develop a community hub
- Develop new lines of business
- Improve client experiences
- Grow economic impact
- Facility rejuvenation



**CALGARY CONVENTION CENTRE AUTHORITY
(CALGARY TELUS CONVENTION CENTRE)
Civic Partner 2017 Annual Report**

Organizational Structure: Legislated Body set up under the *Calgary Convention Centre Authority Act*

Fiscal Year End: December 31, 2017

Related Subsidiaries or Foundation: None

City 2017 Operating Grant: \$1,951,000

City 2017 Capital Grant: \$1,738,464

1. Current Vision, Mission and Mandate:

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.

Vision

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

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

2. What key results did your organization achieve in 2017 that contributed to one or more of the Council Priorities in Action Plan 2015-2018? (*A Prosperous City, A City of Inspiring Neighbourhoods, or A Healthy and Green City?*)

A Prosperous City:

2017 was an exciting year at the Calgary TELUS Convention Centre (CTCC), which brought a new vision, organizational restructuring and a refreshed focus on high-end customer service and attention. The implementation of our new strategic plan has allowed us to rethink and reimagine the social and economic impact our organization can have on the City of Calgary, Alberta and Canada. The Calgary TELUS Convention Centre is an economic driver for Calgary. Convention business promotes significant financial boosts to numerous downtown and citywide businesses including hotels, restaurants, transportation, retailers, attractions and post-secondary education institutions. In 2017, Meetings Conventions Calgary (MCC) secured the largest City Wide Convention in the last 20 years; the 2025 Rotary International Convention. An estimated 30,000 delegates will descend into the city utilizing approximately 45,000 hotel room nights. This will create a direct economic impact of at least \$16.5 million to Calgary in one week. The Calgary TELUS Convention Centre, Meetings and Conventions Calgary and the BMO Centre at Stampede Park are undertaking a joint marketing initiative to the Meetings and Conventions Industry as "One Destination, Two Great Venues".

Healthy & Green City (Reducing energy use and climate change impacts):

We diverted 8,000 used banquet and meeting chairs from local landfills by selling/donating to schools, community associations, Hutterite colonies and churches, who in turn shipped the chairs to churches and schools in Africa. Scrapers Edge Inc awarded the CTCC a "recycling certificate" certifying 24,660 lbs. of used carpet was averted from the landfills. The CTCC recycles photocopier cartridges, pallets, metal, batteries, electronics and paint.

Adhering to the City of Calgary yard and food waste bylaw, the CTCC developed an institutional organics specific diversion strategy known as the “Green Program” throughout the Centre which includes elimination of compactor bins and waste collection bins in all public areas.

The Centre reduced Energy use by 3,153 MWh due to improved systems and controls.

We installed 42 Solar Panels operating to reduce grid power consumption and increase green power usage.

Improved lighting and cleanliness of the South Building Loading Dock to reduce vagrancy, loss of life, capital and asset damage and 3rd party claims.

150 light fixtures with lower energy consumption LED fixtures were replaced at the Convention Centre

Inspiring Neighborhoods (Inclusive, safe, cultural, active, strong neighborhoods)

Advanced meaningful relationships with 16 City of Calgary and Community Stakeholders.

Garnered commitment from Downtown BRZ to improve pageantry for City Wide Convention delegates.

Improved directional signage on whole downtown +15 network to Convention Centre.

Initiated work experience programs for post-secondary students.

Participated in the First Flip Pancake breakfast with 5 key partners (4700 people served from 16 international countries).

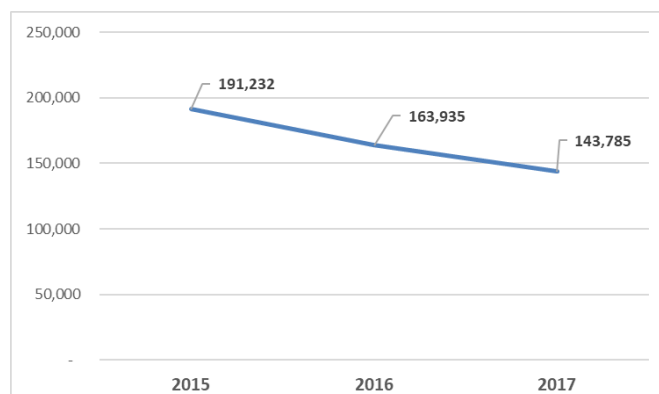
Hosted the US Consulate’s Photo Exhibit celebrating Canada’s relationship with the US.

3. What challenges affected your operations in 2017? How did you transform your operations to respond and adapt?

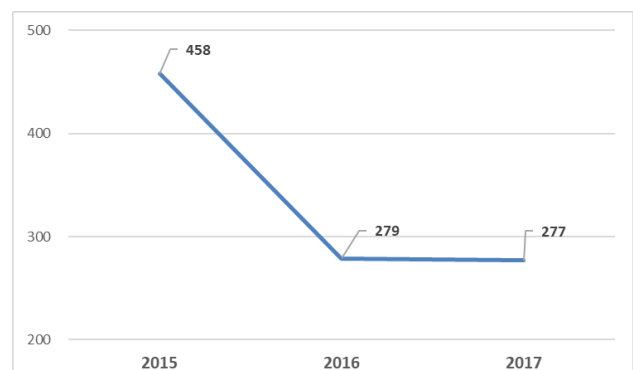
- 1) The Calgary TELUS Convention Centre has not been refreshed since 2000. Given the advances of technology and the way that people convene, the Centre needs to be rejuvenated. We have built a plan for renovation and rejuvenation of the CTCC in order to better service Calgarians and out of town delegates.
- 2) Hotels and other venues have increased their capacity to host events. This has increased competition and variety of meeting space in our community. We have re-developed our business strategy to meet this more competitive market. This strategy also allows us to differentiate our offering to international groups.

How much did we do?

Number of delegates



Number of events



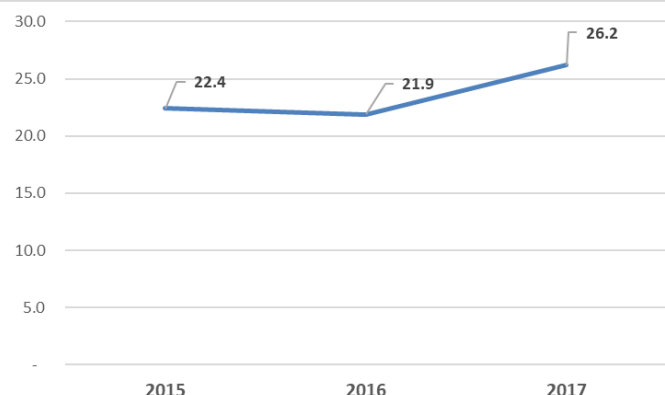
Story behind the baseline

The beginning of 2017 was still a difficult economic climate. By Q3 2017, the Convention Centre began to see an uptick in activity as the economy began to slowly pick up. Our Q3 and Q4 were stronger than Q1 and Q2 but not enough to increase delegate numbers.

Our new leadership structure was completed in Q3 and our new strategy began implementation in late 2017. The results of our new strategic direction will be more evident in 2018 and 2019 as we see the results of multiple strategic changes.

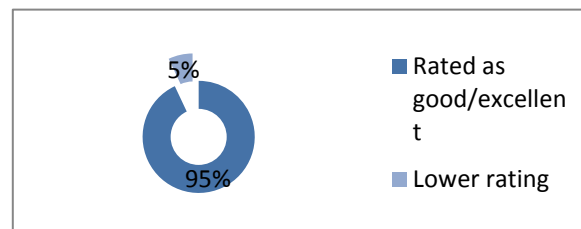
How well did we do it?

Economic impact



Is anyone better off?

Clients satisfaction



Story behind the baseline

Numbers are increasing due to an increased number of non-local delegates.

Story behind the baseline

Almost all clients rated their experience as good or excellent. Quarterly client satisfaction surveys were initiated in 2015.

4. Using the chart below, please report your 2017 performance measures that demonstrate; where possible; 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	2015 results	2016 results	2017 results	What story does this measure tell about your work? Why is it meaningful?
Number of Events	458	279	277	Facility utilization; continued awareness for the city; struggling local economy. Increased number of competitive venues in the city.
Number of Delegates	191,232 (170,999 local)	163,935 (144,179 local)	143,785 (120,094 local)	People spending in and gaining exposure to downtown Calgary; making connections;

					Calgary-based companies displayed.
	Economic impact based on non-Calgarians at event for 2.8 days	18.6M (higher National + US delegates)	18.2M	26.2M	Direct economic impact for the city. Increased revenue for Calgary businesses, helping to drive growth.
	Number of fulltime equivalents	94	90	91	Providing employment for Calgarians; personal service for clients.
	Quarterly Client Satisfaction Surveys	93% overall experience (good/excellent)	95% overall experience (good/excellent)	95%	City reputation enhanced; experience leaves good impression with visitors.

5. What resources were leveraged to support operational activities in 2017?

Resources are used to achieve earned revenues, which provide the majority of the funds required to operate the Centre. Other funding is received to provide services to the Glenbow and to the retail spaces in the Centre, which supports labor efficiencies. The \$1,878,171 operating grant received from the City of Calgary helped to offset the cost of utilities in the facility.

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

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

6. Please estimate how The City's operating funding was allocated in 2017. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.

25%	Advertising and promotion
------------	---------------------------



**CALGARY CONVENTION CENTRE AUTHORITY
(CALGARY TELUS CONVENTION CENTRE)
Civic Partner 2017 Annual Report**

%	Programs or services
%	Office supplies and expenses
10%	Professional and consulting fees
10%	Staff compensation, development and training
%	Fund development
5%	Purchased supplies and assets
50%	Facility maintenance
%	Evaluation or Research
%	<i>Other, please name:</i>

7. Did volunteers support your operations in 2017? If yes,

How many volunteers?	105
Estimated total hours provided by volunteers:	2150

8. What are your key priorities and deliverables for 2018-2019?

2018-2019 Calgary TELUS Convention Centre Strategic Initiatives	
1. Increase Global Markets	4. Improve Client Experience
2. Develop a Community Hub	5. Grow Economic Impact
3. Develop New Lines of Business	
2018-2019 Calgary TELUS Convention Goals	
1. 3 New Markets	6. 10 Advocacy Initiatives
2. 80% Renewal Rate	7. 1 Million Social Media Views
3. 12 Rejuvenations	8. 10% Increase in Occupancy Rate
4. 10 Recoveries	9. Partner on 5 New Events
5. 7% Increase in Revenue	10. Grow the Team

CAPITAL AND ASSET MANAGEMENT

Asset: Calgary TELUS Convention Centre, property management for the Glenbow Museum

1. Provide a summary of your organization's 2017 capital development, including specific lifecycle/maintenance projects.

**Calgary TELUS Convention Centre
Capital Expenditures to December 31, 2017**

Additions	December 31, 2017	December 31, 2016
CTCC South Building Washroom Finishes	-	15,903
North Loading Dock Overhead Doors	-	34,718
Green Room Update	-	8,215
South Building Ex Hall A Lighting Upgrade	-	8,960

Phase 2 Panel Migrations	-	119,347
Main Breaker Replacement S Bldg/Glenbow WIP @ YE2016	23,350	64,055
Glen 201-204 Lighting Dimming System Replacement	101,287	7,940
Exterior Doors & Skylights - WIP @ YE 2016	663,513	5,822
Carpets Replacement - WIP @ YE2016	771,693	13,750
Banquet and Meeting Chairs	1,253,768	-
In House Sound System Refresh \$150k	142,346	-
Public Spaces Audio \$38k	15,000	-
Building - Misc.	7,899	-
Security Equipment - Misc.	-	26,450.00
Communication Equipment - Misc.	4,480	-
Computers - Misc.	59,787	80,126
Event Services Equipment - Misc.	75,987	-
Kitchen Equipment - Misc.	-	30,217
Mechanical - Misc.	-	33,168
Office Equipment - Misc.	-	5,021
Shop Equipment - Misc.	31,424	-
Software - Misc.	26,117	10,800
Total Additions	3,176,650	464,491
Disposals to date this year		
Communication Equipment	12,325	-
Computer Equipment	57,482	26,274
Event Services Equipment	401,553	-
Renovations	541,134	
Software	218,095	-

	<u>1,230,589</u>	<u>26,274</u>
Funding		
Major Replacement Reserve	174,912	226,836
City of Calgary - CPRiiPs	1,336,716	656,867
Operating Reserve	<u>1,665,022</u>	<u>437,038</u>
	<u>3,176,650</u>	<u>1,320,741</u>

Note that \$856k was reclassified at year- end 2016 into 2017, funding for the projects via CPRiiPs had been submitted before adjustment and was recorded in 2016.

2. What funding was leveraged to support capital activities in 2017?

Major Replacement Reserve
• \$180,000 annual allocation from City Operating Grant (invoiced \$174,912)
Operating Reserves
• Operating surpluses are transferred to the reserve fund (596,765)
City of Calgary
• CPRiiPS (\$1,336,716)

STRATEGY DELIVERY (for applicable partners)

3. What key results were achieved in 2017 for the Council-approved strategy you steward?

1. Rejuvenate the current Centre
• Completed organizational restructuring
• Created 2 meeting room experience enhancements
• Developed a plan for a more welcoming atmosphere, i.e. furniture, plants
2.Leverage partnerships with key stakeholders
• Initiated joint venture marketing with MCC, Stampede & CTCC
• Secured largest City Wide Convention – Rotary International (2025)
3.Grow the business to become a world class organization
• Identified new international market opportunities (3 geographic and 5 industry verticals)
• Identified 4 new lines of revenue (AV, Specialty Rooms, Value Add Services, Vertical Integration)
4.Grow the Calgary brand globally
• Completed market demand and brand analysis report
• Grew Calgary Champion Program by 15 to current 83 champions
5.Become a Community Hub
• Advanced relationships with City of Calgary and Community Stakeholders
• Initiated work experience programs for post-secondary students
• Hosted first ever reception in main public area



**CALGARY CONVENTION CENTRE AUTHORITY
(CALGARY TELUS CONVENTION CENTRE)
Civic Partner 2017 Annual Report**

- Re-established partnership with Glenbow Museum and TELUS

CIVIC PARTNER 2017 ANNUAL REPORT SNAPSHOT- TOURISM CALGARY-CONVENTION AND VISITORS BUREAU

TOURISM CALGARY-CONVENTION AND VISITORS BUREAU (TOURISM CALGARY)

Mandate: Increase the economic impact of the tourism economy to Calgary.

Mission: Inspire more people to visit Calgary for memorable experiences.

Vision: To be the Ultimate Host City.

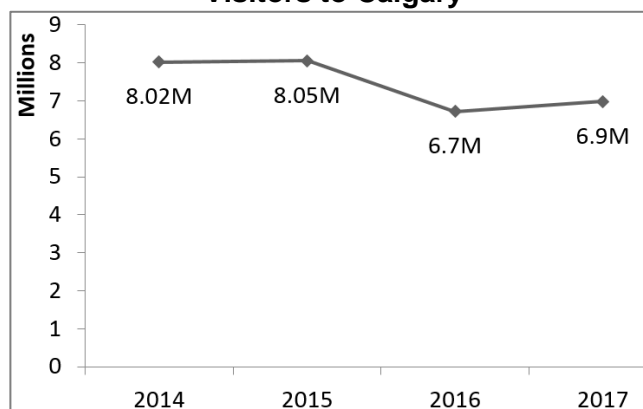
2017 City Investment

Operating Grant:\$ 2,710,875

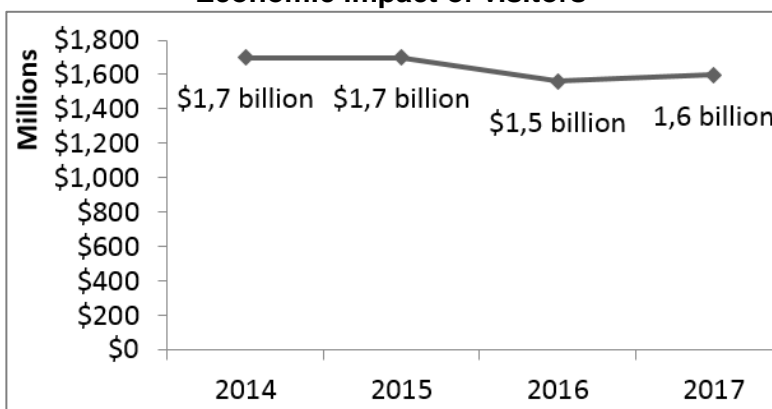
City owned asset? No

How did they do in 2017?

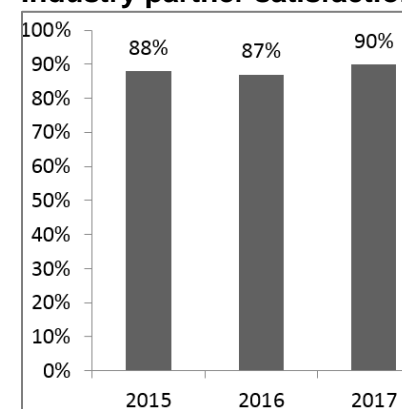
Visitors to Calgary



Economic impact of visitors



Industry partner satisfaction



The story behind the numbers

- Over night hotel stays reached record levels in Q3 and the last seven months of the year saw growth in visitation.
- Tourism Calgary worked with a record number of industry partners on cooperative marketing campaigns, 47 partners up from 35 in 2016.
- Cooperative marketing campaigns attracted over \$1.365 million in industry investments.
- Undertook an extensive review of Key Performance Indicators that align with the *Destination Strategy: Ultimate Hosts. Ultimate Host City.*
- Tourism Calgary has a membership base of over 660 organizations.

Snapshot of 2018-19 priorities

Based on the 2017 review of KPIs, key priorities include:

- Increase intention of Canadian travelers to visit Calgary within the next two years and bring international visitors to the city.
- Increase the number of stakeholders who believe Tourism Calgary is an effective champion for industry.
- Advance five Destination Strategy initiatives per year (both Tourism Calgary-led, and stakeholder-led initiatives).
- Grow the number of Tourism Calgary-supported events from 68 to 75 by 2020.
- Achieve incremental growth in attendees at Tourism Calgary-supported events by 3 per cent annually.
- Increase proportions of stakeholders who believe tourism is an important contributor to Calgary's economy and quality of life.
- Increase proportions of visitors and Calgarians who believe Calgary offers shareable experiences.



**TOURISM CALGARY CONVENTION & VISITORS BUREAU
(TOURISM CALGARY)
Civic Partner 2017 Annual Report**

Organizational Structure: Independent External Organization

Fiscal Year: Ended December 31, 2017

Related Subsidiaries or Foundation: No

City 2017 Operating Grant: \$2,710,875

1. Current Vision, Mission and Mandate:

Mandate: Increase the economic impact of the tourism economy to Calgary.

Mission: Inspire more people to visit Calgary for memorable experiences.

Vision: Make Calgary the ultimate host city.

2. What key results did your organization achieve in 2017 that contributed to one or more of the Council Priorities in Action Plan 2015-2018? (A Prosperous City, A City of Inspiring Neighbourhoods, or A Healthy and Green City?)

In 2017, Calgary welcomed 6.9 million visitors who contributed \$1.6 billion to the local economy, thanks to a strong strategic focus on generating incremental visitation and spend from regional, national and international travellers.

Ongoing collaboration with industry partners, increased focus on international travel trade and a 365 approach to marketing helped the organization to:

- Attract 41,501 hotel room nights through the support of a record 83 sport, cultural and special events;
- Welcome 92,205 hotel room nights through international joint marketing agreements;
- Host a wildly successful Rendez-Vous Canada – our country's largest international travel trade marketplace;
- Make over one million referrals to local tourism industry partners (a record);
- Began a significant brand evolution research process;
- Undertook an extensive KPI review, leading to the adoption of seven new KPIs;
- And, advocated for the hosting infrastructure that will benefit Calgary's tourism industry and visitor economy.

Tourism Calgary rolled out the Destination Strategy: Ultimate Hosts. Ultimate Host City. And began meaningful work toward the achievement of its strategic objectives.

3. What challenges affected your operations in 2017? How did you transform your operations to respond and adapt?

Ongoing economic challenges continued to affect Calgary's tourism industry in 2017, however, with a focus on increasing marketing with our partners and members, bringing sport, cultural and special events to the city, training the frontline community to offer exceptional service to visitors, and by providing visitor and local counselling throughout the summer months, over-night hotel stays in Calgary reached record levels in the third quarter, and the last seven months of the year saw growth in visitation numbers.

4. Using the chart below, please report your 2017 performance measures that demonstrate; where possible; 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	2015 results	2016 results	2017 results	What story does this measure tell about your work? Why is it meaningful?
How much did you do?	Number of annual visitors to Calgary	8,054,675	6,725,304	6,983,700	2017 visitation numbers are up 3.7% over 2016
How well did you do it?	90% of stakeholders believe Tourism Calgary is an effective champion for industry	N/A	N/A	N/A	
How are Calgarians better off?	\$1.6 billion added to Calgary's economy	\$1.7 billion	\$1.56 billion	\$1.6 billion	2017 economic impact numbers are up 6.4% over 2016

5. What resources were leveraged to support operational activities in 2017?

Many of Tourism Calgary's activities leveraged industry partner resources to support 2017 activities, including:
<ul style="list-style-type: none"> Developed cooperative marketing campaigns with a record 47 partners (up from 35 in 2016), that attracted over \$1.365 million in industry investments to increase regional and national marketing reach. Leveraged The City's \$2,613,443 investment with a 2:49:1 ratio compared to 2:69:1 in 2016. Leveraged industry support and City dollars with Travel Alberta funding to market Calgary regionally, nationally and internationally. Partnered with Travel Alberta to host Rendezvous Canada, our country's premiere travel trade showcase. Secured key sponsorships and in-kind donations for partnership events, educational seminars and the City's celebration of western hospitality – the 54th annual Calgary White Hat Awards. Partnered with multiple Destination Strategy stakeholders to advance key strategic initiatives toward the vision of Ultimate Host City.

6. **Please estimate how The City's operating funding was allocated in 2017. Mark all areas that apply by approximate percentage.** *For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.*

25%	Advertising and promotion
25%	Programs or services
6.6%	Office supplies and expenses
5.5%	Professional and consulting fees

34.4%	Staff compensation, development and training
%	Fund development
%	Purchased supplies and assets
%	Facility maintenance
0.5%	Evaluation or Research
3%	Travel for the purposes of destination promotion.

7. Did volunteers support your operations in 2017? If yes,

How many volunteers?	43 volunteers
Estimated total hours provided by volunteers:	1,058 hours

8. What are your key priorities and deliverables for 2018-2019?

Following an extensive review of key performance indicators (KPIs), Tourism Calgary has a new 2018-2020 strategic plan, aimed at delivering on the organization's implementation of the Destination Strategy | Ultimate Hosts. Ultimate Host City. The organization also has eight new KPIs, and the achievement of those success indicators is priority. The new KPIs, and key priorities include:

- Increasing intention of Canadian travelers to visit Calgary within the next two years (achieved through consumer marketing regionally and nationally. Also includes a focus to bring international visitors to the city).
- Increasing the number of stakeholders who believe Tourism Calgary is an effective champion for industry by 2020 (includes both our membership base of over 660 organizations and other stakeholders);
- Advancing five Destination Strategy initiatives per year (both Tourism Calgary-led, and stakeholder-led initiatives);
- Growing the number of Tourism Calgary-supported events from 68 to 75 by 2020;
- Achieving incremental growth in attendees at Tourism Calgary-supported events by 3% annually;
- Increased proportions of stakeholders believing tourism in an important contributor to Calgary's economy and quality of life; and
- Increased proportions of visitors and Calgarians believing Calgary offers shareable experiences.

NOT APPLICABLE--

CAPITAL AND ASSET MANAGEMENT (for applicable partners)

Asset: Name of City owned asset managed or operated

9. Provide a summary of your organization's 2017 capital development, including specific lifecycle/maintenance projects.

--

10. What funding was leveraged to support capital activities in 2017?

--



**TOURISM CALGARY CONVENTION & VISITORS BUREAU
(TOURISM CALGARY)
Civic Partner 2017 Annual Report**

STRATEGY DELIVERY- Destination Strategy: ultimate host city

11. How will Tourism Calgary continue to implement the Destination Strategy?

To ensure Tourism Calgary's continued focus on championing and implementing the Destination Strategy, the organization developed a 2018-2020 strategic plan which describes how it will work toward implementing the Destination Strategy in the next three years. The plan is articulated in four pillars of marketing, hosting, activating and advocating and is measured by seven new key performance indicators.

CIVIC PARTNER 2017 ANNUAL REPORT SNAPSHOT-CALGARY TECHNOLOGIES INC.

CALGARY TECHNOLOGIES INC. (Operated as INNOVATE CALGARY until December 31, 2017)

Vision: To advance our ecosystem through creativity, collaboration, and an abundance mindset as the foundation of an innovation driven economy.

Mission: CTI accelerates innovation driven startups and enterprises.

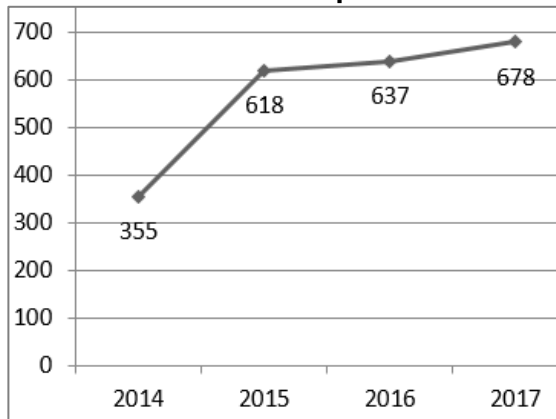
2017 City Investment

Operating Grant:\$799,725

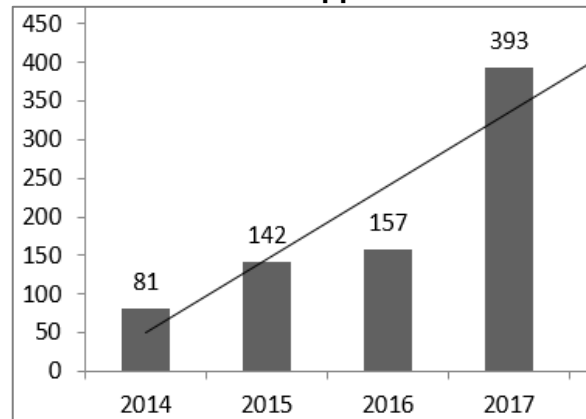
City owned asset? No

How did they do in 2017?

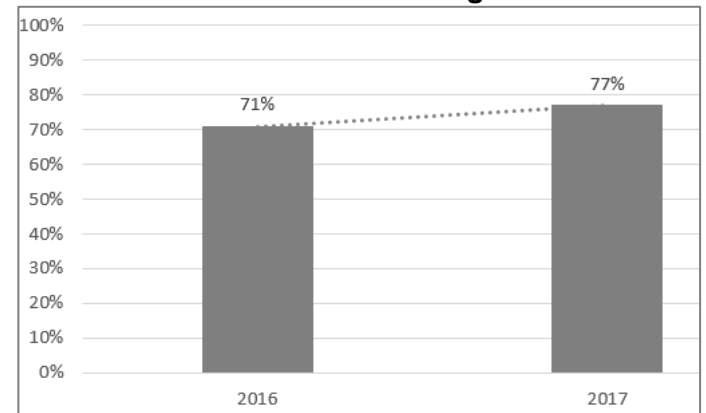
New client inquiries



Clients supported



Satisfaction rating



The story behind the numbers

- Through efficiencies in qualifying clients, CTI served more clients without increased staff resources.
- Over the past five years, CTI's client base has grown by over 8 times.
- Clients engaged saw a large growth spike due to new programming at a lower cost for new programs.
- The slight increase in overall satisfaction could be due to a change in product mix and a refinement in program offerings.
- CTI's co-working space, The Inc., expanded to three times its original square footage. This has allowed CTI to offer the entrepreneur a continuum of space options from a single desk to high in demand lockable offices as the client's needs change as a result of growth.

Snapshot of 2017-18 priorities

With the separation of CTI and Innovation Calgary, CTI will focus on implementing and executing a new strategy under the leadership of a new CEO, Terry Rock. Service offerings will fall into four areas: education (entrepreneurial skill development for startups and enterprises), acceleration (focused on increasing traction for client companies), place (a physical space to start and grow businesses), and ecosystem development (drive improvements in the region's innovation ecosystem, working with multiple partners including the Calgary Innovation Coalition).



CALGARY TECHNOLOGIES INC.
(Operated as INNOVATE CALGARY until Dec 31, 2017)
Civic Partner 2017 Annual Report

Organizational Structure: Minority Owned Subsidiary (The City is one of 3 shareholders)

Fiscal Year End: April 1, 2017 to March 31, 2018

Related Subsidiaries or Foundation: None

City 2017 Operating Grant: \$799,725

1. Current Vision, Mission and Mandate:

Vision: "To advance our ecosystem through creativity, collaboration, and an abundance mindset as the foundation of an innovation driven economy."

Mission: "Calgary Technologies Inc. (CTI) accelerates innovation driven startups and enterprises."

2. What key results did your organization achieve in 2017 that contributed to one or more of the Council Priorities in Action Plan 2015-2018? (A Prosperous City, A City of Inspiring Neighbourhoods, or A Healthy and Green City?)

CTI's primary contribution to the Council Priorities in Action Plan 2015-2018 is in the area of economic prosperity. Our programs and services are focused on assisting and guiding entrepreneurs as they build and grow their innovation driven businesses.

2017 accomplishment highlights include:

- 2017 to 2018 year over year demand for our entrepreneur development programs and services grew by 6 per cent. Client satisfaction measurements continue to show the effectiveness of our entrepreneur programming. 76% of clients found that the ecosystem service providers like CTI had a positive or vital impact on their successes this year.
- Although over 8 times growth in our client base has been experienced over the last 5 years, prior staff resource constraints have been partially overcome by delivering content more efficiently via a peer cohort approach for programming. This has allowed us to reach an increasing number of entrepreneurs. 1:1 interaction has been reserved for SME's that are serious and committed to their ventures.
- # of Clients participating in our programs – 394, an increase of 150 per cent
- # of Physical Tenants in the ARTC building – 46, and # of Virtual Tenants – 54
- Continued review of service offerings for our client base ensures that their changing and increasingly sophisticated needs are met
- Kinetica Ventures, our energy technology accelerator focused on helping entrepreneurs launch new energy technology product companies launched in 2015 and continues to work with energy company startups – in both traditional sectors and clean energy sectors
- The Inc., our co-working space, expanded to 3 times its originally square footage. This has allowed CTI to offer the entrepreneur a continuum of space options from a single desk to high in demand lockable offices as the client's needs change as a result of growth
- CTI hosted 304 events in our building of which over 35 per cent were for other innovation ecosystem partners

3. What challenges affected your operations in 2017? How did you transform your operations to respond and adapt?

During 2017, the following challenges and adaptations to respond to those challenges occurred:

- Staff resource capacity maximums – This challenge was addressed by adapting our program delivery model to a cohort model as opposed to one to one training. This facilitated being able to provide programming to our ever increasing client base.

- Major tenant graduated from the building leaving with 33 per cent vacancy – The graduation of this tenant, while a very positive occasion, did provide a large challenge in a real estate market that is experiencing record high vacancy rates. Through creative marketing strategies and expanding on our tenant engagement strategies, the current vacancy is only 23 per cent and the prospective tenant activity in our building remains high.
- Innovate Calgary separated into two fully independent organizations, each focused on delivering a subset of the mandate of the previous organization – The split of Innovate Calgary into CTI and Innovate Calgary occurred in January 2018. This split has allowed CTI to re-evaluate all of its programs and services in order to ensure client needs are being met and that our efforts result in an improvement to the entire ecosystem. CTI will have a new CEO in May to help lead CTI into the future.
- Increased competition in the Incubator and Accelerator space – The increased number of Incubators and Accelerators in Calgary have highlighted the need for all organizations in this space to strive for excellence and deliver value. CTI has increased collaboration with our ecosystem partners further to ensure that friction is reduced for entrepreneurs and SMEs along their commercialization journey. We are also performing a strategic review of our internal offerings to consolidate with other service providers and improve on delivery efficiency.

4. Using the chart below, please report your 2017 performance measures that demonstrate; where possible; 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	2015-16	2016-17	2017-18	What story does this measure tell about your work? Why is it meaningful?
How much did you do?	New Client Inquiries <i>(Inquiries handled by IC staff)</i>	618 (74%)	637 (3%)	678 (6.5%)	Annual growth (%) is shown below the values. Annual inquiries are peaking around 650 for the last few years. Efficiencies in qualifying clients has allowed us to continue serving more clients despite headcount remaining the same. Clients engaged saw a large growth spike due to new programming at a lower cost for new programs. CTI aims to focus less on organizing events, but will remain a key contributor and supporter, we foresee a greater amount of events we support, but fewer that we organize.
	Clients Qualified <i>(Many Client Inquiries are referred to another ecosystem partner or are not a fit for our programs and services)</i>	223	272 (22%)	333 (22%)	
	Clients Engaged <i>(In a paid or subsidized program or service)</i>	142 (75%)	157 (10.5%)	393 (150%)	
	Innovation Events Organized or Supported	77	90 (17%)	97 (7%)	
How well did you do it?	Satisfaction Rating Innovate Calgary wide (Score >=8) <i>(How likely would you recommend IC to a friend or colleague 1-10)</i>		71.4%	77.4%	A slight increase in overall satisfaction is seen. Possibly due to a change in product mix and a refinement in our

					offerings. (scored 8+ on a scale of 1-10).
	Net Promoter Score <i>(How likely would you recommend IC to a friend or colleague 1-10)</i>	No Data	32%	49%	In 2016, CTI implemented the Net Promoter Score as an industry standard means to track and benchmark our client satisfaction with other top performing service companies. We strive for a score between 50-70, which rivals top performing organizations globally across sectors.
	Impact on Company Rating <i>(What degree of impact did local business support services have on your company's successes this year? (1-Negative, 2-None, 3-Minor, 4-Positive, 5-Vital)</i>	No Data	No Data	1 - 0 2 - 9 3 - 18 4 - 50 5 - 36 (76.1%)	Through our participation in the Federal Government pilot project for metrics consolidation across all Business Accelerator Incubators, we added this question which reflects the perception of impact made by local service providers on SMEs. This first year measure showed 76.1% of client companies found the ecosystem had a positive or vital impact on their successes that year. This is very good news.
How are Calgarians better off?	Annual Client Achievements Survey: Company Milestones a) Sample Size (SMEs) b) # of new hires c) # of full time jobs d) # of new incorporations e) # of strategic relationships formed f) # of Prototypes created g) # of Products Launched h) # of companies accepted into accelerators i) # of companies that made their first sale j) Total funding raised from the following sources: - Friends & family - Government - External Capital (Angels, VCs, Private equity) k) Research:	No Data No Data No Data No Data No Data No Data No Data No Data No Data No Data No Data No Data No Data	N=99 248 632 16 47 129 89 13 19 \$6.7M \$9.9M \$23.2M \$28.2M 27	N=115 236 443 23 57 124 160 34 24 \$2.941M \$6.65M \$7.216M removed 16	In 2017 we introduced our standardized Annual Business Achievement Survey, in an effort to better understand the impact our clients are making on the economy. Through the RBA framework, we demonstrate contribution to our client's achievements rather than direct attribution. The decrease in some of the 2017-18 client results can be attributed to the separation of CTI from Innovate Calgary in Jan 2018, and a slight change in the data collection process. Our results no longer include University spin-off companies, and in 2016-17 we estimated the \$ values based on ranges, where in 2017-18 they were reported estimates directly by the SMEs. R&D Spend was deemed less important, so it was removed from the questionnaire in 2017-18 for simplification.

	<ul style="list-style-type: none"> - <i>R&D spend</i> - <i>Filed</i> - <i>Issued</i> 	No Data	20	4	Overall, we need more data over time to identify meaningful trends. Meanwhile, CTI continues to strive to increase the response rate, refine the question set further, and track clients over time more effectively.
	l) # of companies that entered a new market this year	No Data	34	33	

5. What resources were leveraged to support operational activities in 2017?

Financial: CTI continues to leverage the City of Calgary's ~\$800K grant to secure other Government (Provincial and Federal) funding by a factor of over 4 to 1 in 2017-18. Since CTI has separated from Innovate Calgary, it no longer receives any substantial long term funding from the University.

Resources: CTI also utilizes a collaborative community model that leverages volunteers and resources of other service providers. Examples include: Usage of volunteer entrepreneur mentors in our growing Venture Mentoring Service of Alberta (VMSA).

6. Please estimate how The City's operating funding was allocated in 2017. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.

0 %	Advertising and promotion
0 %	Programs or services
0 %	Office supplies and expenses
0 %	Professional and consulting fees
100 %	Staff compensation, development and training to deliver programs and services
0 %	Fund development
0 %	Purchased supplies and assets
0 %	Facility maintenance
0 %	Evaluation or Research
0 %	Other, please name:

7. Did volunteers support your operations in 2017? If yes,

How many volunteers?	21
Estimated total hours provided by volunteers:	More than 900 Hours

8. What are your key priorities and deliverables for 2018-2019?

CTI spun out of Innovate Calgary effective Jan 1, 2018. In preparation for that spin-out, the CTI board embarked on a strategic review in the summer of 2017 to refresh CTI's new Vision, Mission, and Principles. For FY2018-19, CTI's priorities shall be the implementation and execution of our new strategy under the leadership of our new CEO, Terry Rock, who starts May 3, 2018. A key element of the strategy is a revamp of our service offerings into four categories:

- Education : classroom training on entrepreneur skills development tailored for startups and enterprises
- Acceleration : continuous intake and cohort programs with advisory services focused on increasing traction for client companies, especially sales into corporate and industry partners



CALGARY TECHNOLOGIES INC.
(Operated as INNOVATE CALGARY until Dec 31, 2017)
Civic Partner 2017 Annual Report

- Place : a place to start and grow businesses, ranging from a hot desk and onto small, medium, and large office space
- Ecosystem Development : driving improvements in the region's innovation ecosystem, working with multiple partner organizations (e.g. Calgary Innovation Coalition)

CTI's success is measured by the success of our clients, and how far we can help advance their businesses. Thus, for FY2018-19, we will continue to track client progress and their satisfaction level regarding our service offerings through customer feedback surveys and our annual business achievement survey.

NOT APPLICABLE--

CAPITAL AND ASSET MANAGEMENT (for applicable partners)

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

9. Provide a summary of your organization's 2017 capital development, including specific lifecycle/maintenance projects.

10. What funding was leveraged to support capital activities in 2017?

STRATEGY DELIVERY (for applicable partners)

11. What key results were achieved in 2017 for the Council-approved strategy you steward?

CIVIC PARTNER 2017 ANNUAL REPORT SNAPSHOT- FORT CALGARY PRESERVATION SOCIETY

FORT CALGARY PRESERVATION SOCIETY (FORT CALGARY)

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

Registered Charity

2017 City Investment

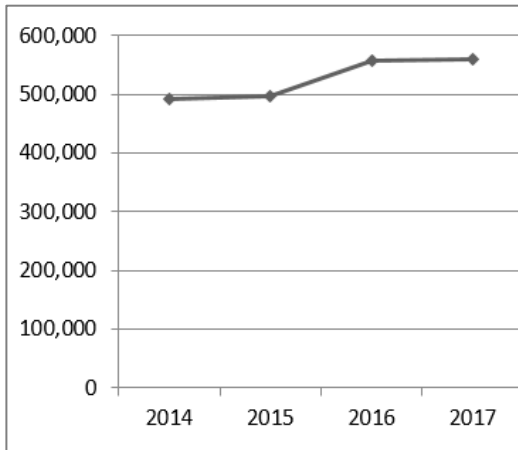
Operating Grant:\$1,106,443

Capital Grant: \$380,749

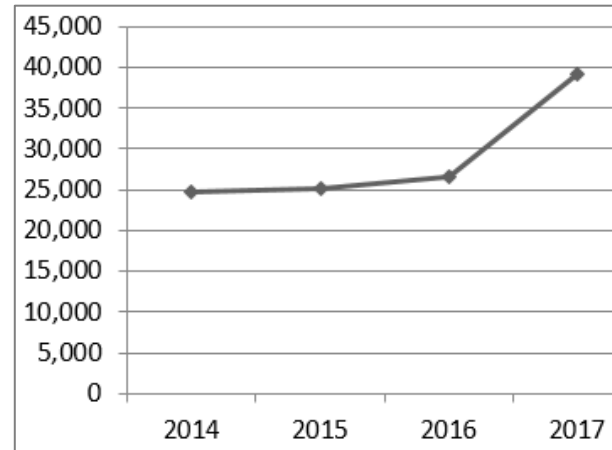
City owned asset? Yes

How did they do in 2017?

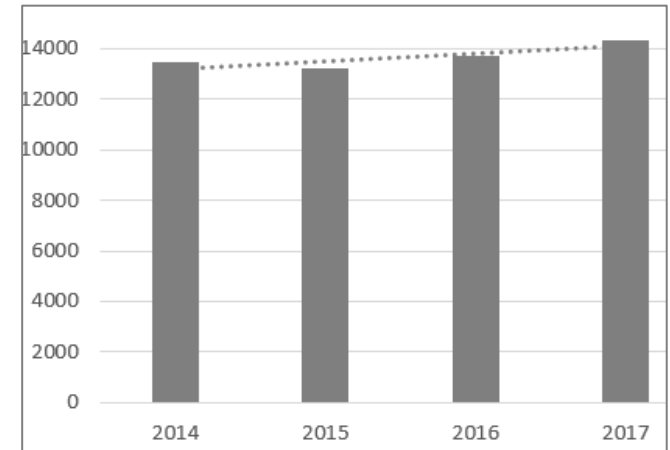
Total attendance



Paid museum visitors



Museum education attendees



The story behind the numbers

- Total attendance includes school programs, museum events, special events, admissions, food and beverage, site, and Riverwalk.
- Densification of East Village and expansion of retail development in Inglewood and Ramsay, along with the improved safety conditions in the Riverwalk and St. Patrick's Island contributed to heavy use of the natural space at and surrounding Fort Calgary.
- Added two new interdisciplinary programs and a pilot program to meet curriculum needs for Junior and Senior High students. This attracted an additional 600+ students in the course of the calendar year, and expanded the age range of beneficiaries.

Snapshot of 2018-19 priorities

- Design and stage a Reconciliation Speaker Series and advance partnerships with Treaty 7 Nations and MNA Region 3.
- Advance Museum Re-Design and Expansion Project with groundbreaking by beginning of 2019.
- Complete and release Strategic Plan 2018-2021 and launch a new brand.
- Work with The City of Calgary and CMLC to explore site upgrades, potential amenities, desire lines, future development.



FORT CALGARY PRESERVATION SOCIETY (FORT CALGARY) Civic Partner 2017 Annual Report

Organizational Structure: Independent External Organization

Fiscal Year End: December 31, 2017

Related Subsidiaries or Foundation: None

City 2017 Operating Grant: \$1,106,443

City 2017 Capital Grant: \$380,749

1. Current Vision, Mission and Mandate:

For thousands of years, people have met at the confluence of the Elbow and Bow Rivers to imagine and realize their futures. Known as Moh'kinsstis to the Blackfoot, together we have built a city of energy, born of a powerful convergence of people, ideas and place. Fort Calgary exists to tell that story.

Fort Calgary is a national, provincial and municipal historic site that marks the original location of the 1875 North West Mounted Police (NWMP) fort built at this confluence. Fort Calgary preserves, protects, enhances and promotes the significance of the site – it is the birthplace of the city of Calgary and played a significant role in the evolution of Canada's world renowned RCMP.

Fort Calgary is committed to creating a place where geography and history intersect with people to reinforce its historical roots as the centre of the community.

2. What key results did your organization achieve in 2017 that contributed to one or more of the Council Priorities in Action Plan 2015-2018? (*A Prosperous City, A City of Inspiring Neighbourhoods, or A Healthy and Green City?*)

A Prosperous City

Fort Calgary is working actively to advance our commitment to respond to the Calls to Action, Truth and Reconciliation Commission Final Report. Our work supports the principles that articulate the vision for a prosperous city that cultivates diversity, energy, and inclusion on both economic and social fronts.

In 2017 we staged a ground breaking exhibition of the original Treaty 7 document (June to October) This was the first time the Treaty 7 document has left Ottawa since after it was signing at Blackfoot Crossing on 22 September 1877. This exhibition has since inspired other Numbered Treaty areas in Canada to stage similar exhibitions of their own and involved partnership between Fort Calgary, the Government of Canada, the Government of Alberta, and the Nations of Treaty 7.

In 2017 we partnered with Old Sun Community College to create our first Indigenous intern position

In 2017 we collaborated with various Blackfoot knowledge keepers to create our first cultural awareness training programs for CBE teachers and other organizations

In 2017 we partnered with the Commonwealth Association of Museums to stage an Indigenous Heritage Roundtable for their conference on "Museums and Nation Building"

In 2017 139 immigrant and refugee children and youth participated in a summer program at Fort Calgary through an initiative in partnership with the Calgary Local Immigrant Partnership. The purpose of our program was to ensure that each participant felt more connected to their city through exploration of the local history. They participated in various art and history based activities that brought them into our museum, garden, St. Patrick's Island, the Deane and Hunt House, and also engaged our summer students.

A City of Inspiring Neighbourhoods

Fort Calgary offers a key opportunity for residents of all surrounding communities to enjoy extensive natural space and participate in recreation and leisure at no cost on our 40 acre site. Owing to the density of East Village the green space represents a critical element that supports the needs of thousands of multi-family residential dwellers in the core.

Fort Calgary seeks opportunities to partner with a range of stakeholders to offer accessible public recreation opportunities. In 2017 this included Wanderlust, the East Village Neighbourhood Association Kite Festival, Walk for Reconciliation, Canada Day Pow Wow Showcase, Treaty Week Pipe Ceremony, and a formal Remembrance Day Ceremony. In addition, Fort Calgary hosts numerous pop up events coordinated by East Village and commenced a partnership with the Inglewood Night Market. Beakerhead installations and Beaker Night are hosted at Fort Calgary's public space.

A Healthy and Green City

Fort Calgary offers abundant natural space for outdoor recreation and leisure and is a key element in the RiverWalk system. Our Community Garden and surrounding property offer opportunity to re-establish native plant species and attract wildlife such as coyotes that are essential in balancing gopher and hare populations. In 2017 we transitioned on a comprehensive basis to utilizing composting to reduce waste. In addition, we have replaced all existing lighting with low energy, efficient products.

3. What challenges affected your operations in 2017? How did you transform your operations to respond and adapt?

1. Fort Calgary has worked actively in 2017 to diversify funding sources and enhance revenue generation opportunities. This has involved adding a Marketing and Communications professional to our staff team, designing a new brand concept, elevating an existing role to focus broadly on engagement and resource development, and expanding our partnerships. Through attrition, Fort Calgary is re-assessing staff job descriptions to move towards a greater focus on resource development and sustainability activities. In 2017 Fort Calgary successfully secured additional funding through four (4) new funding sources.
2. Fort Calgary works with a conservative Human Resource strategy and utilizes, wherever possible, volunteer contributions and subsidized wage opportunities (student grants, interns, practicums) to supplement a small core staff of professionals. Remuneration is maintained at moderate industry standard and is balanced by non-monetary benefits and privileges focused on enhancing total compensation and work-life balance (eg. Scheduled Days off, flexible scheduling, free parking, access to organizational events at no cost, professional development).
3. In 2017, the organization underwent a major leadership transition with the retirement of the President and CEO. The Board of Directors worked with an Executive Search firm to recruit and retain a qualified successor. The process involved a planned transition and a period of overlap to ensure an informed handover of responsibilities and avoid any disruption in oversight, monitoring, reporting, and stewardship. All stakeholders were advised of the transition in advance and provided with appropriate introductions to support smooth transition.
4. Fort Calgary has made a commitment to sustainability as part of our three year strategic priorities. In 2017 this involved extensive consultation with key stakeholders and primary audiences to establish programmatic direction that will support ongoing relevance within our target market and enhance our ability to attract and retain guests and program participants.
5. Fort Calgary has been engaged in a long term capital improvement plan. In 2017, the organization fully re-assessed viability and relevance of our Museum Re-Design and Expansion Project, working with funders to secure necessary extensions for existing funding, with stakeholders to accurately assess needs, and pursue an adapted Project Plan which better reflects our commitment to deliver an authentic, relevant, and sustainable offering of programs and operations within a right-sized and upgraded facility.

6. Fort Calgary has undergone a process of analysis related to our major Events, in particular those which utilize our exterior site. This analysis has focused on developing criteria that support revenue generation, while also ensuring alignment with brand and community expectations.
7. Working with our Liaison at City of Calgary, Fort Calgary has worked to address Life Cycle needs based on priorities identified in the Asset Management Plan. A schedule of Life Cycle projects has been developed for 2018 which will address all key maintenance and replacement needs. The remainder of lower priority Life Cycle needs will be addressed fully through the Museum Re-Design and Expansion Project.

- 4. Using the chart below, please report your 2017 performance measures that demonstrate; where possible; 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	2015 results	2016 results	2017 results	What story does this measure tell about your work? Why is it meaningful?
How much did you do?	Total estimated attendance for School Programs, Museum Events, Special Events, Admissions, Food and Beverage, Site, Riverwalk	496,563	556,069	559,374	The Museum, Programs, Events, Venue Space and natural environment continue to attract a growing number of visitors. The ongoing densification of neighbouring East Village and expansion of retail development in Inglewood and Ramsay, along with the improved safety conditions in the Riverwalk and St. Patrick's Island contribute to heavy use of the natural space at and surrounding Fort Calgary. With this knowledge regarding the demand for recreational space we must give consideration to site development that will align with the standards, objectives, accessibility, and functionality needs of a growing demand for enjoyment of the 40 acre site.
	Public Special Events (No Cost, Public Holidays)	24,046	24,368	27,403	With the celebration of Canada 150 and the addition of more inclusive content to our planned programming and activities during Special Events, Fort Calgary attracted a record breaking number of

					<p>participants. The surveys completed with sample groups among attendees affirm the need to prioritize content and activities that support cultural learning and awareness especially related to Indigenous history, culture and experience in the Treaty 7 region. The inclusion of broader content relevant to current context and learning interests assisted in attracting new demographics of attendees – most notably urban Indigenous populations, barriered populations, and members of surrounding Nations.</p>
	<p>Museum Education Attendees (CBE, CCSD, Home School Associations, Charter Schools, Band Run Schools)</p>	13, 210	13,710	14,320	<p>Fort Calgary has devoted significant attention to advancing and enhancing our Museum Education programming. In 2017 we added two new interdisciplinary programs, along with a pilot program aimed at meeting the FNMI curriculum needs for Junior and Senior High students. This contributed to attracting an additional 600+ students in the course of the calendar year, and expanded the age range of beneficiaries</p>
	<p>Equal Access School Program Beneficiaries</p>	1,288	1,584	1,736	<p>The ripple impact of several years of recession in Alberta has contributed to continued growth in demand for Equal Access funding to reduce barriers to participation for Calgary students. In addition, the expansion of partnerships with Band run schools on Reserve has contributed to an increase in fund use. In many cases band run schools do not</p>

					have the same funding available for bussing and access costs for out trips and the distance from Reserve to Calgary also escalates costs. Indigenous children are overrepresented in CBE and CCSD schools situated in low income neighbourhoods where curriculum
	Reconciliation Education Pilot Initiatives (Adult Target Audience)	N/A	N/A	511	As a start point to expanding our education mandate and enhancing our role in the provision of experiential, land-based, and legacy education, Fort Calgary piloted a number of Adult Education events aimed at attracting a new demographic. This included a speaker series, Treaty Week event, and several focused tours with an emphasis on understanding Colonization and Reconciliation. Our work in the realm of adult education will be further expanded in 2018 with the addition of a subject matter specialist staff Director of Cultural Development.
	Garden Production	923 lbs	686 lbs	419 lbs	Fort Calgary has redirected strategic focus of our Community Garden Initiative with an enhanced focus on utilizing the space and product for Programming. We have developed a Blackfoot Ecology Tour and School Program content which emphasizes understanding of connection to the land, traditional plant use, and the nature of pre-contact/Euro settlement landscape. To that end we have reduced cultivation of produce and expanded

					cultivation of Indigenous plant species (sweetgrass, sage, wolf willow, tobacco etc.) for use in education and ceremony. Produce that is cultivated continues to be donated to local charities and the Alex Community Food Centre. This revision in Garden mandate assists us in creating stronger connection and activation between our stories, our programming and the physical site.
	Museum Visitors	25,088	26,598	39,073	Fort Calgary saw a tremendous increase in visitors in 2017. In part this was reflective of the profile that Canada 150 offered, the addition of two significant new exhibits (Treaty 7 and 20 Acts of Reconciliation), enhanced Indigenous content in programming, and new partnerships that brought in visiting exhibits and events that drew new guests (YWCA, IGP Committee, AFCC etc.)
	Volunteer Hours	3,871	3,380	4,708	Fort Calgary has worked actively to build upon our existing history of volunteerism and create new opportunities and diversify contributions. With an increased emphasis on Indigenous content, we have greatly increased volunteer participation by Knowledge Keepers, Elders and community representatives in staging events and activities as part of our Special Events, sharing knowledge through presentations and school programs, and participating in numerous stakeholder input sessions related to Museum

					Re-Design and Exhibit content development. We have also partnered with a number of on Reserve schools and educators to develop creative projects related to advancing reconciliation and this has led to big growth in volunteer hours to develop and execute on these projects. With an expanded mandate and facility on the horizon we will be focused on expanding volunteerism in number of hours, diversity of participants, and scope of opportunities.
How well did you do it?	Increase in Museum Education Participation	-1.8%	+3.8%	+4.3%	Expanded programs, expanded demographic to JR./Sr. High and focused development of FNMI curriculum offerings all enhanced attendance. In addition, active engagement of band run schools attracted new school groups. This number will continue to grow as we further expand Museum Education programming.
	Increase in Equal Access Beneficiaries	-23.7%	+23.8%	+8.8%	The utilization of the Equal Access Fund continues to grow as we engage more diverse school audiences, connect with Band run schools on surrounding Nations, and expand offerings to Jr./Sr. High. The ripple effect of several years of recession and disproportionate representation of target Indigenous populations in low income schools has also allowed us to make increased use of the Endowment fund to ensure no barriers.

	Visitor Attendance	+1.4%	+6%	+31.9%	New content, exhibits, programming, and activities that provided opportunities to engage with Indigenous history, culture and experience brought out new visitors. The Canada 150 profile also helped to boost attendance. A larger number of local guests visited the Museum in 2017, perhaps due to higher incidence of 'stay-cations' among Albertans impacted by recession. We also piloted a number of initiatives targeted to new demographics (picnics, speaker series, additional food services offerings, visiting exhibits)
How are Calgarians better off?	<p>In a time in which we, as a Nation, are seeking to come to terms with our colonial history and the Calls to Action related to reconciliation, Fort Calgary has filled a vital need in taking the first steps to provide Calgarians and global visitors diverse opportunities to engage directly with experiential learning related to Indigenous, knowledge, history, world views and experiences. Our fledgling efforts in 2017 to embrace a reconciliation mandate have opened doors to inclusion of new partners, visitors, and supporters. We have actively provided Calgarians with a forum and a venue to explore first hand the legacy of colonization and how it has shaped the present we live, and provided opportunities for visitors to engage directly with Indigenous Elders and Knowledge Keepers.</p> <p>We have opened new horizons and begun to redefine the role and responsibility of a Museum in our society. With the Treaty 7 Exhibit, we established a new conversation about the birth of the City and how that impact continues to ripple. With a shift in narrative we also allowed new volunteers, advisors and guests to enter into relationship, forging connections with each of the Treaty 7 Nations, MNA Region 3, the Aboriginal Friendship Centre of Calgary, Indigenous Gathering Place Committee, Walk with our Sisters, Old Sun Community College and more.</p> <p>With an evolving narrative, new presentations, and a leading approach to reconciliation, Fort Calgary has benefitted all Calgarians in enhancing our profile as a City and a society as we play host to visitors from around the world. Our ability to connect visitors with the evolving role of the RCMP also benefits our profile as a City and a Nation as visitors become acquainted with the unique national and international contributions and role of our national police force.</p> <p>Fort Calgary offers a premier event space that is accessible and affordable to a diverse range of customers. In 2017 we continued to provide outstanding venue and service to a</p>				

broad range of charitable organizations, playing host to everything from AGM's to Research Symposiums. We frequently partner with non-profits and charitable organizations to offer venue and service at a no or low cost level which strengthens our charitable sector and offers a forum for broad discourse.

5. What resources were leveraged to support operational activities in 2017?

Revenue Generation through:

Admissions

Program Fees

Gift Shop

Food and Beverage Services

Venue Rental

Special Events

Grants:

STEP –Summer Temporary Employment Program

Canada Summer Jobs

Young Canada Works

Alberta Museum Association

Alberta Gaming and Liquor

Calgary Foundation

First Calgary Financial

Canada Conservation Institute

Volunteers, Interns and Practicum Placements

Partnerships

6. Please estimate how The City's operating funding was allocated in 2017. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.

3%	Advertising and promotion
%	Programs or services
1%	Office supplies and expenses
10%	Professional and consulting fees
50%	Staff compensation, development and training
1%	Fund development
%	Purchased supplies and assets
%	Facility maintenance
35%	Evaluation or Research
%	Other, please name:

7. Did volunteers support your operations in 2017? If yes,

How many volunteers?	210
Estimated total hours provided by volunteers:	4708

8. What are your key priorities and deliverables for 2018-2019?

- Complete and pilot two additional Museum Education Kits
- Continue to pilot Jr/Sr High Education Programs
- Design and stage a Reconciliation Speaker Series
- Advance progress on Museum Re-Design and Expansion Project (retain prime design, submit DP/BP, break ground by beginning of 2019)
- Increase and diversify funding sources for cultural development programming
- De-accession Museum collection that will not align with Exhibit content in the new design
- Host minimum two visiting Exhibits
- Complete and launch new brand and associated collateral (website, print, social, uniforms etc.)
- Complete and release Strategic Plan 2018-2021
- Advance partnerships with Treaty 7 Nations and MNA Region 3
- Advance partnerships with IGP Committee and Correctional Services Canada for innovative initiatives
- Develop criteria and brand alignment criteria for Event vetting and hosting (especially as relates to outdoor concerts)
- Advance partnership with City of Calgary and CMLC to explore site upgrades, potential amenities, desire lines, future development

CAPITAL AND ASSET MANAGEMENT

Asset: Fort Calgary

9. Provide a summary of your organization's 2017 capital development, including specific lifecycle/maintenance projects.

Implementation of recommendations emerging from the Asset Management Plan was a priority for planning in 2017. While the majority of lifecycle and upgrades will be undertaken in 2018, a complete review of outstanding maintenance and lifecycle projects required was determined in collaboration with our Civic Partners Liaison. Based on this process and successfully securing required funding Fort Calgary will have addressed all 0 and 1 category lifecycle requirements before end of 2018. In 2017 the following were completed:

Link corridor upgrades and glass repairs
 Metis cabin restoration completed
 Installation and unveiling of Marking Exhibit/Public Art
 Emergency lighting and Exit signage installed/upgraded
 Fire alarm monitoring system installed
 HVAC platform upgrades to Deane House
 Community Garden gopher proof fence install

10. What funding was leveraged to support capital activities in 2017?

Federal Grants: Western Economic Diversification
 Canada Cultural Spaces
 Provincial Grants: Major Community Facilities Enhancement Program
 Private Foundations



**FORT CALGARY PRESERVATION SOCIETY (FORT CALGARY)
Civic Partner 2017 Annual Report**

Revenue from Events

NOT APPLICABLE--STRATEGY DELIVERY (for applicable partners)

11. What key results were achieved in 2017 for the Council-approved strategy you steward?

CIVIC PARTNER 2017 ANNUAL REPORT SNAPSHOT- THE CALGARY ZOOLOGICAL SOCIETY

CALGARY ZOOLOGICAL SOCIETY (CALGARY ZOO)

Vision: Canada's leader in wildlife conservation.

Mission: Take and inspire action to sustain wildlife and wild places.

Registered Charity

2017 City Investment

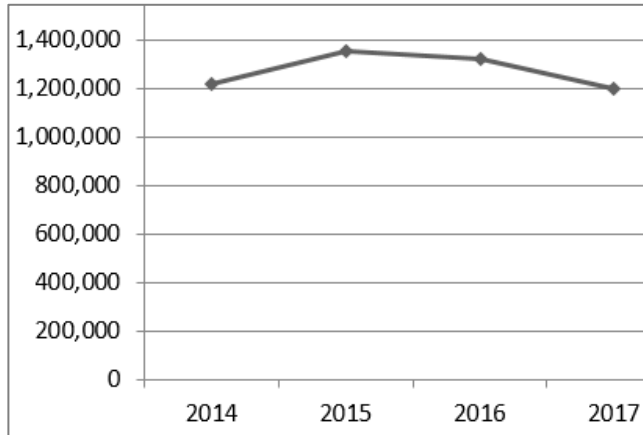
Operating Grant:\$7,999,110

Capital Grant: \$1,147,519

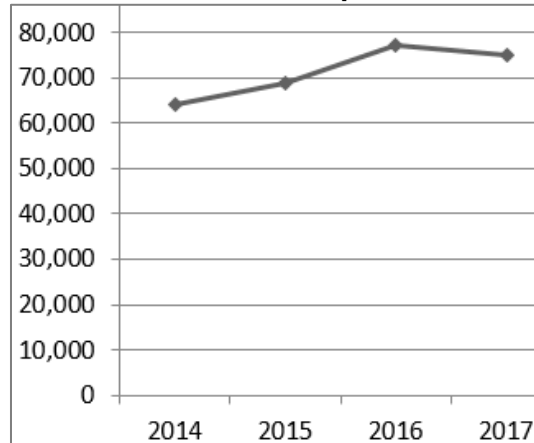
City owned asset? Yes

How did they do in 2017?

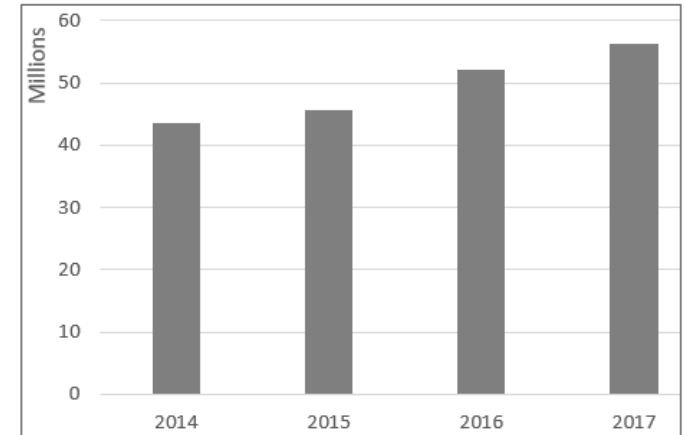
Total attendance



Memberships



Revenue



The story behind the numbers

- Attendance and visitor satisfaction was negatively affected by construction of the flood mitigation berm at the Zoo, and customer appreciation programs were initiated to minimize the impact.
- The Zoo contributed \$112.2 million to the local economy through operations and capital projects including the Treasures of China Giant Panda exhibit.
- The City's operating grant was leveraged by 5.9:1 through revenues generated from ticket and membership sales, events catering and fund development activities.

Snapshot of 2018-19 priorities

1. Reinvigorate guest experience.
2. Rebuild strategic reserves to advance the master plan.
3. Secure renewal of Canada's Accredited Zoos and Aquariums (CAZA) and Association of Zoos and Aquariums (AZA) accreditation.
4. Increase real impact on wildlife conservation through expanded scientific output, profile and partnerships with national and global conservation community.
5. Develop a People Services focus that positions the Calgary Zoo as an employer of choice.



CALGARY ZOOLOGICAL SOCIETY (CALGARY ZOO)
Civic Partner 2017 Annual Report

Organizational Structure: Independent External Organization

Fiscal Year End: December 31, 2017

Related Subsidiaries or Foundation: *Calgary Zoo Foundation (inactive in 2017)*

City 2017 Operating Grant: \$7,999,110

City 2017 Capital Grant: \$1,147,519

1. Current Vision, Mission and Mandate:

Vision: Canada's leader in wildlife conservation

Mission: Take and inspire action to sustain wildlife and wild places.

2. What key results did your organization achieve in 2017 that contributed to one or more of the Council Priorities in Action Plan 2015-2018? (A Prosperous City, A City of Inspiring Neighbourhoods, or A Healthy and Green City?)

2.1 Prosperous City – 172 FT, 41 PT and 223 seasonal jobs; \$105M+ contribution to Calgary's economy

- P2 - growing tourism
- P3 - secured \$1M in kind contribution from China-based Hainan Airlines towards 5 –year stay of giant pandas
- P5 – Opened Land of Lemurs with financial support of the City and donors in conjunction with new conservation collaboration with U of C and Madagascar Biodiversity Partnership, to create additional opportunities for Calgarians and visitors to connect with nature.
- P12 – Continued Zooshare Program enabling over 13,350 low income Calgarians to experience the zoo.

2.2 Healthy and Green City –

- H1 - continued diversion of waste from landfill - aggregate reduction of 79 per cent
- H2 – developed partnership opportunity with ATCO and Natural Resources Canada we hope will lead to improved energy efficiency through smart microgrid managing energy use by all buildings at zoo along with implementation of 2 Mw/hr. of solar generation and 2 Mw/hr. of renewable electricity storage; refurbished former Eurasia Gateway building to PETAL standard as giant panda habitat, Panda Passage; acquired new hybrid vehicle for zoo security
- H5 - Managed a healthy and vibrant section of the urban forest with >50 per cent tree cover on zoo grounds (exclusive of parking lots)
- H6 - Entered into new relationship with the Rainforest Alliance to promote planting by zoo visitors of pollinator-friendly gardens
- H7 - welcomed 1.22 M visitors to over 7 km of pathways, numerous picnic sites and wide variety of activity options

2.3 City of Inspiring Neighbourhoods –

- N2 – City has completed floodway and multiple pumping stations to evacuate floodwater from St. George's Island.
- N9 - welcomed 1.22 M visitors to over 7 km of pathways, numerous picnic sites and wide variety of activity options

2.4 A Well Run City -

- W2 - the Society finished 2017 fiscal year in the black, continuing its tradition of fiscal prudence and sound stewardship of this important City asset
- W4 – began review and development of more effective compensation models to promote employee excellence and retention

3. What challenges affected your operations in 2017? How did you transform your operations to respond and adapt?

1. In the current economy securing corporate sponsorship has become extremely challenging. However, thanks to arrival of the giant pandas in 2018 a number of China-based or owned companies became sponsors in 2017. In addition, a number of individual donors have contributed at various levels. These sources, together with support of the City of Calgary and Province of Alberta, and the zoo's capital reserves, have enabled the Society to complete the giant panda habitat and new pedestrian bridge on time and on budget.
2. Flood mitigation and 12th Street bridge construction did impact the visitor experience in 2017 and contributed to a 7.4 per cent decline in attendance in 2017 compared to 2016. However, good weather and opening of the new Land of Lemurs habitat in July helped to keep attendance from slipping further.
3. In response to these and other factors the Society deferred some lifecycle work and adjusted staffing to match attendance.

4. Using the chart below, please report your 2017 performance measures that demonstrate; where possible; how much you did, how well you did it, and how Calgarians are better off.

	Performance Measure	2015 results	2016 results	2017 results	What story does this measure tell about your work? Why is it meaningful?
How much did you do?	Attendance	1.35M	1.32M	1.20M	Overall utilization, including 43% visitation outside Calgary area (51% in summer) – the full impact on attendance of construction of the flood mitigation measures was felt in 2017 – various customer appreciation programs were initiated to minimize that impact Ongoing support predominantly from Calgarians. The Calgary Zoo education and experiential learning programs continue to attract strong participation from the Calgary school system teachers and students despite system budget challenges
	Memberships	69K	77K	75K	
	Education Participants	75K	64K	81K	
How well did you do it?	Total Revenue	\$45.6M	\$52.1M	\$56.2M	Total revenues – includes capital funding using the Restricted Funds accounting treatment External survey of guests overall satisfaction. Survey indicates sharp reduction in 2016 due to flood mitigation berm noise and debris – continuing into 2017 - supported by numerous tourism and reputational awards. Factor measurement started in 2016
	Visitor Satisfaction Rating	77.0%	64.2%	64.5%	
	Conservation Awareness	n/a	79.6%	85.0%	

					measures awareness of Visitors of the Zoo Conservation mission – rose from 66% in first month of measure to peak of 91% in winter of 2017 thru ongoing awareness campaigns
How are Calgarians better off?	Economic Impact	\$94M	\$107M	\$112.4M	Contribution to local economy – operations and capital development – 2016 includes Lemur - 2017 includes Panda project impacts
	Operating Grant	18.0%	19.3%	16.8%	Operating grant as a % of operating revenue
	Capital Facility Investment	33.1%	37.3%	39.8%	Maintain and expand available high quality City Facilities – on an accrued historical cost basis - % of total – expenditures capital fund
	Interpretive Participants	185K	179K	663K	Number of visitors participating participants in conservation based interpretive programs – focused on inspiring action – significantly enhanced program profile in 2017
	Conservation Investment	6.2%	6.2%	5.4%	Commitment to the Society Mission and Vision - a biologically diverse - sustainable future – acts to sustain future relevance for the operation of any Zoo by fostering public support - % of total operating expenditures

5. What resources were leveraged to support operational activities in 2017?

1. City operating grant was leveraged by 5.9:1 through revenues generated from ticket and membership sales, events catering and fund development activities.
2. Volunteers provided 32,111 hours of service valued at \$642,220
3. Progress was made in negotiation of a significantly updated Lease and Operating Agreement between the City and the Society to be concluded in 2018
4. A new understanding with CUPE local 37 and 38 protects unionized employees while providing the Society more flexibility to staff according to needs.
5. The Society entered into a joint initiative with ATCO to propose to Natural Resources Canada the development and implementation of a new microgrid to more efficiently manage energy use across the whole zoo campus and to begin development of a solar generating grid to move the zoo to NetZero status.

6. **Please estimate how The City's operating funding was allocated in 2017. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.**

%	Advertising and promotion
%	Programs or services

%	Office supplies and expenses
%	Professional and consulting fees
100 %	Staff compensation, development and training
%	Fund development
%	Purchased supplies and assets
%	Facility maintenance
%	Evaluation or Research
%	<i>Other, please name:</i>

7. Did volunteers support your operations in 2017? If yes,

How many volunteers?	401 averaging 80 hours each over the year
Estimated total hours provided by volunteers:	32,111 with est. value of \$642,220

8. What are your key priorities and deliverables for 2018-2019?

1. Reinvigorate guest experience.
2. Rebuild strategic reserves to advance the master plan.
3. Secure renewal of CAZA and AZA accreditation.
4. Increase real impact on wildlife conservation through expanded scientific output, profile and partnerships with national and global conservation community.
5. Develop a People Services focus that positions the Calgary Zoo as an employer of choice.

CAPITAL AND ASSET MANAGEMENT

Asset: The Calgary Zoo

9. Provide a summary of your organization's 2017 capital development, including specific lifecycle/maintenance projects.

1. Lifecycle total -\$3.3M (CRIIPS \$2.3M)
2. Minor capital - \$8.4M
3. Major capital \$18.7 M

\$1.15M/\$3.3M

10. What funding was leveraged to support capital activities in 2017 \$2.7M/\$8.2M

- The Society completed \$3.3M lifecycle projects, matching the City's lifecycle funding by 1.9:1
- Completed the Land of Lemurs habitat leveraging City grant by 3:1
- Continued construction of Panda Passage and pedestrian bridge leveraging City grant by 3.7:1

NOT APPLICABLE--

STRATEGY DELIVERY (for applicable partners)

11. What key results were achieved in 2017 for the Council-approved strategy you steward?

1. Provided access to engaging, exciting wildlife encounters for an estimated 620,000 Calgarians, 275,000 other Albertans, 163,000 other Canadians and 162,000 international visitors.
2. Staff and volunteer interpreters completed 400,000 conservation engagement encounters with visitors.

3. Welcomed over 60,000 schoolchildren from the CBE, CSSB and others as part of their science curriculum.
4. Once again our responsible stewardship approach enabled posting of another financially strong year.
5. The new fully immersive experience of Land of Lemurs opened last July at the east end of St. George's Island on previously undeveloped land, to the delight of tens of thousands of visitors.
6. Construction of the new Panda Passage habitat and adjacent swinging bridge approached completion in preparation for arrival and quarantine of four giant pandas on March 23, 2018 and grand opening on May 7, 2018.

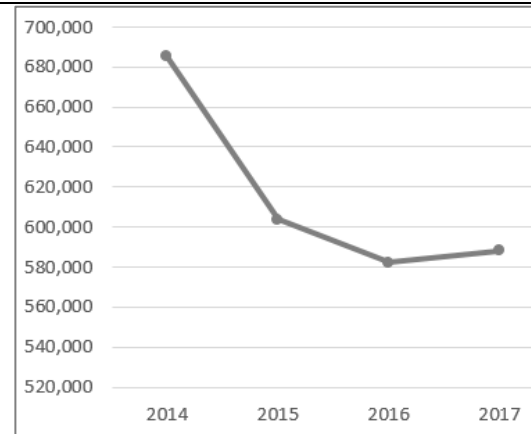
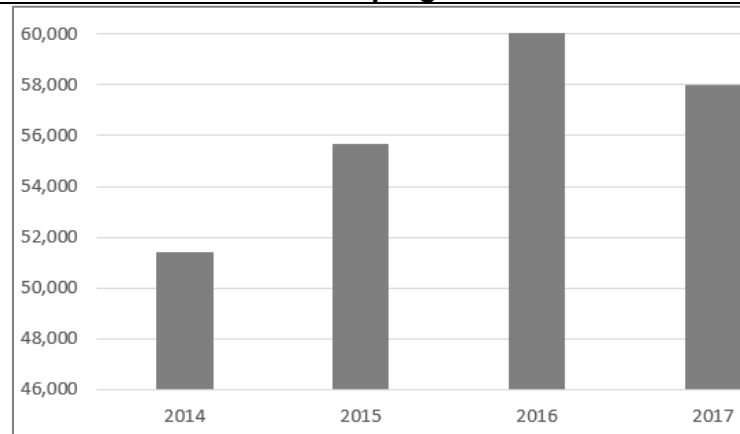
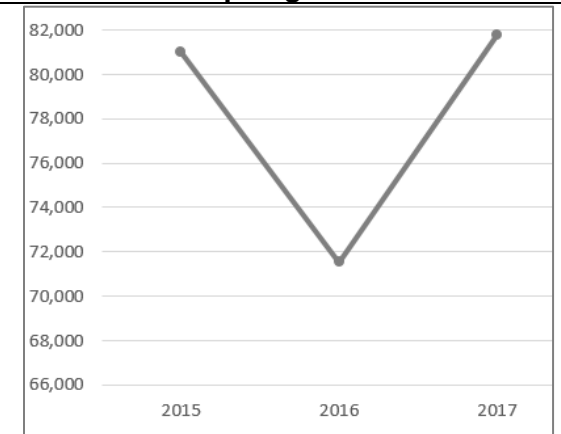
CIVIC PARTNER 2017 ANNUAL REPORT SNAPSHOT- HERITAGE PARK SOCIETY

HERITAGE PARK SOCIETY**Mission:** Connecting people with the settlement of Western Canada.**Vision:** Preserve and share our Western Canadian heritage.*Registered Charity***2017 City Investment**

Operating Grant:\$3,002,165

Capital Grant: \$1,714,659

City owned asset? Yes

How did they do in 2017?**Total attendance****Education program attendees****Banquet guests****The story behind the numbers**

- While the economy affected attendance, Heritage Park is still aiming for 1 million attendees by 2025.
- Heritage Park saw a 48 per cent year over year increase in fee assisted admissions in 2017.
- School program attendance has increased 268 per cent in the last 11 years. Education is one of the Heritage Park's core mandates.
- In 2017, 33 per cent of Calgary's school children attended Heritage Park's education programs.
- In 2017, Heritage Park's banquet business picked up and represented 25 per cent of gross revenues.

Snapshot of 2018-19 priorities

- Redevelopment of the Natural Resources Area including an interpretive centre for interpretation, education and banquets. Education programming will tell the Natural Resources story that includes the past, present and future of the energy industry.
- With the SS Moyie not sailing in 2018, Heritage Park will focus on increasing annual passholders, and special events.
- Undertake maintenance on the SS Moyie including hull repairs; repainting; retrofitting all electrical; replacing fixtures, fittings, and carpets; and other repairs.
- Focus on rebuilding banquet and catering sales to pre-recession levels.



HERITAGE PARK SOCIETY Civic Partner 2017 Annual Report

Organizational Structure: Independent External Organization

Fiscal Year End: December 31, 2017

Related Subsidiaries or Foundation: Heritage Park Foundation

City 2017 Operating Grant: \$3,002,165

City 2017 Capital Grant: \$1,714,659

1. Current Vision, Mission and Mandate:

Mission Statement: Connecting people with the settlement of Western Canada

Vision: Preserve and share our Western Canadian heritage.

2. What key results did your organization achieve in 2017 that contributed to one or more of the Council Priorities in Action Plan 2015-2018? (*A Prosperous City, A City of Inspiring Neighbourhoods, or A Healthy and Green City?*)

Drum, Dance, Discover cultural celebration was held on June 18th, 2017 and drew 3082 visitors to Heritage Park (an increase of 80 per cent over the previous year's non-event weekend). Complimentary admission tickets were provided by Heritage Park and distributed through the band offices and through various Indigenous service agencies within the City of Calgary.

In celebration of Canada's Sesquicentennial in 2017, we shared the legacy of Colonist Car #1202 with the nation. We partnered with Quest Theatre Society to create "Journey of a Lifetime" —a travelling exhibition and theatrical production that brought this story to life for the enjoyment and education of Canadians from coast to coast. After debuting at Heritage Park in July, we launched a 10-week national tour at the Canadian Museum of Immigration at Pier 21 in Halifax on September 13. The production then travelled west, making stops in Gatineau, Kitchener, Winnipeg, Edmonton, and closed at the Museum of Vancouver on December 2. The play was performed 100 times to an audience of almost 5000. An estimated 65,000 people viewed the exhibit, many taking the opportunity to share and record their personal and family stories about coming to Canada.

We partnered with Apiaries & Bees for Communities again in 2017, hosting six honeybee hives through the Bees4Communities Program. These hives are managed by A.B.C. Bees on behalf of their corporate partners. The project drives local ethical and responsible businesses to support local food production, small-scale and urban beekeeper education, and encourages pollinator stewardship. The hives produced 22 kilograms of honey that the park uses in our menus. We also offered a series of adult education workshops such as gardening for bees, wax rendering, and "get to know honeybees" series.

The Park grows heirloom vegetables in our own gardens and have an urban herb cultivator in our commissary kitchen. These items are harvested and used in our menus at the Selkirk Grille and some are pickled for the winter. We are highlighting these offerings in a "Field to Fork" culinary tour and at ticketed events.

The Park has effectively done away with garbage in 2017. Anything placed in a trash bin is either recycled or composted. In addition, we recycle paper, beverage containers, and scrap metal. We compost all appropriate material, and the steam train runs on recycled oil. Among other energy-efficiency initiatives, we have a continuing LED lighting conversion program including occupancy sensors where feasible, and appliances at end-of-life are replaced with high-efficiency versions. In 2017, we completed LED conversions to all parking lots, plaza, staff parking lot and street lighting. This will save 26kw/hr (approximately 115,000 kwh/year). We also installed high efficiency boilers in Gasoline Alley and Midnapore Station. The Park is in the process of completely converting all of its single service items (washroom paper products, disposable food and beverage items, etc.) to be 100 per cent compostable.

We are focusing on small, local manufacturers for our retail product, benefiting Calgary and area businesses.

We offered free evening walking tours of the Park for new Canadians with the support of Citizenship and Immigration Canada. During Historic Calgary week, we provided a presentation on the restoration of the Colonist Car, free of charge to the public.

Music in the Plaza (free concerts held Wednesday nights in July and August) drew a record-breaking 4775 people to the Park – families gathered on the lawn for a picnic, others enjoyed an intimate dining experience on the patio of the Selkirk Grille, and even pathway users who passed by stopped to enjoy the music. The concerts support the work of local musicians, spotlighting a different genre of music each evening. The opening set features emerging musicians, many of whom have appeared in the Stampede Youth Talent Search. Our concerts provide exposure for new artists as well as highlighting the diversity of up-and-coming musical talent.

In partnership with ACFA régionale de Calgary, *Maplefest* was again held at the Park in March and a new permanent Sugar Shack exhibit was opened in September. This collaboration engaged the Francophone community and exposed the Park to a new and varied audience.

We partnered with Calgary Mexican Canadian Cultural Society to present Dia de los Muertos (Day of the Dead) fiesta during Ghouls' Night Out.

3. What challenges affected your operations in 2017? How did you transform your operations to respond and adapt?

Minimum wage – wages are our largest single cost of operations, totaling 60 per cent of all costs. The large increases to minimum wage over a short period of time has had a significant impact on total cost of wages. As of October 1, 2018, the minimum wage will have increased 34 per cent since 2016. The increase not only affected part-time and seasonal positions, but also many full-time permanent staff. The impact trickles up because the wage gap between various levels of employment must, out of fairness, be maintained. For a charity, the cumulative cost increases can be devastating.

To reduce the impact, the Park revamped the seasonal payroll structure to reduce the number of paycode steps, and limited the wage increments between each step. We left vacant positions open, froze hiring, and eliminated four positions altogether. We adjusted business hours at the gate and in various venues, and had zero merit increases in 2016 (which reduced the cumulative effect in future years). We changed the format of employee events and cancelled the winter party. In 2018, these steps continue, in addition to reducing overall hours for seasonal staff and restricting overtime. The result is that we took a potential cumulative annual cost increase directly related to the minimum wage (2015 compared to 2018) of \$2M, and reduced it to just under \$1M. It is still a massive burden to bear in an industry where simply increasing our prices is not a viable option.

Carbon tax – this levy added almost \$30K of costs in 2017, and the jump in the tax in 2018 will make that almost \$45K. This does not include additional costs added via increases in vendor and contractor pricing. We have taken steps to reduce our carbon footprint in all areas, including those where the tax is not applied. We retrofit old gas lamps (that ran 24/7) with LED lights. This step alone reduced our natural gas usage 10 per cent per year. We are continuing our program to replace incandescent and fluorescent bulbs throughout the park with LEDs. We have replaced many modern vehicles with smaller utility vehicles such as Kubotas which consume much less fuel. In 2017, our electricity usage was down 4.5 per cent from 2016, and our natural gas usage dropped almost 18 per cent.

4. Using the chart below, please report your 2017 performance measures that demonstrate; where possible; 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	2015 results	2016 results	2017 results	What story does this measure tell about your work? Why is it meaningful?
How much did you do?	Total Attendance	603,598	582,182	588,220	The Park continues to work towards its goal of 1 million attendees by 2025. The economy has introduced a few speed bumps into that endeavor, but we remain determined and continue to seek ways to encourage visitation, to expand our reach, and remain relevant to all age groups
	Number of banquet guests	80,986	71,529	81,772	After a few years of lost business due to economic cutbacks, our catering business is beginning to pick up steam. This business stream represents 25% of our gross revenues
	Education program attendees	55,650	64,863	57,946	School program attendance has increased 268% in the past 11 years. 2016 was an anomaly that will be difficult to repeat, but the Park maintains education as one of its core mandates and finds new ways to maximize our offerings each year
How well did you do it?	Increase in annual operating donations	19%	2%	15%	This result does not include the sponsorship of the Journey of a Lifetime tour since that project is a one-off for 2017. The 15% increase is mostly due to unanticipated bequests and a large undesignated donation that we don't anticipate repeating.
How are Calgarians better off?	% of all Calgary school children that attended education programs	33%	38%	33%	Our school programs range from ECS to grade 12, with a focus on the middle grades. Every year, our education offerings expand, bringing the history of Western Canada to life for more and more school children. This speaks directly to our mission.
	Increase in fee-assisted admissions	-1%	10%	48%	The Park is proud to take part in the City's fee assistance program, offering a 75% discount against regular day gate prices to Calgarians in need. This program ensures that all Calgarians have the ability to enjoy all that the Park has to offer

5. What resources were leveraged to support operational activities in 2017?

The Park leverages its status as a charity to secure operating gifts-in-kind. In 2017, these donations offset more than \$117,300 in cash expenses, and brought in cash sales of \$115,017 in the heirloom antique stores.

The Park enlisted the critical assistance of 1,861 volunteers who collectively donated 71,640 hours (the equivalent of almost 40 person-years) to the Park that we would otherwise not be able to afford. That is a 5% increase in volunteered time over 2016.

The Park combines a strong financial position, registered charity status, and partnership with the City to secure corporate event sponsorships, naming opportunities for buildings and other assets, in-kind contributions for goods and services, and grants from Foundations and other levels of government.

Of note in 2017, we received \$193,000 in corporate and private gifts to benefit education programs, \$105,000 in sponsorships for special and fundraising events, and \$874,000 of general operations. We leveraged the economic downturn to spur unanticipated one-time donations totaling more than \$300,000. Our Journey of a Lifetime National Tour was supported by a \$1 Million sponsorship from BMO, in addition to provincial funds and marketing grants.

We maximized a Government of Alberta HR grant for summer employment, bringing in \$82,000 to offset employment costs.

Paid parking revenues increased 22 per cent over the inaugural year in 2016.

For the Journey of a Lifetime National Tour (Colonist Car), we leveraged marketing partnerships with BMO, Government of Alberta, Travel Alberta, Tourism Calgary, Corus Entertainment, and Postmedia. These partnerships were critical to reaching the number of national media consumers required to bring awareness to the travelling exhibit, Heritage Park, and Calgary as a destination for culture. The campaign was wildly successful, with mass impact across all platforms, excellent coverage in print on all properties (Postmedia), maximum engagement and exposure on social media via Facebook ads, Twitter ads, Google adwords and display ads, video (YouTube) advertising, radio advertising, television advertising, and newsletter advertising. We ran a nationwide contest to win a trip to Calgary to fully experience the city and it's many attractions, shopping, restaurants, and natural beauty. A 28-foot trailer was branded with graphics from the exhibit and travelled cross-country and back. 10,000 postcards featuring Calgary's top five attractions were distributed, and we benefitted from significant unpaid media coverage of a quarter million dollars, in addition to extensive reach:

- Digital – Postmedia 7,177,419 total impressions
- Traditional – TV, Radio – 12,955,000 total impressions
- Contest entries – 158,253 total entries
- Exhibit Webpage engagement – 35,800 unique page visits (10% of total HP website)

6. Please estimate how The City's operating funding was allocated in 2017. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.

6%	Advertising and promotion
2%	Programs or services
5%	Office supplies and expenses
4%	Professional and consulting fees
74%	Staff compensation, development and training
1%	Fund development
3%	Purchased supplies and assets

5%	Facility maintenance
%	Evaluation or Research
%	<i>Other, please name:</i> NOTE – the Park does not specifically allocate the City operating grant to cost categories. The above is a breakdown of actual costs incurred, by category (excluding food and retail product costs and the Journey of a Lifetime tour). Note that all wage costs are included under staff compensation above, and have not been allocated to other categories such as fundraising, facilities maintenance etc.

7. Did volunteers support your operations in 2017? If yes,

How many volunteers?	1861
Estimated total hours provided by volunteers:	71,640

8. What are your key priorities and deliverables for 2018-2019?

The Park's main focus in 2018 and 2019 will be on redevelopment of the Natural Resources Area. This project, a pivotal piece of our Master Plan 2014-2025, includes critical lifecycle refurbishment of existing artifacts and exhibits to not only bring them to safety standards for public use, but to bring them to life, enhancing the guest experience by interpreting a significant Alberta story. It will also include the addition of an interpretive centre that will be used for interpretation, education, and as a banquet venue.

We will develop and roll out new education programs around the Natural Resources story that include the past, present, and future of the energy industry. Assuming funding can be secured, this will include virtual and augmented reality. As the Park's existing education venues are at capacity, this facility will provide a critical space for expanding our education mandate.

With the Moyie being unable to sail in 2018, we are focusing our marketing efforts on expanding our annual pass holder base, and driving gate attendance daily and to special events, as well as Selkirk-branded culinary events, and new events that we hope will replace lost revenues from cancelled Captain's Cruises. The Moyie is a significant attraction with 46 per cent of gate attendees riding the boat. We are seeking ways to mitigate guest dissatisfaction and lost revenues.

While the Moyie is out of the water, we will undertake necessary maintenance that is difficult to complete in the normally short turnaround time available. This will include repairing the hull where the steel has thinned and rippled; sandblasting inside and out and repainting; retrofitting all electrical; replacing fixtures and fittings, carpets and floor coverings; and any other items that need attention that are revealed once we begin.

We will also focus on rebuilding banquet and catering sales to pre-recession levels, though don't anticipate that to occur until 2019 or later.

CAPITAL AND ASSET MANAGEMENT

Asset: Heritage Park

Provide a summary of your organization's 2017 capital development, including specific lifecycle/maintenance projects.

The Park leveraged the City's capital grant by using donations, other grants, and internal funds to perform required lifecycle/maintenance, including, but not limited to:

- Grain Elevator – water remediation, painting, engine room rebuild and cooling tank
- Whip and Caterpillar - 5-year lifecycle as mandated by AEDARSA

- Lighting upgrades – Round House, Sandstone House, Prince House, HMB stores, parking lots, promenade, service roads
- Colonist Car restoration – continued the project with an anticipated completion date in 2018
- Train engines – repainted and relettered trains, rebuilt boilers and repaired pistons
- Midnapore station washrooms – refitted and added heating to allow year-round use.
- Roof and other repairs – including gutters and awnings, repaired roofs on the Snooker Hall, Ice Cream Parlour, Wainwright Hotel, Mission, McKay Cabin, Saw Mill, and Fort, to address wood rot and ant infestations
- Train stations – platforms rebuilt and extended at Shepard and Midnapore stations
- Workshop Doors – replaced old worn out doors with new thermal efficient types with modern safety features
- Drinking fountains – fountains were replaced parkwide with accessible versions for visitors with disabilities
- Fuel storage tanks – for gas, diesel, and locomotive fuel, replaced with double skin tanks to reduce environmental pollution risks

9. What funding was leveraged to support capital activities in 2017?

In addition to City CPRiiP funding, a Government of Alberta grant for the Colonist Car project was used for a small portion of 2017 refurbishment costs. We also received private and corporate contributions totaling \$341,000, and made use of casino funds.

NOT APPLICABLE--

STRATEGY DELIVERY (for applicable partners)

10. What key results were achieved in 2017 for the Council-approved strategy you steward?

CIVIC PARTNER 2017 ANNUAL REPORT SNAPSHOT- AEROSPACE MUSEUM ASSOCIATION OF CALGARY

AEROSPACE MUSEUM ASSOCIATION OF CALGARY (THE HANGAR FLIGHT MUSEUM)

Vision: To inspire dreams of flight.

Mission: To provide a rich understanding and appreciation of the evolution of flight by telling stories related to our collections that provide inspiration to current and future generations.

Registered Charity

2017 City Investment

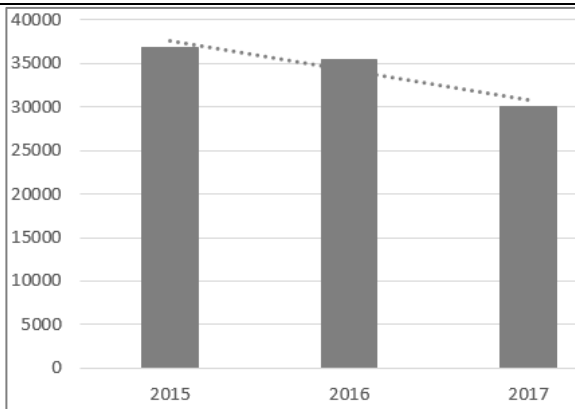
Operating Grant: \$241,384

Capital Grant: \$2,500

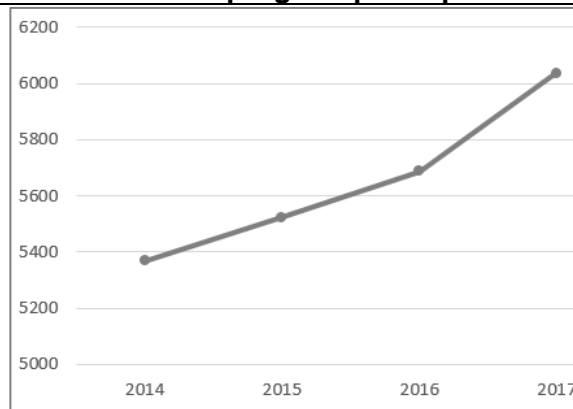
City owned asset? Selected airplanes. Not the facility.

How did they do in 2017?

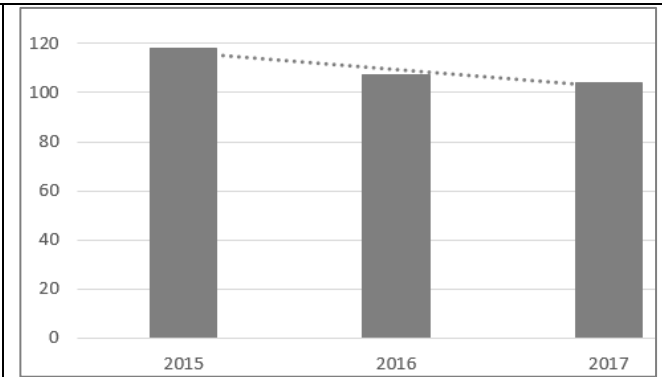
Attendance



School program participants



Number of volunteers



The story behind the numbers

- 2017 saw a slight decline in attendance levels.
- The Hangar added new educational programs, updated old curriculum and promoted programs at the Teacher's Convention. Programming is limited by time, staff and volunteers but they are looking for innovative ways to reach Calgary students.
- The Hangar continues to have a relatively stable number of volunteers that donated 5792 hours of their time in 2017.
- Earned revenues streams in 2017 included retail sales in the museum shop, facility rentals, memberships, fund development, education programs and admissions.

Snapshot of 2018-19 priorities

- Focus on fund development: leverage corporate and foundation support and longer term, and launch a capital/endowment campaign.
- Create and offer additional educational programs.
- Reorganize the collections storage area to improve preservation and access.
- Celebrate the return of the Hawker Hurricane with a special event.
- Lifecycle repairs and upgrades including replacing the tent "skin" and redesigning the front entrance and admissions area.



**AEROSPACE MUSEUM ASSOCIATION OF CALGARY
(THE HANGAR FLIGHT MUSEUM)
Civic Partner 2017 Annual Report**

Organizational Structure: Independent External Organization

Fiscal Year End: December 31, 2017

Related Subsidiaries or Foundation: None

City 2017 Operating Grant: \$241,384

City 2017 Capital Grant: \$2,500

1. Current Vision, Mission and Mandate:

Vision: To inspire dreams of flight.

Mission: To provide a rich understanding and appreciation of the evolution of flight by telling stories related to our collections that provide inspiration to current and future generations.

Our Strategic Direction: A Museum that everyone can come to see, learn and experience the science, history and evolution of flight. It will include all aspects, past, present and future of the military and civilian aviation experience.

Our Focus: The history and experiences of flight in Calgary and Southern Alberta within the framework of the Canadian experience.

2. What key results did your organization achieve in 2017 that contributed to one or more of the Council Priorities in Action Plan 2015-2018? (A Prosperous City, A City of Inspiring Neighbourhoods, or A Healthy and Green City?)

Introduction:

2017 was a challenging year for The Hangar Flight Museum. Like many Civic Partners, we were faced with the far reaching results of the downturn in the economy which included visitors and clients with less discretionary dollars to spend, a decline in visitation, and stiff competition for sponsor and government funding. We addressed the challenges head-on through careful management and exploring low-cost and in-house solutions, partnerships with various groups, government agencies and the generosity of partners and volunteers.

A Prosperous City:

In late 2017, we began to plan and focus on the creation of a fund development campaign, which will initially focus on building capacity and sustainability in support of operational requirements needed to improve and increase exhibition development, education programs and curation. This fund development campaign was launched in February 2018 and has already resulted in increased revenue, support and awareness.

The Museum attracts local, national and international visitors to Calgary. Over \$400,000 is spent by Museum clients directly through various revenue streams: facility rentals, admissions, retail purchases, education programs and, to a lesser extent, donations and membership.

The Museum provided entertainment, education and a place for socialization to over 30,000 Calgarians and visitors to the City in 2017. The Museum took part in the Calgary Library Foundation's Sun Life Financial Arts and Culture Pass, providing passes for use by low income Calgarians. We also work with the Institute for Canadian Citizenship to provide Cultural Access Passes to new Canadians – we are the only venue for this activity in north-east Calgary. In September, 539 Doors Open YYC participants attended the Museum during the one-day event.

We provide support to other not-for-profits through the donation of admission passes and summer camp placements. For example, in 2017 we donated 4 summer camp placements to the Sheldon Kennedy

Abuse Centre and over 162 Family Passes were provided to community organizations in support of their fundraising initiatives.

A City of Inspiring Neighbourhoods:

The Hangar Flight Museum provides a community venue and resource in a quadrant of Calgary which could be considered underserved by heritage and cultural institutions. The history of aviation is closely tied to Canada's development as a nation and to Calgary's development as a dynamic, international city. The Museum highlights this history and expands on visitors' knowledge of the stories surrounding aviation's role in immigration, oil and gas exploration, war and even pleasure travel. For example, many roadways in Calgary are named after aviators – McKnight, McCall, Barlow and Palmer – who, after serving their country in wartime, went on to develop and support civilian passenger and transport aviation. Our events (Father's Day Weekend, Remembrance Day, RCAF Mess Dinner), indeed all of our activities, provide opportunities for our visitors to immerse themselves in aviation history, honour our military and the sacrifices of our service personnel.

We were fortunate to partner with Vimy Flight, a group of passionate aviators who flew replica WWI biplanes over the Vimy Memorial. This partnership brought two of their aircraft to Calgary. As a result of this partnership, Calgarians and Albertans gained an appreciation of the Battle of Vimy Ridge, the sacrifices and heroism of the aviators of World War I and the historical importance of these early aircraft. Over 800 visitors attended the three day event in September 2017, which included a daily fly past, lectures, and an exhibition.

We introduced Open Planes weekends in 2017 in response to visitor requests for access to the interior of specific aircraft. This summer-long initiative resulted in increased visitation and, most importantly, positive feedback from our visitors and re-engaged members.

Our annual Remembrance Day Service was attended by over 1300 Calgarians. This service allows participants an opportunity to honour, remember and recognize the sacrifices of Canada's military personnel. This is a unique opportunity for the North-East communities as the majority of Remembrance Day Services are located in or near the downtown area.

We introduced new education programs in 2017, which inspire and empower children to learn more about flight and aviation through volunteer led programs and hands-on activities.

Exhibits were updated and reinvigorated. These included the Avro Arrow, Northern Exploration. Under continued development are exhibitions relating to the Cold War and World War II. To ensure continued exhibit redevelopment and providing new experiences to visitors, we have obtained a large scale graphics printer to build exhibits in-house. This, combined with talented volunteers who build cases, and staff who are trained in exhibition design, has meant a significant cost savings and a level of self-sufficiency to the organization.

The Museum continues to accept archival and artifact collections which support the Museum's vision and mission, and enhance our ability to tell the on-going story of the City of Calgary. Using only volunteers, we continue the long and arduous process of reorganizing our diverse collections, with the long-range goals of increased accessibility at the Museum and on-line. We continue to house and preserve 9 aircraft and numerous engines which are owned by the City of Calgary.

A Healthy and Green City:



**AEROSPACE MUSEUM ASSOCIATION OF CALGARY
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In our dedication to recycling and in support of a healthy and green city, we recycle pop cans, bottles, paper and cardboard and metal. We ensure we don't overburden landfills by offering our used furniture to charitable organizations, including museums and not for profits and in turn use second-hand office furniture from organizations like DeliverGood and Habit for Humanity. We are continually searching for creative ways to recycle which also supports our financial bottom line; for example we recycle cardboard and pop bottles for use in our summer camp and day programs.

Over 100 volunteers from all walks of life donate their time, enthusiasm and expertise to the Museum throughout the year in various capacities. This provides the volunteers, many of whom are retired seniors, a chance to connect with other volunteers, visitors and children. For many of our volunteers and guests this provides valuable opportunities for socialization and interaction, and building understanding across barriers of age and ethnicity.

3. What challenges affected your operations in 2017? How did you transform your operations to respond and adapt?

The economic downturn finally hit us in 2017. We saw less revenue in a number of our earned revenue streams, most notably, admissions, facility rentals and education programs. We adapted to these challenges by minimizing or eliminating optional spending, renegotiating contracts with suppliers and contractors, and minimizing the use of part-time staff.

We also introduced new education programs which will, in the long-term, result in an increase of bookings, and Open Planes weekends, which draws airplane enthusiasts throughout the summer months. We took advantage of the opportunity presented to us by Vimy Flight, and through the agile use of volunteers, summer students and staff created an unforgettable experience within a very tight timeframe (1 month) and with very limited financial resources. The weekend resulted in \$15,000 of additional revenue.

The Museum has had to develop creative ways to attract new visitors, do more with less and become more pragmatic in terms of balancing museum best practices with becoming more flexible and open in regards to how the facility was being used. The need to raise more funding internally has forced us to make decisions on collections preservation, for example moving the F86 Sabre and Vampire outside on a temporary basis to support larger facility rentals.

4. Using the chart below, please report your 2017 performance measures that demonstrate; where possible; 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	2015 results	2016 results	2017 results	What story does this measure tell about your work? Why is it meaningful?
How much did you do?	Number of Visitors	36,870	35,441	30,086	In spite of a decline in visitation (likely due the economy) visitors are still interested and inspired by flight. We remain inclusive and supportive of our diverse communities.
	New Canadians visiting the Museum through the Cultural Access Pass initiative	1,470	1,793	570	
	Individual learning experiences	5,522	5,688	6,037	There is a desire by schools and other organizations to use the Museum as an extension of their formal and informal learning programs.
	Number of volunteers	118	107	104	Our volunteers are an important part of the Museum. Volunteerism provides opportunities for individual growth, work experience and social interaction.
How well did you do it?	Number in the number of visitors to the facility	+23.7%	-3.8%	-15%	In spite of a downturn in the economy, there is still a desire and need to learn about past events and technological growth in preparation for the future.
	Number of new Canadians receiving and using the Cultural Access Pass at The Hangar Flight Museum.	+213%	+2%	-68%	According to the Institute for Canadian Citizenship, the number of new Canadians has decreased, resulting in fewer numbers receiving and using the access pass.
	Increase of individual learning experiences, school children engaged and more knowledgeable about aspects of aviation history, science and technology, and continued positive feedback from teachers, parents and children	+2%	+2.9%	+6%	Increased use of school programs reflects the addition of new hands-on programs, updating of old programs and attendance at the Teacher's Convention. We are limited by available time to provide programs, staff and volunteers, but continue to work at finding innovative ways to reach Calgary students.

	Number of volunteers	+5%	-9%	-2.8%	While we have lost a number of volunteers due to death, relocation and the need for employment, we continue to have a relatively stable and dedicated volunteer force; our recognition events are working.
How are Calgarians better off?	The number of Calgarians aware of local aviation history and technological growth.	36,870	35,441	30,086	Calgarians are aware of the role of aviation and flight in the history of the province and their everyday lives.
	An increased knowledge base amongst youth will support future economic growth and diversity in Calgary and help give Calgary a competitive edge in aviation and related fields.	5,522	5,685	6,037	The number of Calgarians aware of local aviation history and technological growth. An increased knowledge base amongst students will support future economic growth and diversity in Calgary. There is a requirement for informal education as one valuable component of our city and provincial education systems. Our work is supporting the Calgary economy long-term, and has a positive effect provincially and nation-wide.
	The use of volunteers who are experienced in their fields (for example air traffic control and pilots) provides Calgarians an opportunity to learn from the volunteer's experiences	118	107	104	The Hangar Flight Museum is a community resource and informal educational venue for our volunteers and those they reach through their dedication and passion for flight. 104 dedicated volunteers provided approximately 5792 hours of expertise to the Museum in 2017.

5. What resources were leveraged to support operational activities in 2017?

We leveraged a mix of resources, from financial, and donations and support in kind, to partnerships and volunteerism.



**AEROSPACE MUSEUM ASSOCIATION OF CALGARY
(THE HANGAR FLIGHT MUSEUM)
Civic Partner 2017 Annual Report**

The federal Young Canada Works program was leveraged to hire two summer students. The students worked with children in the provision of summer camp programs, and assisted staff and volunteers in other operational areas, all while learning new skills. The federal government provided 75% of the funding required for this initiative.

Funding from the Government of Alberta's Summer Temporary Employment Program was leveraged to hire one summer student to assist in collections management. This student played an integral and vital role in the planning and implementation of the Vimy Flight event.

In 2017 we were awarded support through the Propellus/Chevron Transform Your Story Fund. This project supported the Museum in the examination of its marketing and fund development efforts.

For the past 20 years, The Hangar Flight Museum has been the only Western Canadian partner of the U.S. Foundation of International Space Education. Each year The Hangar sends one high school student to Houston, Texas to collaborate with other students from across the world in the development of a space project – lately these projects have been focused on missions to Mars. Students work with mission control and payload specialists including astronauts, and are billeted with local space agency families for the two week education experience.

We received funding from The Alberta Museums Association in support of exhibition redevelopment.

We continue to receive 100's of artifact and archival donations each year, and many research requests.

Of course, we rely heavily on internal revenue streams, including retail sales in the museum shop, facility rentals, membership and fund development, educational programs and admissions.

New donors stepped forward as a result of visible progress in museum operations. These generous donors provided funding which was used to support grant applications in 2017.

We would also like to recognize the continued support of the Calgary Airport Authority. The CAA provides funding and donation in kind support on an annual basis.

We were also honoured and grateful for the ongoing support of various local aviation companies. The results of our partnerships included assistance in the movement of aircraft, restoration and fundraising initiatives which supported Museum operations.

We fostered or maintained government and community partnerships with the Genesis Centre, Calgary Board of Education, the Alberta Museums Association and the Canadian Museums Association, the Seattle Museum of Flight, the Calgary Robotics, Ultra-Light, Rocketry and Balloon Societies, the RCAF, Buffalo, WestJet and Lynx Air Cadet Squadrons, the RCAF Association, the Calgary Airport Authority, The Military Museums, Travel Alberta, Tourism Calgary, Propellus, the Calgary Police and Fire Departments, the Department of National Defence, Calgary Public Library, Eagle Helicopters, LR Helicopters, Kenn Borek Air, Viking Air, WestJet, Heritage Park, The Glenbow, The Alberta Aviation Museum, The Avro Arrow Museum, The Mosquito Society, Nanton Bomber Command Museum, the Organization of Military Museums of Canada, Institute for Canadian Citizenship, Vimy Flight, Mount Royal University and SAIT. Many of these relationships resulted in revenue, donations of funds, in-kind services and increased awareness of the Museum.

And finally, we would like to take this opportunity to sincerely thank the City of Calgary for its ongoing support and funding of The Hangar Flight Museum and other city heritage and arts organizations.

6. **Please estimate how The City's operating funding was allocated in 2017. Mark all areas that apply by approximate percentage.** *For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.*

9.56 %	Advertising and promotion
8.87 %	Programs or services
4.57 %	Office supplies and expenses
2.60 %	Professional and consulting fees
52.98 %	Staff compensation, development and training
0 %	Fund development
0 %	Purchased supplies and assets
17.60 %	Facility maintenance
0 %	Evaluation or Research
3.82 %	Insurance

7. **Did volunteers support your operations in 2017? If yes,**

How many volunteers?	104
Estimated total hours provided by volunteers:	5,792

8. **What are your key priorities and deliverables for 2018-2019?**

- Developing and implementing a fund development program, with the short term goal focused on operational support, and with the long-term goal of the creation of a capital and endowment campaign. This will include:
 - Leveraging more corporate and foundation partnerships.
 - Increasing membership and cultivating donors.
- Creating and providing additional education programs (in-house and outreach) to a wider audience.
- Completing the reorganization of the collections storage areas, to provide better preservation methods and increase accessibility.
- Celebrating the return of the Hawker Hurricane with a weekend celebration, which will include an opening reception, exhibition, film series and children's activities.
- Addressing critical infrastructure repairs/upgrades, including the replacement of the tent "skin" which is degrading, and the redesign of the front entrance and admissions area to meet accessibility and building codes.
- Continuing our annual events – Father's Day Weekend, RCAF Mess Dinner, Open Planes Weekend and Remembrance Day Service - increasing their promotion, attendance rates and creating more awareness around the existence of a museum of flight in Calgary.
- Eliminating IT poverty and thus becoming more effective and agile in our work and in our support of the community. This priority is already underway through a partnership with Ignitech.
- Completing a number of exhibition upgrades.

CAPITAL AND ASSET MANAGEMENT



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Asset: Facility not owned by The City, but City aircraft collection and artifacts are housed within the building

9. Provide a summary of your organization's 2017 capital development, including specific lifecycle/maintenance projects.

Capital development was kept to a minimum in 2017. The focus was on lifecycle/maintenance and inspections. An electrical breaker was replaced, emergency lighting, smoke detectors and heat alarms were installed. A replacement window was installed in the museum shop. Other lifecycle projects were primarily IT related.

10. What funding was leveraged to support capital activities in 2017?

N/A

NOT APPLICABLE--

STRATEGY DELIVERY (for applicable partners)

11. What key results were achieved in 2017 for the Council-approved strategy you steward?

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CIVIC PARTNER 2017 ANNUAL REPORT SNAPSHOT- CALGARY SCIENCE CENTRE SOCIETY (TELUS SPARK)

CALGARY SCIENCE CENTRE SOCIETY (TELUS SPARK)

Mission: We bring people together to learn, play and create with science, technology, engineering, arts and math (STEAM).

Vision: A community transformed by a culture of curiosity, risk-taking and problem solving.

Registered Charity

2017 City Investment

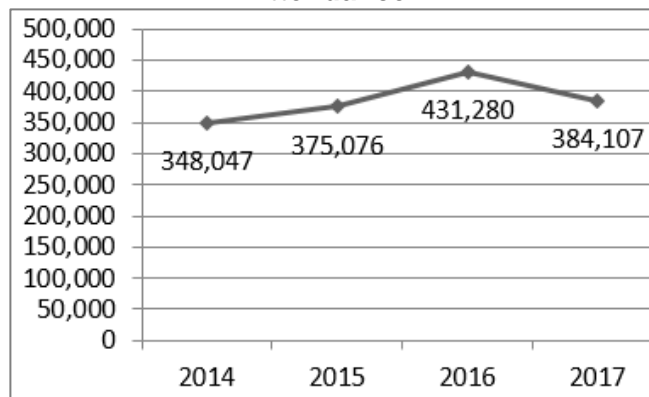
Operating Grant:\$2,133,247

Capital: \$283,705

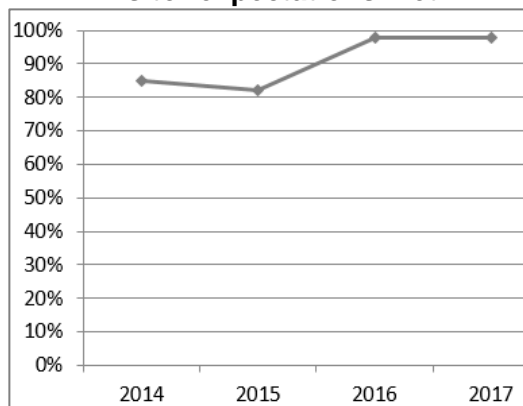
City owned asset? Yes

How did they do in 2017?

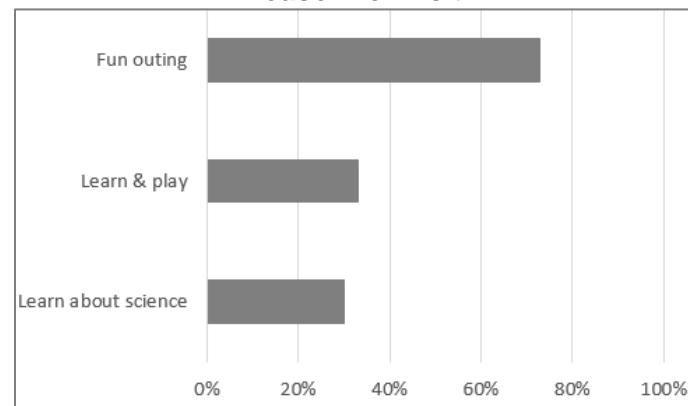
Attendance



Visitor expectations met



Reason for visit



The story behind the numbers

- While memberships remain stable, general paid admissions are highly susceptible to economic conditions.
- In 2017, Spark provided over 75,000 students from the Calgary region with curriculum-based programs using leading edge teaching design, pedagogy and technologies.
- Through the Community Connections program partnership with 48 agencies, provided access for 15,000 individuals who may not otherwise have access to TELUS Spark.
- Over 1,000 new Canadians visited through the Cultural Access Pass program.

Snapshot of 2018-19 priorities

- Enhance our exhibits and programs – through strategic planning, fund-raising, and tactical changes.
- Strengthen our brand and value proposition – renewed marketing strategies, new mission statement, and increased stakeholder relations.
- Strengthen our organizational capabilities – through talent management and workforce priorities.
- Steward the facility – in partnership with the City.



CALGARY SCIENCE CENTRE SOCIETY (TELUS SPARK) Civic Partner 2017 Annual Report

Organizational Structure: Independent External Organization

Fiscal Year End: December 31, 2017

Related Subsidiaries or Foundation: None

City 2017 Operating Grant: \$2,133,247

City 2017 Capital Grant: \$283,705

1. Current Vision, Mission and Mandate:

Our Mission

We bring people together to learn, play and create with science, technology, engineering, arts and math (STEAM).

Our Vision

Our community transformed by a culture of curiosity, risk-taking and problem solving.

Our Values

- **Collaboration:** We believe that encouraging debate and dialogue, embracing diverse perspectives, and that partnership with our communities results in better ideas and outcomes.
- **Curiosity:** We are always wondering, always questioning, always seeking to learn.
- **Courage:** We believe in innovative thinking and taking risks. We embrace change. Our courage to fail gives us the confidence to succeed.
- **Commitment:** We're deeply passionate about our mission and pursue it in everything we do...and in how we do it.

2. What key results did your organization achieve in 2017 that contributed to one or more of the Council Priorities in Action Plan 2015-2018? (*A Prosperous City, A City of Inspiring Neighbourhoods, or A Healthy and Green City?*)

A PROSPEROUS CITY

To ensure that our organization remains focused on initiatives which align with what Calgarians expect from their science centre, TELUS Spark extended the data gained in 2016 strategic "listening sessions" to build a framework for future development. These same sessions identified TELUS Spark, for example, as an "important place in the City's innovation ecosystem", an ecosystem that will be key to realizing the successful diversification of our economy. The CEO is connected to the Rainforest AB exercises, and linking project ideas with family-focused interests regarding the future of our energy systems and the future development and transformation of our city.

We are a critical contributor to the emerging trends and developments in formal education. Readyng our children for the workforce of the future, Spark provided over 75,000 students from Calgary and the surrounding region with curriculum-based programs using leading edge teaching design, pedagogy and technologies. We are the leader in western Canada for curriculum-linked education field trips.

Access and inclusion continues to be a critical component of a Prosperous City. In 2017, the Community Connections program consisted of 48 community partners representing a large cross-section of social service agencies across Calgary. The utilization of the program resulted in over 15,000 visits from individuals who may not otherwise have the opportunity to access the world of science, technology, engineering, arts and math (STEAM) at TELUS Spark.

In 2017 TELUS Spark continued to work closely with the CBE, CCSB and Siksika school boards to provide transportation and educational opportunities to 3,000 underserved students during the school year. The

program culminates with a Family Science Night where all participating students, their families and teachers come to TELUS Spark for a free private function where students can share their learning experiences and a meal with their families. In 2016 over 1,500 students and their families attended this event.

Our Camperships initiative provided free daycamp spots to children in the community who would not otherwise have the ability to participate in day camps.

In conjunction with the Canadian Association of Science Centres TELUS Spark successfully hosted the Governor General of Canada and delivered the premier of *Horizon* in our Dome theatre

Finally, TELUS Spark is part of the Cultural Access pass program that provides admission to new Canadians. Over 1,000 new Canadians visited TELUS Spark in 2017.

A HEALTHY & GREEN CITY

Through the generous financial support from the Alberta Government's Community Environment Action Grant, we are excited to compile our many learnings and iterate on the best tactics and strategies to communicate the topics of energy and climate change to families, through many piloted programs:

- Capitalizing on the green bin project in Calgary, we partnered with the City of Calgary to provide families hands-on experience, through play, on the topic of composting and recycling. As a current topic of conversation we were evaluating the effectiveness of sparking these conversations around what exactly goes into the composting and recycling bins to encourage similar conversations at home around these topics.
- Our first "technology display" exhibit in our atrium showcased Furbaniture, an example of tactical urbanism, to encourage families and visitors to re-think and have conversations around how they interact with a street and urban design, in collaboration with the U of Calgary EVDS and the City.
- Using the occasion of Spark's announcement of a rooftop solar array in November, we created a family event around the International Science Centre and Science Museum Day, providing visitors interactive experiences in sustainability topics to encourage conversation around renewable sources of energy.
- We have developed and run public tours through the building for the Doors Open YYC and Green Doors Open events in September that showcased energy efficiency and TELUS Spark's green building design to encourage conversations around sustainable structures and increase familiarity around LEED building standards.
- We tested various communication tools aimed at teens during the Energy Revolution Fair in conjunction with the Mayor's Environment Expo to get a pulse on citizen attitudes towards energy sustainability.

Other organizations we partner with include: City of Calgary, Government of Alberta, Energy Efficiency Alberta, ENMAX, University of Calgary, SAIT, Green Calgary, Arctic Institute of North America, Innovate Calgary, CAWST, Deepwater Farms, Society of Women Engineers, Pembina Institute.

Looked upon as a credible source

The City of Calgary invited TELUS Spark to develop their Climate Change Education Plan (to be completed through multiple phases). This comprehensive education plan will chart a path to inform, educate and mobilize Calgarians in to climate education and will be included in The City's Climate plan. This project could constitute an important tool for engaging Calgarians about climate action.

The Pembina Institute launched their Alberta's New Energy Projects Map at TELUS Spark. We act as convener to discuss the latest energy development in the community and that our building acts as a living exhibit to engage Albertans about energy efficiency and clean tech.

INSPIRING NEIGHBOURHOODS

TELUS Spark continues to be a convening space that connects citizens with our partners and contributes to urban vitality. We are much more than a science centre and are proud to act as a lighthouse for innovation within the community. Some key accomplishments and initiatives which inspire Calgary's communities include:

- Community Access program of 48 agency partners representing a cross-section of social needs, removing barriers to families with over 15,000 visits
- TELUS Spark continued its Learning Connections program and worked closely with the CBE, CCSB and Siksika school boards to provide transportation and educational opportunities to 3,000 students during the school year
- Partnered with other non-profit organizations to provide a site for their fundraising events, and other forms of community engagement, including Terry Fox Foundation, Inn From the Cold, Alberta Children's Hospital Foundation
- TELUS Spark celebrated its 50th Anniversary and threw a great birthday celebration on Neighbour Day, where we offered free attendance and had an all day event with outdoor programming. We also had a 'Retrospective Exhibit' featuring the history of Spark
- In 2017 Spark negotiated the installation of a Sundial from the Civic Art Collection
- On August 21 we had 3000 guests visit us to watch the Solar Eclipse. Guests were able to watch from telescopes, they were also able to make their own viewers. We also had live feed from NASA playing in our atrium and received positive national media attention
- In conjunction with the University of Calgary's department of EVDS and The City, TELUS Spark is hosting Furbaniture, and experiment in urban planning for the future of Streetscapes

A WELL-RUN CITY

- Continued to provide effective management of TELUS Spark as a City asset:
 - Prepared for admission pricing adjustments in 2018 to ensure that TELUS Spark remain affordable/accessible to Calgarians, while also financial sustainable
 - Transitioned to in-house food service delivery and retail operations to increase earned revenue
 - Proactive maintenance of an aging asset, largely conducted by internal talent
 - Cost-effective and/or partnered service contracts in utilities, landscape management, etc.
 - Retention and hiring of creative, skilled employees to operate and promote the facility
- In 2017 we successfully installed and transitioned to a new financial management system, replacing the system that originated from the 11th St SW location.
- In 2017 we acquired the software and hardware tools to take greater control of the Building Management System, to improve efficiencies and effectiveness.
- Maintained and established new partnerships with other Calgary-based and international organizations as a way of bringing great content to our visitors and reducing costs via the sharing of expertise
- In 2017 the International Play Association Conference was hosted by The City and TELUS Spark played an integral role and signed the Calgary Play Charter
- Contributed to Beakerhead by being one of the sites with 2 inflatables from Bee Kingdom and delivered programming on Beakernight

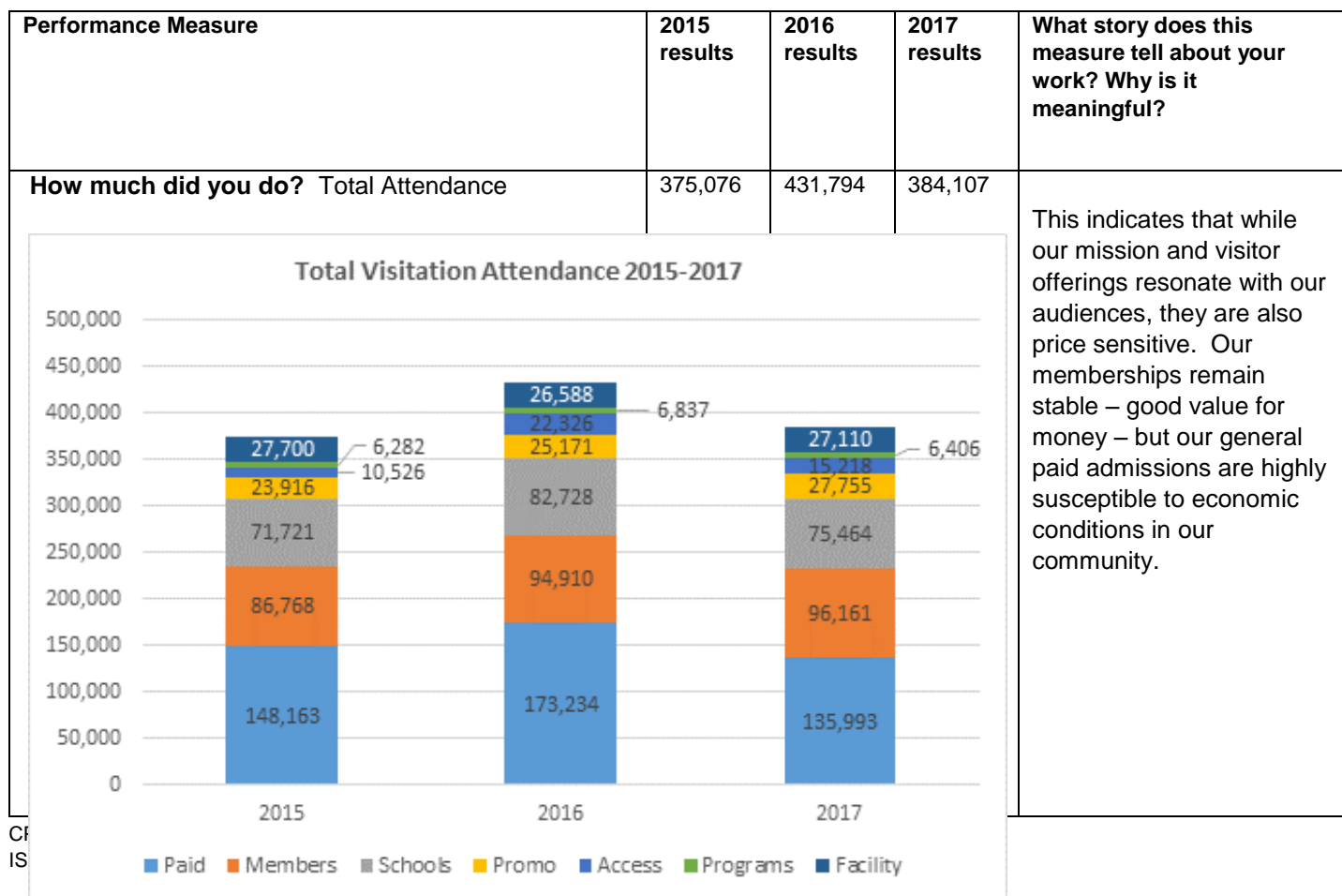
3. What challenges affected your operations in 2017? How did you transform your operations to respond and adapt?

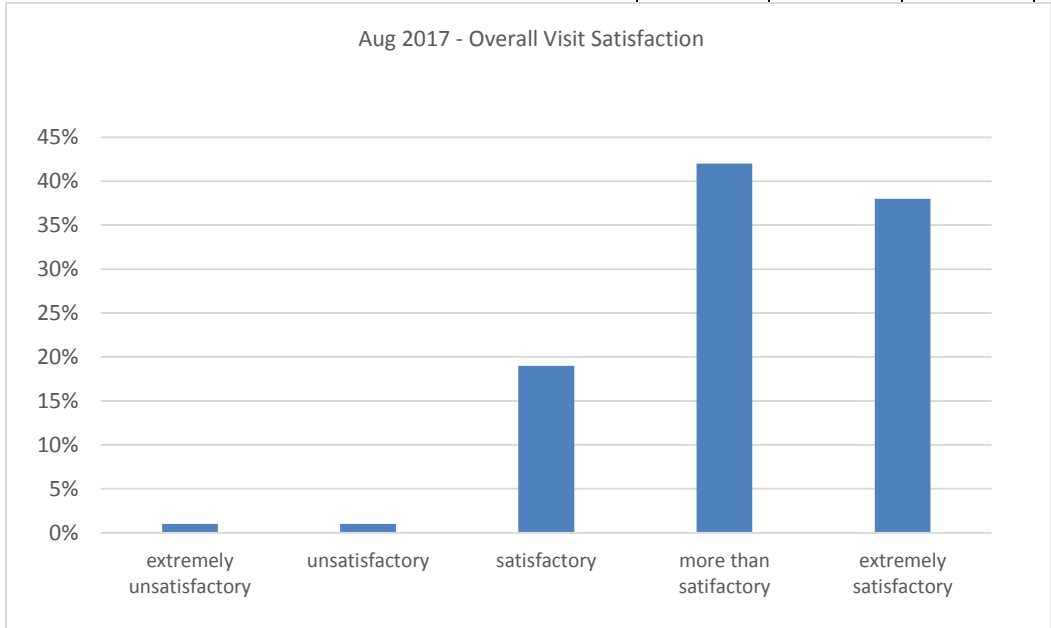
Fiscal 2017 represented a very challenging year. While TELUS Spark was able to avoid the negative impact of the recession in 2016, we were not immune to the economic downturn and saw both admissions and on-site revenues drop dramatically. We responded immediately (mid-February) by cutting operating expenses, managing vacancies, and adjusting marketing tactics to mitigate the reduced revenues.

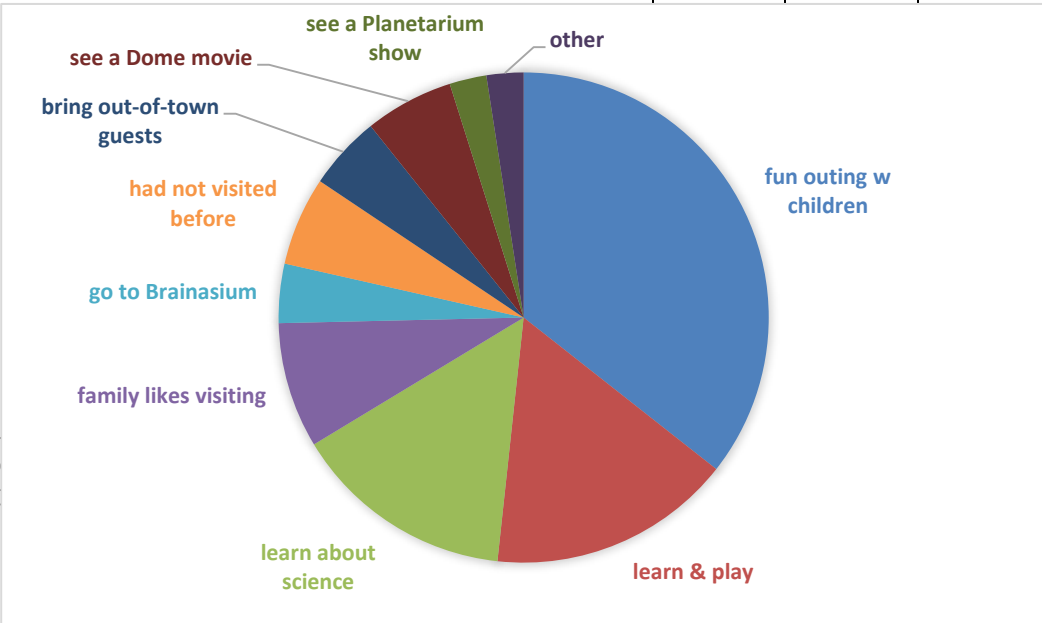
Across the year we carried 8 unplanned vacancies, of which two were executive level. In total \$1M was cut from general expenses representing approximately 10%. A deficit of approximately \$1.1M was projected as early as May 2017. Attendance January-May performed 26% below budget. Attendance June-December performed 10% below budget. Further revenue shortfalls were experienced in retail services (linked closely to attendance) and facility rentals.

The year end deficit for 2017 is \$1.37M. Society reserve funds are being deployed to cover this deficit, however this now puts the Society at a minimum balance for any future emergency financial requirements. The Reserve Fund was generated through exceptional cost management of the capital construction of this civic facility. It must be noted that the City Operating Grant to the Society has not kept up with inflation in Calgary, and that we cannot continue to operate the facility with decreasing government support.

4. Using the chart below, please report your 2017 performance measures that demonstrate; where possible; 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.



How well did you do? Visitor rating of met expectations	82%	98%	98%	As noted above in attendance data, our visitor experience is rated very highly.												
<div><p>Aug 2017 - Overall Visit Satisfaction</p><table><thead><tr><th>Rating</th><th>Percentage</th></tr></thead><tbody><tr><td>extremely unsatisfactory</td><td>1%</td></tr><tr><td>unsatisfactory</td><td>1%</td></tr><tr><td>satisfactory</td><td>19%</td></tr><tr><td>more than satisfactory</td><td>42%</td></tr><tr><td>extremely satisfactory</td><td>37%</td></tr></tbody></table></div>					Rating	Percentage	extremely unsatisfactory	1%	unsatisfactory	1%	satisfactory	19%	more than satisfactory	42%	extremely satisfactory	37%
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How are Calgarians better off? Reason to visit																							
 <table><caption>Reasons to Visit Data (Estimated)</caption><thead><tr><th>Reason</th><th>Approximate Percentage</th></tr></thead><tbody><tr><td>fun outing w children</td><td>35%</td></tr><tr><td>learn & play</td><td>15%</td></tr><tr><td>learn about science</td><td>10%</td></tr><tr><td>family likes visiting</td><td>8%</td></tr><tr><td>go to Brainasium</td><td>5%</td></tr><tr><td>had not visited before</td><td>5%</td></tr><tr><td>bring out-of-town guests</td><td>5%</td></tr><tr><td>see a Dome movie</td><td>3%</td></tr><tr><td>see a Planetarium show</td><td>3%</td></tr><tr><td>other</td><td>2%</td></tr></tbody></table>	Reason	Approximate Percentage	fun outing w children	35%	learn & play	15%	learn about science	10%	family likes visiting	8%	go to Brainasium	5%	had not visited before	5%	bring out-of-town guests	5%	see a Dome movie	3%	see a Planetarium show	3%	other	2%	<p>The family is a key cultural unit that is very effectively served by TELUS Spark. It is also a lever for cultural change in a fun, educational environment. This is a contributing factor in why the City chose TELUS Spark to develop their Climate Change Education program. We are trusted.</p>
Reason	Approximate Percentage																						
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had not visited before	5%																						
bring out-of-town guests	5%																						
see a Dome movie	3%																						
see a Planetarium show	3%																						
other	2%																						
CP ISC				Page 6 of 9																			

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5. What resources were leveraged to support operational activities in 2017?

Donations

TELUS Spark is fortunate to have a strong network among our donors, community partners, and corporate sponsors. The outstanding support and collaboration we receive from our funding network are essential to the sustainability of our organization and amplify our impact with students, families, and corporate guests. Donations and sponsorships are critical components to TELUS Spark's ability to innovate and remain relevant in an ever-changing and challenging world. However, with the economic recession our contributed revenue is not at the level required to effectively support our operations.

Volunteers

Volunteers play a key role in supporting all TELUS Spark activities. In 2017, volunteers contributed 17,000 hours, largely in professional and skilled roles. This continues to help to manage staffing costs and maintaining high – level guest experiences. Many of our volunteers joined the organization after losing work to the recession.

Facility Operations - Revenues

- Donations contributed a net revenue of \$183,080
- Facility Rentals contributed a net revenue of \$368,902
- The first year of operation our own retail store contributed a net revenue of \$54,218
- Paid programs consisting of Adults Only Nights, Sleepovers and Camps contributed a combined net revenue of \$265,502

Camps and Youth Programs

Spark inspires children and youth in many ways including through Spring Break, PD Day and summer camps. In 2017, over 1400 children and youth took part in science, technology, arts and engineering and math camp experiences where they not only had fun but learned through experiential opportunities about the way the world works.

School Programs

Spark is a living lab for innovating in new ways of learning for students of all ages. In 2017, over 75,000 students and their teachers participated in various workshops, semester long prototype projects, and one-week science school intensives. These students explored science, technology, engineering, art and math concepts that enhanced their learning and augmented their classroom curriculum experiences.

Retail

In 2017 TELUS Spark took retail operations in-house and it is now fully integrated into the operations of Spark. The first half of 2017 was focused on the *Star Trek: Starfleet Academy* merchandise strategy and the remainder of 2017 the merchandise carried in the retail store moved toward greater alignment with our mission, programs and exhibits.

Dome Theatre

Our Dome Theatre has the largest screen in North America. Last year we showed 3 shows, *Space Next*, *Horizon* and *Extreme Weather*, in total we had 1749 shows, 69,420 viewers and totaled \$320,000 in net

revenue.

Society Reserve Fund

A draw from of \$38,750 from Spark reserve leverage a City grant to repair the lobby flooring.

Other draws from the Spark reserve in 2017 were used to advance research on an Energy Sustainability project, to celebrate our 50th Anniversary, conduct a Master Planning and Business Analysis study, upgrade our Food Service offering, complete a schematic planning exercise for a potential building addition and conduct an admissions pricing study.

As noted earlier, a draw for \$1.37M is required to balance the 2017 operating finances. This puts the Society at significant risk for future emergency financing, and has resulted in the inability to self-fund any further investment in the visitor experiences at Spark.

- 6. Please estimate how The City's operating funding was allocated in 2017. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.**

0%	Advertising and promotion
0%	Programs or services
37%	Office supplies and expenses
0%	Professional and consulting fees
0%	Staff compensation, development and training
0%	Fund development
0%	Purchased supplies and assets
63%	Facility maintenance
0%	Evaluation or Research
%	<i>Other, please name:</i>

- 7. Did volunteers support your operations in 2017? If yes,**

How many volunteers?	196
Estimated total hours provided by volunteers:	17,000

- 8. What are your key priorities and deliverables for 2018-2019?**

1. Enhance our exhibits and programs – through strategic planning, fund-raising, and tactical changes
2. Strengthen our brand and value proposition – through renewed marketing strategies, new mission statement, and increased stakeholder relations
3. Strengthen our organizational capabilities – through talent management and workforce priorities
4. Steward the facility – in partnership with the City

CAPITAL AND ASSET MANAGEMENT

Asset: TELUS Spark



CALGARY SCIENCE CENTRE SOCIETY (TELUS SPARK)
Civic Partner 2017 Annual Report

9. Provide a summary of your organization's 2017 capital development, including specific lifecycle/maintenance projects.

- In 2017 TELUS Spark explored expansion plans for additions to the north and south the east wing of the building. A schematic plan was completed for these additions as well as a cost consultant's pricing estimate.
- The main lobby floor of Spark was also upgraded.

10. What funding was leveraged to support capital activities in 2017?

- A Community Facility Enhancement Program from the Government of Alberta was leveraged to execute the building expansion plans
- The main lobby upgrade was achieved with the help of CPRiiP grant.

NOT APPLICABLE--

STRATEGY DELIVERY (for applicable partners)

11. What key results were achieved in 2017 for the Council-approved strategy you steward?

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CIVIC PARTNER 2017 ANNUAL REPORT SNAPSHOT- CALGARY CENTRE FOR PERFORMING ARTS (ARTS COMMONS)

CALGARY CENTRE FOR PERFORMING ARTS (ARTS COMMONS)

Mission: To bring the arts...to life.

Mandate: To foster, present and promote the arts; to provide and care for our assets; to ensure optimal utilization of our assets.

Registered Charity

2017 City Investment

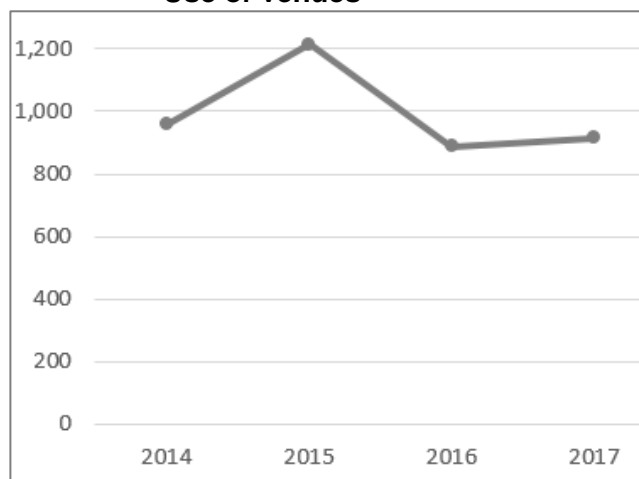
Operating Grant:\$2,490,722

Capital Grant:\$2,104,832

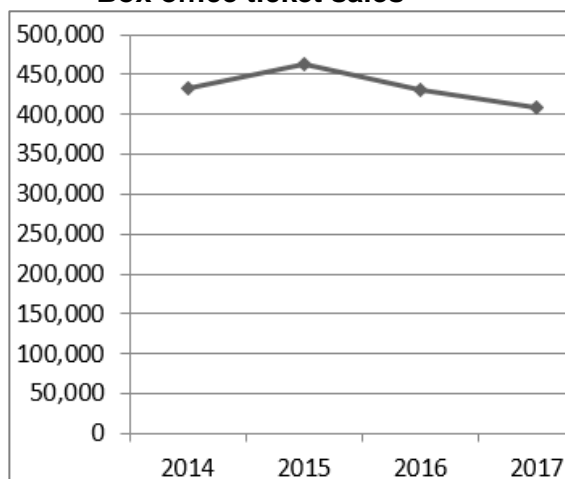
City owned asset? Yes

How did they do in 2017?

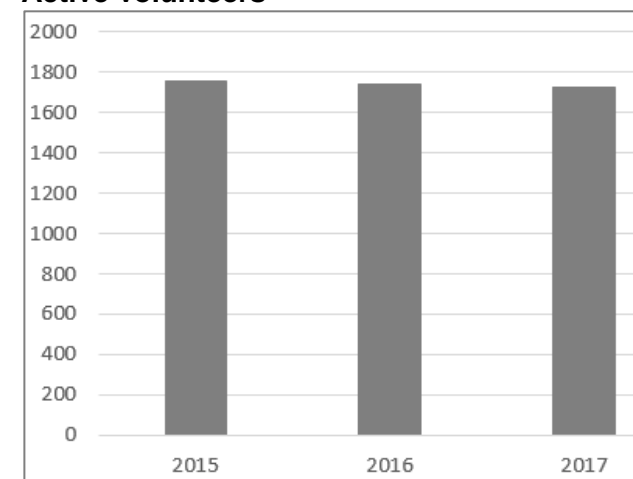
Use of venues



Box office ticket sales



Active volunteers



The story behind the numbers

- The Arts Commons Box Office distributed tickets for Resident Companies and other community users of the venues (Jack Singer Concert Hall, Max Bell Theatre, Martha Cohen Theatre, Engineered Air Theatre, Big Secret Theatre, and Motel).
- Despite reduced levels of ticket sales, and increased operating costs, a focus on diversified revenues and sponsorship led to a modest surplus.
- Arts Commons supported the sustainability of 175 organizations (resident companies, not-for-profit and others) by maintaining 560,665 gross square feet of space with six performance venues, rehearsal halls, shops, public engagement spaces and administrative spaces, and subsidized the use of venue space and facility use for resident companies.

Snapshot of 2018-19 priorities

- Continue to refine Arts Commons shared leadership model
- Strengthen infrastructure, synergies & patron experience (first year of a three year customer service plan)
- Build Arts Commons value as relevant and vital to the community (new engagement specialist, explore diversification options)
- Sustain / Improve facility to ensure optimum care / usage

Organizational Structure: Independent External Organization

Fiscal Year: September 1, 2016 - August 31, 2017

Related Subsidiaries or Foundation: None

City 2017 Operating Grant: \$2,490,722

City 2017 Capital Grant: \$2,104,832

1. Current 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.

2. What key results did your organization achieve in 2017 that contributed to one or more of the Council Priorities in Action Plan 2015-2018? (*A Prosperous City, A City of Inspiring Neighbourhoods, or A Healthy and Green City?*)

- Arts Commons played a critical role in the sustainability of 175 organizations (resident companies, not-for-profit and others) by maintaining the complex's 560,665 gross square feet of space that houses six performance venues, rehearsal halls, shops, a variety of public engagement spaces and administrative spaces.
- Arts Commons subsidized the cost of venues and facility utilization for its resident companies, partners and numerous community user groups; serving as incubator and facilitator and increasing access to venues and services to all communities.
- Arts Commons consulted with several representatives from a number of organisations and community groups who typically do not utilize Arts Commons as a gathering or presentation space; in an effort to understand how to more effectively allocate existing internal resources to assist these groups engage with the organization's venues and programs. An example is Arts Commons relationship with the Ethno-Cultural Council of Calgary; with who the organization has partnered with for many years through the TD Arts Access Pass program. As a result of this partnership, new opportunities for collaboration and community participation have evolved, and new community group partnerships have emerged.
- Arts Commons completed an extensive program of lifecycle maintenance initiatives to address safety concerns and to enhance the effectiveness, efficiency and sustainability of the complex. Please refer to question nine regarding Arts Commons capital and asset management.

- Arts Commons partnered with a significant number of artists and organizations to curate and provide a public platform for visual and media arts throughout the facility.
- Arts Commons is a major presenter of the performing arts in Canada. Under the banner of 'Arts Commons Presents', Arts Commons presented the award-winning BD&P World Music, *National Geographic Live*, PCL Blues, TD Jazz, Classic Albums Live, and a number of other single engagements.
- Arts Commons is a significant employer of visual and performing artists.
- Arts Commons played a key role in fostering and promoting the development and delivery of arts education programs and community engagement initiatives, including partnerships with the Calgary Board of Education, the Calgary Catholic School District and the provision of performance tickets for youth through the Arts Access Pass program for the Calgary Association for the Development of Music Education.
- Arts Commons has been able to save 8,798,380 litres of with the installation of water efficient plumbing fixtures.

3. What challenges affected your operations in 2017? How did you transform your operations to respond and adapt?

In 2017, Arts Commons experienced a 6 per cent increase in operating costs (primarily in labour, artists, utilities and security), and had reductions in revenues from such business units as food and beverage sales as economic pressures continue.

In response, Arts Commons increased efforts to ensure the alignment of programming priorities with the marketplace and corporate community investment strategies, resulting in increases of ticket revenue generation and corporate sponsorship dollars; allowing for a modest operating surplus.

4. Using the chart below, please report your 2017 performance measures that demonstrate; where possible; 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	2015 Results	2016 Results	2017 Results	What story does this measure tell about your work? Why is it meaningful?
How much did you do?	Use of Arts Commons' venues including but not limited to: Jack Singer Concert Hall, Max Bell Theatre, Martha Cohen Theatre, Engineered Air Theatre, Big Secret Theatre, Motel, Arts Learning Centre, The Hub, and Rehearsal Halls	1,215 performances concerts or events held by 315 community organizations	889 performances concerts or events held by 191 community organizations	916 performances concerts or events held by 175 community organizations	These results demonstrate that Arts Commons' facility and assets are of demonstrable value to the community
	Total number of tickets distributed through the Arts Commons Box Office, inclusive of Resident Companies and other community users of the venues (Jack Singer Concert Hall, Max Bell Theatre, Martha Cohen Theatre, Engineered Air Theatre, Big Secret Theatre, and Motel)	462,100	430,968	408,984	These results demonstrate that the programs offered by Arts Commons and its Resident Companies are of great value to the citizens of Calgary

	Number of students engaged in arts education programming, including participation in the National Geographic Live Student Matinees Series, One Day Arts School, Artist-in-Residence, and matinee audiences of all Resident Company performances and concerts	53,403 students attended youth-oriented programs performances or events	46,567 students attended youth-oriented programs performances or events	43,661 students attended youth-oriented programs performances or events	These results demonstrate that the educational initiatives undertaken by Arts Commons and its Resident Companies are of great value to the Calgary Board of Education and the Calgary Catholic School District
	Participatory support by members of the community through the provision of volunteer time and effort in support of Arts Commons and our Resident Companies, listed above	1,754 active volunteers providing 22,702 volunteer hours	1,741 active volunteers providing 20,931 volunteer hours	1,724 active volunteers providing 23,599 volunteer hours	These results demonstrate that the programs offered by Arts Commons and its Resident Companies inspire significant volunteerism among Calgarians
How well did you do it?	Revenue Generation as a result of venue maximization and revenue diversification	\$6,458,827	\$5,764,991	\$6,043,181	These results demonstrate the monetization of the asset (venues) to support the resiliency and sustainability of the 560,665 square foot facility

	Revenue generation from the public sector in alignment with Arts Commons' life-cycle priorities in the care for the 560,665 square foot facility	\$953,482	\$1,349,414	\$4,152,740	These results demonstrate that Arts Commons maintains a meaningful engagement with all three levels of government in the care of the facility
	Revenue generation from the public and private sectors in alignment with Arts Commons' operating priorities	\$4,047,160	\$4,335,811	\$4,394,059	These results demonstrate that Arts Commons maintains a meaningful engagement of the public and private sectors in provision of programs and services by Arts Commons for the benefit of the community
How are Calgarians better off?	<p>The lives of hundreds of thousands of Calgarians and visitors are enriched having benefited from the experiences that are produced and presented annually at Arts Commons. Collectively, Arts Commons is a key contributor to the social, economic, cultural and intellectual life and well-being of this great city. The following are a few comments from those whose lives Arts Commons positively impacts:</p> <ul style="list-style-type: none"> • <i>"So impressed with the energy, quality and ambience. An amazing evening!"</i> • <i>"Arts Commons is such a vital part of our community. Every event we attend is amazing. It's an honour and a privilege to be part of Calgary's cultural centre."</i> • <i>"I had a student who was excited to participate at the (Campus Calgary) site who 'blossomed' at school during our rehearsals and final production. Their in-class behavior has been more confident in their verbal expression as well as their peer relations."</i> • <i>"So much effort is put into giving the child the best learning experience possible!"</i> 				

- *"I just want to say thank you for offering these programs to our school community. It is such an amazing experience for our students and we could not provide these opportunities without this support. So thank you so much."*
- *"It was wonderful to be able to attend exciting events in my community and I am grateful to all the organizations that facilitated these opportunities."*
- *"On behalf of CADME, our sincere thanks for offering this wonderful opportunity for so many students to witness world class live music in our city."*
- *"My children and I have all been missing the team at the Hub! We have just completed student-led conferences with our parents. Almost all parents voiced that their child had come home excited about their week and wanting to return as soon as possible! I wish that you could have heard all of the compliments!"*
- *"I learned that just about anything can be art as long as the piece of art makes you feel something."*
- *"You could not have done any better!!!! Thank you!"*
- *"The whole program was amazing! So inspiring to meet an explorer of the world. The kids absolutely loved getting to hear Kenny Broad's stories and his experiences while getting to see pictures and videos. As a teacher I loved how he linked his experiences to the curriculum and talked about the importance of preservation and taking care of our planet. Overall we were extremely satisfied with the program! So great!"*
- *"Excellent show and to add a celebration at the end for the 150th birthday was a highlight."*
- *"My students are better critical thinkers because they have been exposed to so many wonderful experiences."*
- *"This week was the best week of my life. I wish the whole year could be like this!"*
- *"These learning opportunities are typically 2nd-to-none and we have been enthusiastically attending for 3 years."*
- *"It's a pleasure to work with such a competent and caring team."*

5. What resources were leveraged to support operational activities in 2017?

Arts Commons received a consolidated operating grant of \$2,466,873 from The City of Calgary to assist in the fulfillment of its mandate; to provide programs to the citizens of Calgary, and to operate the facility. Arts Commons leveraged The City's operating grant to generate an additional \$9,874,724 in ticket sales

and other earned revenues; contributions from other levels of government; and community support through corporate sponsorship, foundation partnerships, and philanthropic gifts from corporations and individuals in support of Arts Commons' operations (ratio of 1:4).

6. **Please estimate how The City's operating funding was allocated in 2017. Mark all areas that apply by approximate percentage.** For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.

%	Advertising and promotion
7%	Programs or services
%	Office supplies and expenses
%	Professional and consulting fees
%	Staff compensation, development and training
%	Fund development
8%	Purchased supplies and assets
85%	Facility maintenance
%	Evaluation or Research
%	Other, please name:

7. **Did volunteers support your operations in 2017? If yes,**

How many volunteers? (Arts Commons Only)	426
Estimated total hours provided by volunteers:	1,449

8. **What are your key priorities and deliverables for 2018-2019?**

As part of Arts Commons current strategic plan, the organization has identified and developed four key goals and objectives to be taken on each fiscal year as part of the business plan to achieve those goals.

Strategic Plan Goal: Continue to refine Arts Commons shared leadership model

- Work with TRG (The Results Group) to explore best practices in patron loyalty; effect a cultural shift and eliminate silos

Strategic Plan Goal: Strengthen infrastructure, synergies & patron experience

- Year 1 of customer service plan 3 year rollout
- Increase Information Systems infrastructure / capacity / strategies

Strategic Plan Goal: Build Arts Commons value as relevant and vital to the community

- New engagement specialist to build meaningful relationships with community
- Continue to explore and develop diversification opportunities

Strategic Plan Goal: Sustain / Improve facility to ensure optimum care / usage

- Implement AMP (Asset Management Plan)

- Execute extraordinary capital spend
- Full implementation of new maintenance software

CAPITAL AND ASSET MANAGEMENT

Asset: Arts Commons

9. Provide a summary of your organization's 2017 capital development, including specific lifecycle/maintenance projects.

The following highlights a few of the significant lifecycle/maintenance projects undertaken during the 2016/17 Season; totaling in excess of \$3.5 million dollars. These projects were completed to ensure the ongoing operational viability of the complex and its venues for the benefit of Calgarians and visitors:

- Replacement of theatre venue seating and aisle lighting in the acclaimed Jack Singer Concert Hall in the Summer of 2017. This completed a two-year, multi-venue initiative to address safety concerns and to enhance the effectiveness, efficiency and sustainability of the complex. In total, over 3,500 theatre seats were replaced throughout five venues; and include the installation of a greater number of accessibility and companion seating options for patrons with reduced or restricted mobility.
- Replacement of key infrastructure and assets in accordance with the completed Building Condition Assessment, including the replacement of integral emergency doors throughout the facility and installation of new security cameras and software to ensure the ongoing safety of patrons, public and staff.

10. What funding was leveraged to support capital activities in 2017?

Arts Commons leveraged a grant of \$1,558,000 provided by The City of Calgary through the Capital Civic Partner Grant Program (CCPGP) during the 2016/17 Season to secure a \$400,000 grant from the Province of Alberta through the Community Facility Enhancement Program (CFEP) to undertake the replacement of the Main Electrical Switch.

Please note that while these grants were awarded during the 2016/17 Season, Arts Commons only recognized a portion of the Civic Partner grant as revenue in the fiscal year ending August 31, 2017, in accordance with GAAP:

- The City of Calgary (Capital Civic Partner Grant Program) - \$1,558,000 grant, booked \$682,589.26



**Calgary Centre for Performing Arts (Arts Commons)
Civic Partner Annual Report 2017**

- Province of Alberta (Community Facility Enhancement Program) - \$400,000 grant, booked \$400,00

CIVIC PARTNER 2017 ANNUAL REPORT SNAPSHOT- CALGARY ARTS DEVELOPMENT AUTHORITY

CALGARY ARTS DEVELOPMENT AUTHORITY (CADA)

Vision: A creative, connected Calgary through the arts.

Mission: Calgary Arts Development supports and strengthens the arts to benefit all Calgarians.

2017 City Investment

Operating Grant: \$6,150,000

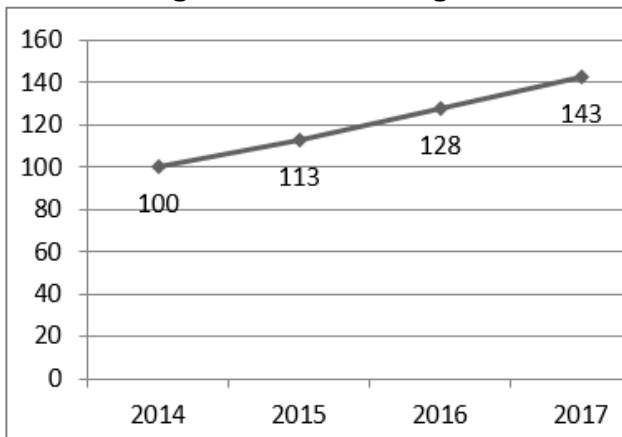
Economic Resiliency (ERF): \$1M

ERF for Cornerstone Arts Organizations: \$2M

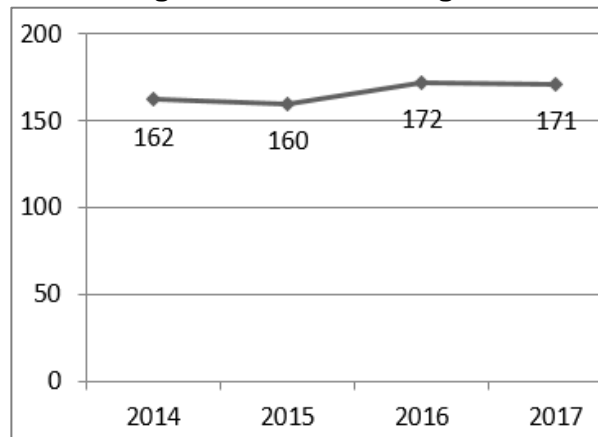
City owned asset? No

How did they do in 2017?

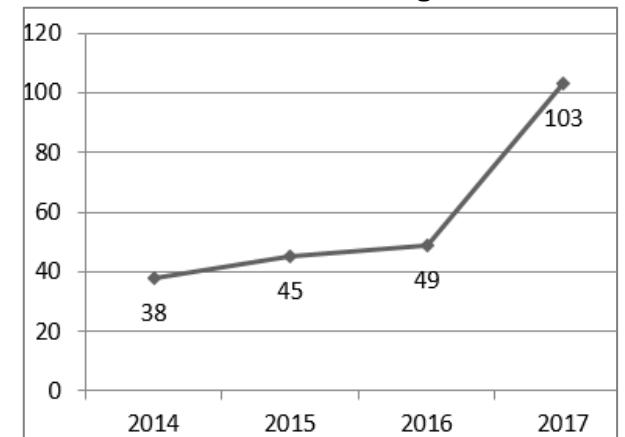
Living a Creative Life signatories



Arts organizations receiving investments



Individual artists receiving investments



The story behind the numbers

- The Mayor's Lunch for Arts Champions in March attracted 650 business leaders, artists, arts workers, and volunteers.
- Investments in arts organizations and artists supported 702 full-time equivalent staff and 8,379 artists hired.
- Funded organizations engaged artists and participants including 4,187 within multicultural communities; 2,516 within disability communities; 729 within LGBTQ communities; and 1,438 within Indigenous communities.
- Funded organizations engaged 25,602 volunteers who donated 555,307 hours of time.

Snapshot of 2017-18 priorities

- Support implementation of the *Cultural Plan for Calgary* and ensure the sector is contributing One Calgary, the Cultural Plan, the Civic Arts Policy, and other city-building strategies.
- Seek ways to increase funding for the sector, including making a case for additional funding from The City of Calgary.
- Build and leverage strategic partnerships with other Civic Partners, thought leaders, community builders and innovators.
- Advance reconciliation efforts through partnerships, relationship building, and a focus on indigenous program design.

Organizational Structure: Wholly Owned Subsidiary

Fiscal Year: Ended December 31, 2017

Related Subsidiaries or Foundation: cSpace Projects

City 2017 Operating Grant: \$6,150,000

Community Economic Resiliency Fund: \$1,000,000

Emergency Resiliency Funding for Cornerstone Arts Organizations: \$2,000,000

1. Current Vision, Mission and Mandate:

Vision: A creative, connected Calgary through the arts.

Mission: Calgary Arts Development supports and strengthens the arts to benefit all Calgarians.

We believe that art infusing the lives of Calgarians has the power to build our city. This belief forms the basis of our Strategic Plan. Our Plan is also guided by Living a Creative Life: An Arts Development Strategy for Calgary, which has been supported by City Council. Living a Creative Life's overarching vision: Calgary is a place that empowers every resident to live a creative life, fuelling a vital, prosperous and connected city.

Mandate: We invest and allocate municipal funding for the arts provided by The City of Calgary and leverage these funds to provide additional resources to the arts sector. Our programs support hundreds of arts organizations, individual artists, artist collectives and ad hoc groups in Calgary. Calgary Arts Development strives to increase and use our resources wisely, foster collaborative relationships and make the arts integral to the lives of Calgarians. We are a connector, facilitator, collaborator, champion, supporter, amplifier, investor, catalyst and opportunity-maker.

2. What key results did your organization achieve in 2017 that contributed to one or more of the Council Priorities in Action Plan 2015-2018? (*A Prosperous City, A City of Inspiring Neighbourhoods, or A Healthy and Green City?*)

Calgary Arts Development contributed to the City's Cultural Plan, which was completed in 2016. The plan outlines many ways the arts contribute to Council Priorities in The City's 2015-2018 Action Plan.

Calgary Arts Development's own Strategic Plan is built on three strategic priorities: **Raising the Value of the Arts, Building Partnerships, and Leveraging Resources**. Our Strategic Plan has a number of tactics and KPIs to ensure we are moving forward on each of our priorities and that our plan aligns with the plans of other city-building organizations as well as The City's Action Plan.

A prosperous city

- Calgary Arts Development has strong strategic partnerships with many partners such as Calgary Economic Development, Tourism Calgary, the Calgary Chamber, Downtown Calgary, MRU's Institute for Community Prosperity and the Trico Changemakers Studio, the Calgary Foundation, and many others to align strategies toward a shared prosperity agenda.
- The investment in the arts that came from The City of Calgary through Calgary Arts Development in 2017, including \$1M in Emergency Resiliency Funding and \$2M in Cornerstone Bridge Funding, generated more than 13x its size in direct economic output. The majority of that money was paid out to

people, generating further economic activity in our city. \$1M of investment creates 22 full-time jobs in the arts, recreation and entertainment sector. The arts sector is an excellent employer.

- In 2017, Calgary Arts Development invested in 171 non-profit arts organizations, plus 103 individual artists. The investment supported 702 full-time equivalent staff and 8,379 artists hired.
- Each year Calgary Arts Development is invited to participate in more conversations, panel presentations, and round table discussions concerning how the arts and artists can support a diversified economy and shared prosperity. Some of the key activities in 2017 included the following:
 - Board Chair Dean Prodan attended a round table session on the development of innovation in Calgary. It was determined that innovation incubators should be developed and include artists to help widen the opportunities for innovative and creative collisions.
 - D. Prodan also attended the Downtown Economic Summit in March 2017, hosted jointly by The City, CED and CMLC with approximately 160 participants. The summit was to identify emerging trends and opportunities and create action plans to ensure Calgary's Centre City continues to be a great place to live, work, and play. Of the 10 priorities listed by participants, three centered around arts & culture: an Arts & Culture District, Events and Festivals, and Music City district and supports. Each of the priority areas will help to establish Calgary as an artistically vibrant city and cultural destination—as important to Tourism Calgary and Calgary Economic Development as to Calgary Arts Development, and residents of Calgary.
 - Calgary Arts Development President & CEO Patti Pon continued her work as an appointee to the Calgary Bid Exploration Committee, serving as a member who can offer insight and networking to arts and culture stakeholders.
 - Calgary Arts Development Director of Community Investment and Impact Emiko Muraki participated on the Research and Innovation sub-committee with the Calgary Board of Education. CBE recognizes the benefit of arts participation for young people to increase creative thinking innovation skills of our future leaders.
 - P. Pon took part in a provincial budget consultation hosted by Finance Minister Joe Ceci, MLA Sandra Jansen, MLA Robin Luff, and Anne McGrath, with 70 people in attendance. She also attended the provincial budget announcement, with a special session hosted by Minister Ricardo Miranda. The Province has increased its support for the arts through additional funding to the Alberta Foundation for the Arts.
 - Calgary Arts Development Community Investment staff attended the Digital Summit hosted by the Canada Council for the Arts in Montreal March 15, 16 & 17 as Calgary representatives. The summit focused on cross-sector conversations to understand how the arts sector can better respond, leverage and optimize the disruptions provoked by digital technologies. These conversations situated the arts as a key driver in the creative industries and part of the world's fastest growing economy.
 - The Mayor's Lunch for Arts Champions took place on March 22 with a sold-out crowd of over 650 business leaders, artists, arts workers, and volunteers.
 - P. Pon was involved as a guest mentor in *Vivacity: A conversation about life, diversity and prosperity in the Core*. *Vivacity* was a collaboration between MRU and Ambrose University.
 - P. Pon was a speaker at REAP's *Innovating for Shared Prosperity* event on April 27, where she spoke about the importance of artists in community economic development.

- P. Pon attended Alberta Music Cities Launch in May in support of our belief that Calgary is poised to be a music city, which could contribute significantly to the creative economy.
- P. Pon was a panelist at a session titled *Millennials and the next economy: the role of social and civic innovation and the arts* at the Soul of the Next Economy Conference.
- Calgary Arts Development and a number of artists were involved in focus groups for the brand research conducted by Tourism Calgary in 2017. Vanessa Gagnon of Tourism Calgary presented the results of the research to the arts community at the *Living a Creative Life Congress* in November.
- P. Pon contributed to a round table discussion on the role of incubators and hubs in the creative industries hosted by Minister of Canadian Heritage Mélanie Joly, and the McConnell Foundation.
- Calgary Arts Development hosted Minister Joly at a *Creative Canada Fireside Chat* at the National Music Centre on November 17, with 125 people in attendance. The *Creative Canada Policy Framework*, released in 2017 by the Department of Canadian Heritage, is about *positioning Canada as a world leader in putting its creative industries at the centre of its future economy*. Although its focus is primarily on the cultural industries (film and television, video games, music industry, books, and virtual/artificial reality), it cites the importance of working with other partners including the Canada Council for the Arts, which, like Calgary Arts Development, focuses its funding primarily on the non-profit arts sector. It also refers to the important role towns and cities across the country have in building their local creative sector. Culture has a significant economic impact in Canada, providing 630,000 jobs and contributing \$54.6B per year in economic output. The role Calgary Arts Development plays in bolstering the creative economy in Calgary is through our granting streams, which strengthen and support the non-profit arts sector. Without conditions for everyday creativity and a thriving non-profit arts sector, both the creative industries and the creative economy will suffer.
- P. Pon attended the Economic Strategy Civic Partner Focus Group to share insights into the update to the Economic Strategy for Calgary.
- Through an ongoing partnership with the Calgary Hotel Association, Calgary Arts Development made grant investments of \$204,750 through the Remarkable Experience Accelerator Program in 2017 to support the development of cultural tourism products. A vibrant arts scene is critical in attracting visitors to Calgary.
- Calgary Arts Development sponsored artists to animate and activate EconoUS in September 2017. We received glowing feedback about the animation the artists contributed to the national conference on community economic development.
- Calgary Arts Development sponsored artists to participate in First Flip, one of the first public engagement events that kicks off Stampede, with Downtown Calgary, Tourism Calgary, Calgary Economic Development, TELUS Convention Centre and other city builders.
- Calgary Arts Development continued to offer New Pathways for the Arts in 2017, with three organizations completing the final stage of their adaptive work projects. In addition, we hosted a workshop called *Adaptive Change and Experimentation* on September 25 for the arts community to learn more and gain insight into adaptive change work. There were 40 registrants for the workshop. The arts sector is embracing the need to be more adaptive and resilient in complex times, but many have limited capacity to do so.

- The 2017 *Living a Creative Life Congress* on November 20 explored the question of how the arts and artists can promote Calgary's identity, brand and community spirit.

A city of inspiring neighbourhoods

- Artistic activity adds to neighbourhood vibrancy in all wards of the city, for all ages, in a multiplicity of facilities including schools, community halls, bars, multi-purpose and purpose-built venues, indoors and outdoors. Calgary Arts Development continues to collect data from grant investees about where they create and present their work, and where their audiences and volunteers come from. Ward maps of arts activities are shared with City Councillors each year.
- Creative placemaking is a way to surprise and inspire residents through the arts. CMLC continues to be a wonderful example of creative placemaking, using the arts as a way to create vibrancy and engagement in East Village. Calgary Arts Development acts as a connector between artists and opportunities in our city whenever possible.
- Arts make connections and contribute to a sense of belonging. In 2017, arts organizations who received grant investments from Calgary Arts Development presented 14,587 public activities enjoyed by 3,385,616 attendees and an additional 9,043 arts education activities for 348,659 young participants.
- Volunteering for the arts can be a wonderful way to give back to the community, be part of an organization, and participate in the arts. In 2017, arts organizations who received grant investments from Calgary Arts Development reported engaging 25,602 volunteers who donated 555,307 hours of their time.
- In recognition of the power of the arts to strengthen social fabric and build community, Calgary Arts Development is invited to participate in a number of conversations, workshops, and round table discussions, including the following in 2017:
 - P. Pon—a roundtable discussion about issues impacting newcomers and those living in poverty on March 14, hosted by the Aga Khan Council for Canada, the Calgary YMCA and the Calgary Foundation.
 - P. Pon—a session called *Exploring Community in Modern Society* hosted by the Ismaili Foundation of southern Alberta, the United Way and Calgary Foundation.
 - Calgary Arts Development Manager of Community Investment Jordan Baylon participated in a steering committee for the Genesis Centre's *Canada 150 Celebrations*, which included monthly events themed around important aspects of community and a large-scale Canada Day celebration that engaged 65,000 people across 33 programs. His role was to advise on how the arts and artists could be integrated across all activities to strengthen community development.
 - P. Pon—Tourism Calgary's Community Leaders Dinner to discuss Calgary's Destination Strategy: Ultimate Hosts. Ultimate Host City.
 - P. Pon—an RBC Round table discussion about youth development.
 - P. Pon—a community leader at a Centre for Newcomers Youth Roundtable for ImagineNation 150: *Possible Canadas—Aspirations, hopes, contributions and fears for our nation*.
 - E. Muraki introduced and welcomed Premier Notley at an art opening at McDougall Centre—*Art from the Unknown*—which celebrated diverse artists who are not part of the mainstream.
- The arts build bridges, challenge stereotypes, increase understanding, empathy and resilience. They provide ways to celebrate our diversity advantage, participate in civic life, and create a sense of belonging. In 2017, Calgary Arts Development undertook a number of activities to increase focus and support for Equity, Diversity and Inclusion, including:

- A new program—ArtShare, which grew out of the former Arts for All Program—to invest in artists, arts organizations and arts initiatives that contribute to a diverse and inclusive arts community on behalf of all the citizens of Calgary. In 2017 the program made 13 investments, including seven organizations and three artists who had never accessed funding through Calgary Arts Development before.
- Calgary Arts Development co-hosted a dinner and dialogue series with the Calgary Board of Education called Aisinna'kiiks. Through the series, a group of 80 people comprising elders, educators, Indigenous and non-Indigenous artists, arts leaders, youth, and community leaders explored how the arts and artists can be powerful forces in advancing reconciliation and right relations.
- Calgary Arts Development was a sponsor of *Trading Post 150*—an event featuring speakers, arts and crafts, and performances recognizing past events and future possibilities for Indigenous peoples of Treaty 7.
- To further our own knowledge and training, members of the Calgary Arts Development staff participated in the Indigenous Education Series offered by CBE at Glenbow Museum, equity training through our partnership with the Calgary Congress for Equity and Diversity in the Arts, and a workshop hosted by Calgary Foundation about the impacts of intergenerational trauma.
- Calgary Arts Development hosted a group of Indigenous artists at a round table discussion about arts funding with funders from Canada Council (federal), Alberta Foundation for the Arts (provincial), Wood Buffalo Arts Council, Edmonton Arts Council, and Calgary Foundation.
- Through partnership with the Calgary Congress for Equity and Diversity in the Arts, Calgary Arts Development undertook a sector-wide survey to establish the first ever demographic profile of the arts sector in Calgary, to better understand how representative the arts sector is of the population at large. Survey collection wrapped up on December 31, 2017 and the demographic profile will be available in June 2018.
- P. Pon—Asian Heritage Foundation Missing Chapters story selection jury. Patti's own story was also selected (by a separate jury) to be part of the Missing Chapters exhibition.
- P. Pon—panel speaker, *Diverse Voices in the Arts*, co-hosted by the Asian Heritage Foundation and Vertigo Theatre.
- In 2017, arts organizations who received grant investments from Calgary Arts Development reported activities that specifically engaged artists and participants from diverse communities including: 4,187 within multicultural communities; 2,516 within disability communities; 729 within LGBTQ communities; and 1,438 within Indigenous communities.
- cSPACE King Edward opened in Marda Loop with a complete roster of tenants including a waiting list. The arts and innovation hub enlivens the community and has been the site of many art exhibits, open houses, and events. It had a public opening during Culture Days September 29-October 1, and a Grand Opening in November.
- The 2017 Living a Creative Life Congress brought together 130 people to discuss how the arts can play an integral role in shaping Calgary's identity and celebrating our community spirit.
- P. Pon attended the Ashoka U conference which looks at new models of social innovation in higher education in order to build a community of changemakers and asks the question: *How can we play a role in transforming our institutions and communities into engines for social impact?* Further to that, Calgary Arts Development partnered with MRU on a Continuing Education program for Artists as Changemakers, which will be implemented in 2018.

- [SpaceFinder Alberta](#), which was officially launched in 2016, had more than 900 venues listed by the end of 2017, most of them in Calgary, spread throughout the city. In 2017 Calgary Arts Development received additional funding from Alberta Foundation for the Arts to increase the growth of SpaceFinder to other parts of the Province.
- In 2017, Calgary Arts Development published an updated [Calgarian Engagement survey](#), which reported that Calgarians value the arts: 92 per cent of Calgarians engage with the arts, 79 per cent believe that a strong arts and culture scene is key to creating a vibrant, safe and prosperous city, and 86 per cent believe the arts bring people together and enable people to connect to each other.
- In 2017, we also published an updated [Arts and Culture Infrastructure report](#) for The City, which made four recommendations: 1. Ensure arts and culture infrastructure reflects demographic changes and population growth; 2. Infuse neighbourhoods throughout the city with creativity through accessible and vibrant spaces; 3. Protect and sustain our current arts and culture infrastructure; and 4. Continue to invest in the creation of new arts and culture infrastructure, building on what we've learned over the past 10 years. Included with the report is an interactive on-line [arts spaces map available here](#).

A healthy & green city

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. Arts contribute to **well-being** in many ways.

- At the end of 2017 there were 143 signatories to Living a Creative Life: An Arts Development Strategy for Calgary.
- Many arts organizations and especially festivals undertake strategies to ensure they are contributing to a healthy and green city.
- The Cultural Leaders Legacy Artist Awards, which are given out at the Mayor's Lunch for Arts Champions awarded three projects specifically focused on well-being: Wendy Passmore won for her focus on social issues such as mental health, education, diversity and the environment; Inside Out Theatre won for their well-rounded arts approach to insist on and celebrate the place of people with disabilities within Calgary's cultural landscape; and Sandi Somers won for her thought-provoking films and her work advancing women and LGBTQ communities in media arts.

A well-run city

- In 2017, The City of Calgary renewed an additional \$1M Arts Emergency Resiliency Fund to assist non-profit arts organizations to continue providing programming and services during this economic downturn. Calgary Arts Development used its expertise to administer this fund from communicating it to the sector, accepting and assessing applications, distributing the funds through to final evaluation and reporting.
- In 2017, The City of Calgary invested \$2M in bridge funding to Calgary's Arts Cornerstone Companies in response to an urgent request for support from that group (see next section for details). This funding and subsequent sustainability framework was delivered using existing staff and administrative resources, with no additional support to accommodate this 25 per cent increase to our grant investments.
- Calgary Arts Development continues to participate in The City's 100 Resilient Cities initiative.

3. What challenges affected your operations in 2017? How did you transform your operations to respond and adapt?

As stated above, grant investees were still feeling the negative effects of the economic downturn in 2017 and we continue to hear feedback from the community about the challenges they face.

City Council renewed a \$1M Arts Emergency Resiliency Fund, which was administered and distributed by Calgary Arts Development.

The 10 Cornerstone Companies came to CADA with an urgent request for increased funding. Having just completed national research outlining what their peers across Canada receive in municipal funding, we could see that Calgary is low, with an average of 3.5 per cent of Cornerstones' operating budgets coming from municipal funding, whereas their peers in other cities receive an average closer to 8 per cent of their operating budgets from municipal funding. This historic underfunding, coupled with the economic downturn, has resulted in an unmanageable and growing gap between revenues and expenses. This has put the Cornerstones in a very difficult position, some of them warning of potential shut-down within the next six months if additional funds were not found. An urgent request was put forward via the Mayor's office and a request for \$2M of the \$10M Economic Diversification Investment Fund being directed to the Cornerstones was made. That request was voted down, and the Cornerstones were invited to make a separate request, which happened at the Priorities and Finance Committee meeting on July 18, then before City Council on July 31. The result was a \$2M bridge fund to the Cornerstones, administered through Calgary Arts Development. There were two requirements that came along with the bridge fund: 1). The funds had to be distributed as quickly as possible through an assessment process, and 2). A sustainability framework created by the Cornerstones had to be presented to Council no later than Q2 2018. Consultant Karen Ball was hired to lead a Sustainability Framework Working Group, made up of representatives from Cornerstone Companies and three non-Cornerstone companies, and to complete the Sustainability Framework. The first meeting was held on November 22, 2017 with five additional meetings spanning the following 5 months.

Another challenge we face is an inability, with our current funding level, to increase the number of non-profit organizations who receive funding through our grant investment programs. It is challenging to claim an increased focus on Equity, Diversity and Inclusion when there are many equity-seeking artists and arts groups who cannot access our programs. We are adapting through our ArtShare program and by working with new communities in other ways besides grant investment.

4. Using the chart below, please report your 2017 performance measures that demonstrate; where possible; 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	2015 results	2016 results	2017 results	What story does this measure tell about your work? Why is it meaningful?
How much did you do?	Activities attended by CADA leadership team	94	227	267	Strategic Priority #1 – Raise Value This is a measure of increasing the value of the arts in Calgary through the engagement of new arts champions and Calgary Arts Development's ongoing role as a leader for our sector locally, nationally and internationally.
	New attendees at the Mayor's Lunch for Arts Champions:				
	Sponsors/donors	8	3	0	

	Community Members and Individuals	87	135	250	
	Businesses	10	5	5	
	Signatories to Living a Creative Life	113	128	143	Strategic Priority #2 – Build Relationships These measures speak to our ability to continue engaging Calgarians in Living a Creative Life: An Arts Development Strategy, as well as our effectiveness as a partner, hub and connector for artists, arts organizations and Calgarians broadly.
	CalgaryArtsDevelopment.com users	58,427	79,408	95,630	
	CalgaryCulture.com users	50,290	n.a.	n.a.	
	@CalgaryArtsDev Twitter followers (end of year)	18,502	21,575	23,567	
	@CalgaryCulture Twitter followers	27,212	32,164	33,991	
	Unique arts organizations receiving investment	160	172	171	Strategic Priority #3 – Increase Resources These measures reflect Calgary Arts Development's ability to continue and grow meaningful investment in the arts sector
	Unique artists receiving investments	45	49	103	
How well did you do it?	CalgaryArtsDevelopment.com bounce rate	48%	49%	56%	Strategic Priority #2 – Build Relationships These measures indicate the extent to which we are engaging artists, arts organizations and Calgarians through our web-based and social media assets.
	CalgaryCulture.com bounce rate	51%	n.a.	n.a.	
	@CalgaryArtsDev retweets	1,336	2,677	1,610	
	@CalgaryArtsDev comments	143	233	198	
	@CalgaryCulture retweets	1,771	2,168	2,129	Strategic Priority #3 – Increase Resources These measures reflect Calgary Arts Development's success in leveraging The City's investment to increase resources for the entire arts sector and also indicate our ability to meet the current level of investment opportunity in the sector.
	@CalgaryCulture comments	240	592	143	
	Leveraging City investment	12% of revenue from non-City sources	10% of revenue from non-City sources	8% of revenue from non-City sources	
	Meeting demand in investment programs	68% of requested dollars funded	55% of requested dollars funded	36% of requested dollars funded	
How are Calgarians better off?	Calgarians participating in activities of investment clients	3,727,913	2,965,393	3,385,616	Strategic Priority #2 – Build Relationships These measures reflect the extent to which Calgarians are benefitted from investment through Calgary Arts Development to the arts community. This includes the gross number of individuals who participate in the sector,

Access to arts activities throughout Calgary	9,167 activities (69% took place outside of City Centre)	9,223 activities (77% took place outside of City Centre)	14,587 activities (61% took place outside of City Centre)	as well as geographic access to arts activity. Calgary Arts Development is developing other measurement approaches to capture the intrinsic value of arts participation on Calgarians.
Calgarians volunteering for investment clients	24,812 volunteers contributed 620,794 hours	24,504 volunteers contributed 733,494 hours	25,602 volunteers contributed 555,307 hours	

5. What resources were leveraged to support operational activities in 2017?

Remarkable Experience Accelerator brought in an additional \$400,000 from the Calgary Hotel Association, for investment in participating arts organizations and festivals.

The Mayor's Lunch for Arts Champions netted just over \$25,000 in 2017, which was redistributed to the arts community through grant investment programs. Sponsorships in 2017 included Strategic Group, TELUS, TD Bank Group, Alberta College of Art + Design, Aspen Properties, ATB Financial, Brookfield Residential, Calgary Flames Foundation, Calgary Foundation, Calgary Municipal Land Corporation, Kasian Architecture Interior Design and Planning Ltd., KPMG LLP, and Nexen.

Cultural Leaders Legacy Artist Awards are a legacy of Calgary 2012 with matching funds from six Calgary benefactors in 2017: ATB Financial, Calgary Catholic Immigration Society, Colin Jackson and Arlene Strom, RBC, Sandtone Asset Management, and Doug and Lois Mitchell. The awards distribute cash prizes of \$5,000 each to six artists or arts group recipients.

Calgary's Poet Laureate Program is funded by Poet Laureate Ambassadors, contributing \$10,000 over two years to a selected Calgary poet. Ambassadors for this program in 2017 included the Calgary Foundation, Calgary Chamber, and First Calgary Financial. In 2017, Micheline Maylor was completing her second year of a two-year appointment.

New Pathways for the Arts was supported by the Suncor Energy Foundation, Calgary Foundation and the Alberta Foundation for the Arts, with total investment of \$120,000 from those sources.

In 2017, SpaceFinder Alberta was supported by a \$30,000 sponsorship from the Alberta Real Estate Board and \$65,000 from the Alberta Foundation for the Arts.

The City of Calgary invested an additional \$1M in Emergency Resiliency funding (mentioned above), \$65,000 in the new Arts and Culture Infrastructure study and report, which was split over 2016 and 2017, and a \$2M bridge fund for Calgary's Arts Cornerstones.

6. Please estimate how The City's operating funding was allocated in 2017. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.

2.6%	Advertising and promotion
75.5%	Programs or services
0.5%	Office supplies and expenses
0.5%	Professional and consulting fees
12.1%	Staff compensation, development and training
0%	Fund development
0.2%	Purchased supplies and assets
0%	Facility maintenance
0.4%	Evaluation or Research
8.5%	Other, please name: Consultants (3.8%), rent (2.4%), telecommunications (0.8%), operating reserve (1%), grant assessors (0.5%)

7. Did volunteers support your operations in 2017? If yes,

How many volunteers?	117
Estimated total hours provided by volunteers:	3,418

8. What are your key priorities and deliverables for 2018-2019?

Our number one priority for 2018-2019 is to ensure the arts are contributing their maximum to One Calgary, the Cultural Plan, the Civic Arts Policy, and other city-building strategies. A connected, vital and prosperous city through the arts is the aspiration. Unleashing the power of the arts to contribute to its full potential will require a transformational investment, with sustainability and resilience as important focus areas. In addition to making a case for increased municipal funding from The City of Calgary, we will also work on other ways to increase funds to strengthen and support the arts sector for the benefit of all Calgarians. This includes starting a charitable foundation in support of the arts.

Other priorities and deliverables:

- Do our part in the implementation of the Cultural Plan including celebrating our diversity advantage. Access and affordability are important to increasing participation and our focus on Equity, Diversity and Inclusion will help ensure public funds for the arts are for the public good, generating benefits for all Calgarians.
- Continue to build and leverage strategic partnerships with other civic partners, thought leaders, community builders and innovators in Calgary and beyond.
- Continue to advance our own reconciliation efforts through partnerships, relationship building, and a focus on Indigenous program design.
- Expand the Living a Creative Life movement in pursuit of celebrating Calgary as a creative city, and sharing stories of how Calgarians are living creatively to realize positive change and enhance the lives of others.
- Continue a focus on conducting and sharing meaningful research to fulfill our role as a knowledge hub for the arts sector and a strategic advisor for The City.



NOT APPLICABLE--

CAPITAL AND ASSET MANAGEMENT (for applicable partners)

Asset: Name of City owned asset managed or operated

9. Provide a summary of your organization's 2017 capital development, including specific lifecycle/maintenance projects.

In 2017, we replaced some faulty equipment including purchasing a new server and a new phone system.

10. What funding was leveraged to support capital activities in 2017?

STRATEGY DELIVERY- Living a Creative Life: An arts development strategy for Calgary

11. What key results were achieved in 2017 for the Council-approved strategy you steward?

Calgary Arts Development oversees *Living a Creative Life*, an arts strategy for Calgary, which supports all of the Priorities in the City's Action Plan. The arts strategy has more than 140 signatories, mostly organizations, who use creativity and the arts to achieve their objectives.

CIVIC PARTNER 2017 ANNUAL REPORT SNAPSHOT- PARKS FOUNDATION, CALGARY

PARKS FOUNDATION, CALGARY

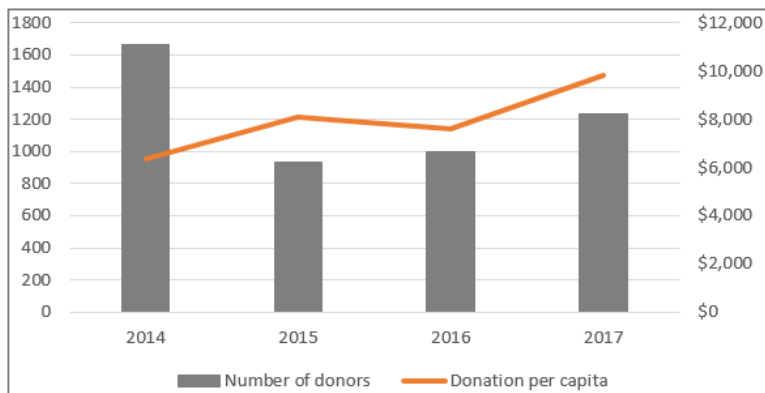
Mission: We exist so all Calgarians can enjoy a healthy lifestyle by providing easily accessible and unique, sport and green spaces.

2017 City Investment

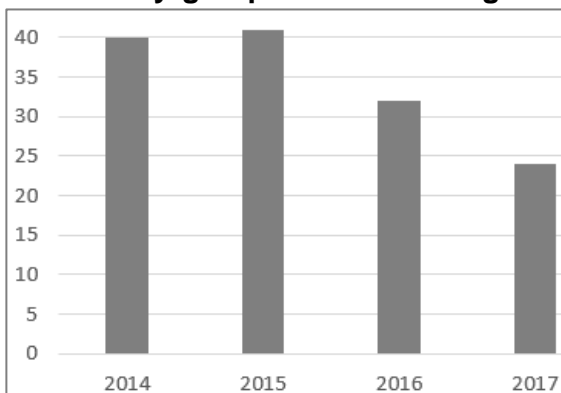
Operating Grant:\$200,000
Operating Endowment: \$2.8M

How did they do in 2017?

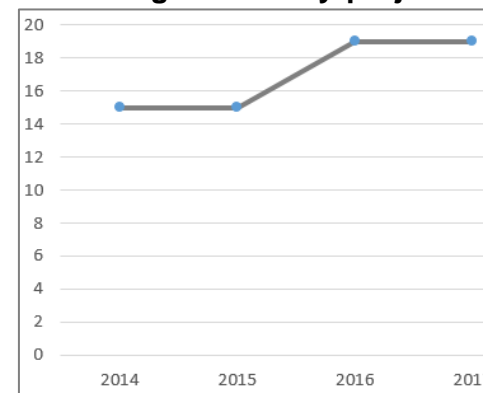
Donor trends



Community group administrative grants



Building Community projects



The story behind the numbers

- 2017 saw a 24 per cent spike in the number of project donors.
- Fundraising has been much more challenging since the economic downturn. Notably, energy companies, who have been a reliable source of funding in the past, are supporting projects to a much lesser extent.
- 19 playground projects were supported in 2017 through the Building Communities program at a value of almost \$4.7 million. Since 2009, 150 projects have been constructed under this program.
- Higher number of community-led projects that are taking longer to complete than in the past.

Snapshot of 2018-19 priorities

- Finance- maintain a balanced budget and focus on revenue diversification.
- Finish construction of the David Richardson Memorial Disc Golf Park in the NW, and Manmeet Singh Bhullar Park in Taradale.
- Continue fundraising and planning for a new family bike skills park in South Glenmore Park.
- Complete the Rotary/Mattamy Greenway by connecting the NE and NW quadrants.
- Research and identify future capital projects for 2018-2021.



PARKS FOUNDATION, CALGARY Civic Partner 2017 Annual Report

Organizational Structure: Independent External Organization

Fiscal Year End: December 31, 2017

Related Subsidiaries or Foundation: None

City 2017 Operating Grant: \$200,000 (2017 was the last year of the operating grant)

Value of Operating Endowment: \$2.8M

1. Current Vision, Mission and Mandate:

Vision

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

Mission

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

Mandate

To provide 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.

2. What key results did your organization achieve in 2017 that contributed to one or more of the Council Priorities in Action Plan 2015-2018? (*A Prosperous City, A City of Inspiring Neighbourhoods, or A Healthy and Green City?*)

2017 was another successful year for Parks Foundation Calgary, with milestones reached in major capital park projects and in each of our core programs:

Council Priority: A prosperous city

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

Council Priority: A city of inspiring neighbourhoods

Through our Building Communities Program, 19 playground projects were supported in 2017 at a value of almost \$4.7 million. Since 2009, 150 projects have been constructed under this grant and support program. The Building Communities Program is a catalyst that brings together residents of a community or school organization to effectively improve playgrounds and natural areas in their respective communities. Neighbourhoods are inspired and new community capacity is built through this process.

With Parks Foundation Calgary's Dedication Program, 58 memorial benches and 2 picnic tables were sponsored in Calgary parks and along pathways. The program is an outlet for Calgarians to celebrate a loved one or family milestone. The benches and tables are treasured by those who sponsor them and bring a sense of community to those who use them to sit and rest while enjoying our city parks and pathways.

Parks Foundation Calgary's Project Gift Administration Program supported 24 new community driven projects in 2017, providing free administration services for community projects such as playground and

community garden builds. This program inspires strong neighbourhoods where community residents come together to improve their area, thereby creating further community capacity.

Council Priority: A healthy and green city

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

PFC's Amateur Sport Grant Program, a partnership with the Calgary Flames and the Saddledome Foundation, approved grants of over \$970K to amateur sport organizations in Calgary in 2017. This program contributes funds for capital elements in non-profit sport organizations, providing better equipment and supplies for residents to participate in healthy sporting activity.

In 2017, the Conceptual Drawing Grant Program awarded \$5,000 each in seed money to 4 community organizations, allowing them to complete a professional project drawing. This program supports projects that will enhance Calgary's park spaces, providing opportunities for volunteer groups to enhance their surroundings.

The various programs of Parks Foundation Calgary provide wraparound 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 PFC supports, including playgrounds, parks and gardens, make Calgary more beautiful and enjoyable, with no additional municipal funding required.

3. What challenges affected your operations in 2017? How did you transform your operations to respond and adapt?

PFC has relied on the \$200,000 operating grant from the City of Calgary Enmax Legacy Fund for the last five years in order to cover 20-25 per cent of its operating costs. This funding ended in 2017. If this funding is not replaced with another funding source, Parks Foundation Calgary will be forced to reassess programs and projects.

Fundraising has been much more challenging since the economic downturn. Notably, energy companies, who have been a reliable source of funding in the past, are supporting projects to a much lesser extent.

This massive shift in available funds has caused PFC to turn to public programs to raise funds. Typically public funds are more challenging to secure and have a lower dollar funding level than the previously available corporate funds.

In 2017, PFC completed a strategic plan with specific objectives related to identifying new park projects and revenue sources in order to fund its operations. PFC is also increasing donor capacity by implementing a new fundraising software system. Our newly created Major Projects Committee has identified one project for 2018/2019, a Family Bike Skills Park in South Glenmore Park.

4. Using the chart below, please report your 2017 performance measures that demonstrate; where possible; 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	2015 results	2016 results	2017 results	What story does this measure tell about your work? Why is it meaningful?
Number of donors to programs and capital projects under Parks Foundation Calgary's leadership	930 donors on 53 ongoing projects = \$8,065 per donor	998 donors on 61 ongoing projects = \$7,595 per donor	1,235 donors on 71 ongoing projects = \$9,810 per donor	24% spike in number of donors to projects. Higher number of community-led projects that are taking longer to complete than in the past. Large number of projects and donors an indication of public confidence in Parks Foundation Calgary's programs and building projects.
Number of Building Communities Program projects (playgrounds, gardens, etc.)	15 Grants Given	19 Grants Given	19 Grants Given	Grants to community-led projects. Stable program. Catalyst for community-driven organizations to improve their areas.
Number of Project Gift Administration participating community groups	41 New Projects	32 New Projects	24 New Projects	Stable program. Free administration services provides wraparound assistance and structure to volunteer community groups to assist them in improving their community.
Number of Amateur Sport Program grant recipients	18 Grants Given	19 Grants Given	18 Grants Given	Stable program. Assists amateur sport groups to improve their facilities and service to Calgary's amateur athletes.
Number of benches and tables sponsored through the Dedication Program	68 Donors	88 Donors	60 Donors	Program decrease. Fewer sponsorships in 2017 an indicator of weak economy. Enjoyable seating in parks and pathways that increase sense of community.

5. What resources were leveraged to support operational activities in 2017?

The \$200,000 operating grant received in 2017 from the City of Calgary through the Enmax Legacy Fund was used to cover 24% of the administrative operations budget of Parks Foundation Calgary during 2017. PFC has received funding from the Enmax Legacy Fund for the last five years in order to offset 20-25 per cent of our administrative costs (office expense, staff expense, etc.).

Having predictable, sustainable funding from The City of Calgary has allowed Parks Foundation Calgary to offer programs such as the Project Gift Administration which gives free accounting services to non-profit groups who are completing a park or sport project.

Parks Foundation Calgary's operations are cyclical and tied to the economy. During years where we are planning and fundraising for new park projects, operational funding from The City is essential to fund administrative costs related to this planning work. Another challenge Parks Foundation Calgary faces is that donations and grants are typically available for capital construction (parks, etc.), but not for operational costs. Funding for these non-capital costs relies on operational funding from The City.

Parks Foundation Calgary supports communities and non-profits by providing fundraising and project management services. When communities take the lead in maintaining and upgrading their parks and facilities, The City of Calgary benefits from costs savings realized through Parks Foundation Calgary providing fund raising and project management services, and from eventually having more parks and recreation space for Calgarians.

PFC's operating framework has grown in success in recent years, a clear demonstration that donors and communities value and have confidence in PFC's programs.

Some of the 2017 successes PFC helped foster included:

- Parks Foundation Calgary supported a total of 71 community-led projects in 2017 consisting of 24 new projects and 47 continuing from previous years. Projects were provided with a variety of support activities from PFC including accounting services, cash grants, project management and / or volunteer coordination.
- Cash grants were given to 19 park projects under the Building Communities program. The \$240,000 granted will contribute to public park and playground projects valued at \$4.7 million.
- Cash grants were given to 18 amateur sport groups through the Saddledome Fund. The \$970K granted in 2017 under PFC's Amateur Sport Program will contribute to the purchase and development of \$14.5 million dollars in sport projects and athletic equipment.

Parks Foundation Calgary works to raise awareness, appreciation and use of parks in Calgary. PFC raised awareness about the Rotary/Mattamy Greenway pathway through a summer promotion that challenged Calgarians to "Go 150km on the Rotary/Mattamy Greenway". Over 3,000 Calgarians signed up to complete the challenge.

A public celebration of the Rotary/Mattamy Greenway was held on September 2nd. This 4-location celebration event was sponsored by several organizations and individuals, including \$104,000 through the Federal Government's Canada150 Program and \$20,000 through The City's Strategic Initiative Fund. 9,000 people attended at one of the four locations, which were all connected via large video screens.

6. Please estimate how The City's operating funding was allocated in 2017. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.

3%	Advertising and promotion
3%	Programs or services
10%	Office supplies and expenses
7%	Professional and consulting fees
67%	Staff compensation, development and training
1%	Fund development
0%	Purchased supplies and assets
3%	Facility maintenance
5%	Evaluation or Research
0%	Other, please name:

7. Did volunteers support your operations in 2017? If yes,

How many volunteers?	1,950 people
Estimated total hours provided by volunteers:	10,240 hours

8. What are your key priorities and deliverables for 2018-2019?

Finance

Maintain a balanced budget. Focus on revenue diversification, including fundraising for operating costs. Build donor management capacity.

David Richardson Memorial Disc Golf Park

Finish construction of the park with a grand opening scheduled for June 9th, 2018. The 18-hole disc golf course is located on a 27-acre site in Calgary's northwest and will be one of the best disc golf facilities in North America. Disc golf is a low-cost sport open to participants of all ages and abilities.

Manmeet Singh Bhullar Park

Complete this new park located in the northeast community of Taradale over the course of summer of 2018. It will feature 5 distinct groves of trees, large seating areas and a commemorative plaza. The park will be a much needed amenity in an area of the City that is underserved in parks.

Family Bike Skills Park in South Glenmore Park

Continue fundraising and planning for new Family Bike Skills Park in South Glenmore Park. A bike skills park helps bikers of all ages hone their biking skills in a fun and safe environment; it will contain small hills, small jumps, obstacles and natural tracks that create a unique and more challenging biking experience. The project will consist of multiple sections; beginner tracks for absolute beginners/small children and pump tracks that will be at an intermediate level for youth/adult riders. There will also be a seating area, mountain bike skill trails and flow trails. Construction is anticipated for 2018/2019.

Rotary/Mattamy Greenway

Complete the pathway connection in the north that will join the NE and NW quadrants together. Enhance sections of the pathway in the SE, including signage installation. Continue to promote the Rotary/Mattamy Greenway pathway to grow community awareness and usage.

Building Communities Program

Work with The City to develop innovative playgrounds and community spaces that meet the needs of local residents. Complete a minimum of 10 projects (subject to funding).

Amateur Sport Grant Program

Increase marketing and promotion of this program in order to raise the profile of the Saddledome and Flames, and to increase the number of applications submitted. Ensure amateur sport projects supported have maximum impact on sport, from an athlete development and brand exposure standpoint.

Dedication Program

Secure sponsorship of at least 60 benches and tables. Increase marketing of program and continue with pilot picnic table program in six city parks: Stanley Park, Riley Park, North Glenmore Park, Bowness Park, Confederation Park, Edworthy Park.

Communications

Continue to increase the level of communications and marketing on social media, web and newsletters. Host two park grand opening events and two fundraising events.

Capital Project Identification

Research and identify future capital projects for 2018-2021. Work with The City, partners, donors and the public to determine projects that will be valued and supported.

CAPITAL AND ASSET MANAGEMENT

Asset: Develops capital assets that are transferred to The City (parks, pathways, open spaces)

9. Provide a summary of your organization's 2017 capital development, including specific lifecycle/maintenance projects.

Through our Building Communities Program, 19 outdoor projects were supported in 2017 at a project value of almost \$4.7 million. These projects included new playgrounds, replacement playgrounds, a fully accessible play space, and innovations such as outdoor classrooms.

Parks Foundation Calgary's Dedication Program facilitated 58 memorial benches and 2 picnic tables (new program) sponsored in City parks and along pathways. Parks Foundation Calgary is also responsible for funding and managing ongoing maintenance (staining and wood replacement) on the over 1,000 memorial benches that are currently sponsored in Calgary.

Through Parks Foundation Calgary's Major Projects program, the final stages of work continued on the Rotary/Mattamy Greenway, with six connection points linked and pathway construction done in the north section (adjacent to Carrington and Livingston communities). This section will be finished in spring 2018 allowing for full connectivity of the pathway.

In July 2017, construction began on the David Richardson Memorial Disc Golf Park. By the 2017 year end, the Park was over 90 per cent complete, with 17 of the 18 disc golf holes built. The grand opening of the park is scheduled for June 2018.

10. What funding was leveraged to support capital activities in 2017?

Organizations who partner with Parks Foundation Calgary benefit from the power of financial leveraging. With initial project funding for a park project from The City of Calgary, other grants and donations become available, helping ensure more projects are completed.

In 2017, projects managed or supported by Parks Foundation Calgary received \$2.4 million in capital support from The City of Calgary. This \$2.4 million breaks down as \$1.5 million for construction of the Rotary/Mattamy Greenway and Manmeet Singh Bhullar Park, and \$0.9 million for 7 community-led park projects (Variety Park, Thorncliffe Playground, Haysboro Community Park, 4th Avenue Flyover Park, North Glenmore Park, Strathcona Park and West Hillhurst Park).

With the final funding secured in 2017 for the Rotary/Mattamy Greenway, this 10-year and \$50 million dollar project will be completed in 2018. The only pathway of its kind in the world, the 138km Greenway project was possible because of donations from energy companies, real estate developers, individuals, and name sponsors - Rotary and Mattamy Homes. Funding support from The City of Calgary was instrumental in moving the Greenway project forward at each stage, with leveraging over a decade, to ensure this project was successful.

In addition to managing construction of our own major projects (David Richardson Memorial Disc Golf Park and the Rotary/Mattamy Greenway), Parks Foundation Calgary supported a total of 71 community-led projects in 2017. Each of these 71 organizations benefited from our support services as they planned, fundraised and constructed their projects.

The financial leveraging effect of Parks Foundation Calgary's operating model was significant in 2017. For every \$1 received from The City of Calgary, \$4-\$5 was donated or granted from other sources.

In 2017, Parks Foundation Calgary managed and partner projects received \$12.3 million in funding from external sources:

\$2.5 million in funding from the Province of Alberta
 \$0.8 million from community and parent associations
 \$0.5 million from corporations
 \$6.1 million from individuals and other
\$2.4 million in funding from the City of Calgary

This provides \$12.3 million in external funding for park and sport projects

NOT APPLICABLE-- STRATEGY DELIVERY (for applicable partners)

11. What key results were achieved in 2017 for the Council-approved strategy you steward?

CIVIC PARTNER 2017 ANNUAL REPORT SNAPSHOT- CALGARY SPORT COUNCIL SOCIETY (SPORT CALGARY)

CALGARY SPORT COUNCIL SOCIETY (SPORT CALGARY)

Vision: To be the voice for amateur sport.

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

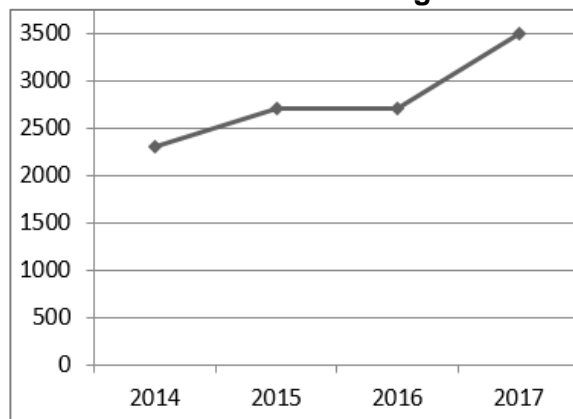
2017 City Investment

Operating Grant: \$445,718

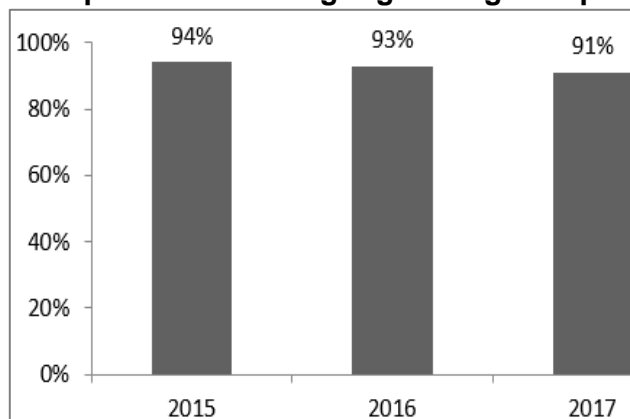
City owned asset? No

How did they do in 2017? Success of the All Sport One Day Event:

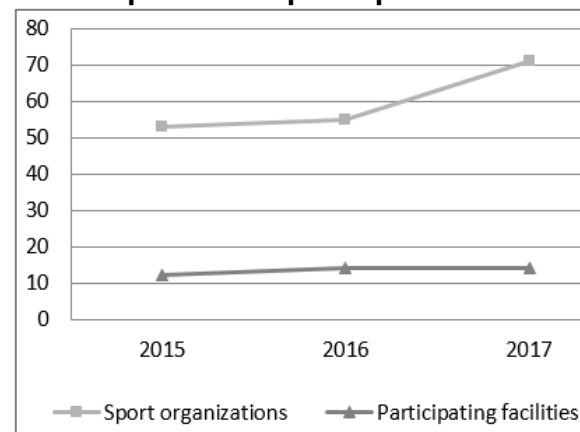
Number of children registered



Participants considering registering in a sport



Sport sector participation



The story behind the numbers

- The All Sport in One Day event, a free annual event, has set new participation records every year. The event is an opportunity for families and children to try new sports and connects them with local facilities and sport organizations.
- The 2nd annual All Sport in One City event targeted at adults increased its participation rate by 50 per cent in 2017 to over 1,500 registrants.
- The event encourages children to be active in community recreation and sport.

Snapshot of 2017-18 priorities

- Expand advocacy for sport in Calgary through improvements to governance, financial stability and diversification, partnerships, communications, events, and education.
- Advocate for an updated demand study for Calgary's facilities including an economic impact assessment of the local economic benefit of sport
- Lead role in finalizing and implementing The City's proposed new *Sport for Life Policy*.
- Explore potential of "Sport Calgary TV" as a community service to broadcast local sporting events and connect community to sport.
- Continue to attract new sponsors.



CALGARY SPORT COUNCIL SOCIETY (SPORT CALGARY)
Civic Partner 2017 Annual Report

Organizational Structure: Independent External Organization

Fiscal Year: Ended December 31, 2017

Related Subsidiaries or Foundation: No

City 2017 Operating Grant: \$445,718

1. Current Vision, Mission and Mandate:

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

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

- Playing a lead role in the implementation of the Calgary Civic Sport 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.

2. What key results did your organization achieve in 2017 that contributed to one or more of the Council Priorities in Action Plan 2015-2018? (A Prosperous City, A City of Inspiring Neighbourhoods, or A Healthy and Green City?)

A city of inspiring neighbourhoods

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

- Hosted the eighth annual All Sport One Day on June 17, 2017, providing free sport opportunities for over 3500 registrants in 4502 individual sporting sessions. This event introduced children ages six to twelve to 69 exciting sport discovery sessions offered by 71 volunteer sport organizations at 14 facilities throughout Calgary.
- Hosted the second annual All Sport One City, a free initiative that encourages adult Calgarians to become more active in sport. This year saw an over 50 per cent growth to 1500+ registrations, with growth expected to continue in future years as the event becomes known to Calgarians.
- Engaged several facility-type advisory groups, allowing those groups to make their collective position clear on issues relevant to facility supply and demand.
- Provided governance assistance to sport and community associations.
- Advocated and promoted the Respect in Sport initiative that trains Calgary sport organizations' youth leaders to recognize, understand and respond to issues of bullying, abuse, harassment and discrimination. This partnership includes parents, coaches, athletes, referees and participants, and impacts hundreds of thousands of Calgarians in many diverse groups.

- Continued to hold a lead role on the proposed *Sport for Life Policy* review. Advocated for its vision to enrich quality of life, ensure sustainable and accessible opportunities, and position Calgary as a leader in the sport development industry. Advocated for diversity on the expert panels that undertook the consultative process, and will act as Chair of an external panel in 2018.
- Acted as a key stakeholder and central source to the sport community, functioning as a liaison and facilitator for connections between sport organizations in Calgary.

A healthy and green city

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

- Played a lead role in the continued implementation of the *10 Year Strategic Plan for Sport Facility Development and Enhancement*.
- Connected with facility advisory groups (including pools, fields, diamonds, gymnasias) to discuss new recreation facility development, as part of our engagement strategy for the completion of the Sport Facility Supply and Demand Study.
- Continued a working relationship with PLAY Calgary, a cross-sectoral collective supporting physical literacy, physical activity, and the Canadian Sport for Life framework. Sport Calgary committed to assisting in a leadership and communications role.
- Supported the efforts of the Amateur Sport Grant Committee of the Parks Foundation and initiated discussions for expanding joint efforts.
- Joined the Calgary Multisport Fieldhouse Society in advocating for a new multisport fieldhouse that meets the must-have requirements of its stakeholders.

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.

- Explored the potential of an Economic Value of Amateur Sport report, which examines the economic significance of sport at a municipal level, for delivery in Q2 2018.
- Promoted the economic value of sport and its effects on Calgary's local economy.
- Ensured sport infrastructure needs are represented, through the facility demand study and consultative processes. A Global Liveability ranking from the Economist Intelligence Unit in 2017 ranked Calgary as the fifth-best city in the world. Of the thirty factors affecting the ranking, approximately half are influenced by the quality of local sport and recreation.
- Supported the implementation of the Event and Festival Policy as a member of the Event Advisory Committee.
- Worked with Calgary Sport Tourism Authority and Tourism Calgary to encourage and facilitate sport tourism in Calgary.

3. What challenges affected your operations in 2017? How did you transform your operations to respond and adapt?

The continuing economic downturn has presented challenges, especially as it relates to sponsorship acquisition. Some of Sport Calgary's key events – notably the Celebration of Sport – are dependent on a sufficient level of individual and corporate sponsorships. These sponsorships are more difficult to secure given the uncertainty and cost challenges that local businesses are facing. Despite these challenges, Sport Calgary secured a record level of sponsorship for Celebration of Sport this year, helping to ensure strong financial results for 2017.

The downturn presents opportunities to realize cost savings in areas such as wages, meeting expenses, administration, special events, and office lease costs. Sport Calgary has actively searched for cost savings in these categories to ensure a strong financial position.

During these economic conditions, there is an increased need for affordable accessibility to sport (facilities and programs) across all demographic segments of our diverse city. We will increasingly focus on helping our member organizations and their participants achieve this goal.

4. Using the chart below, please report your 2017 performance measures that demonstrate; where possible; 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.

All Sport One Day Event

	Performance Measure	2015 results	2016 results	2017 results	What story does this measure tell about your work? Why is it meaningful?
How much did you do?	Children registered Total sport orgs. Participating facilities	2,700 53 12	2,800 55 14	3500+ 71 14	These indicators show the growth, popularity and influence of our All Sport One Day event. All Sport One Day has set new records for participation each year. Thousands of young people from across the city were able to participate in this free annual event, helping connect families to facilities and sport organizations.
How well did you do it?	<i>Post-event survey</i> <ul style="list-style-type: none"> Rated experience "good" or "very good" Intention to participate next year 	93% 93%	93% 96%	93% 94%	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.
How are Calgarians better off?	<i>Post-event survey</i> <ul style="list-style-type: none"> Considering registering in a sport 	94%	93%	91%	This indicator shows how effective All Day One Sport can be in encouraging children to get active and participate in community recreation and sport. Many families have shared how All Sport One Day encouraged their children to be physically active in personally meaningful activities.

5. What resources were leveraged to support operational activities in 2017?

Sport Calgary's primary source of funding continued to be the City of Calgary, although the ratio of municipal funding to external sponsorship is being reduced each year. In 2017, 72 per cent of Sport Calgary's total revenues came from the City of Calgary, compared to 91 per cent in 2015.

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

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

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

6. Please estimate how The City's operating funding was allocated in 2017. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.

0.79%	Advertising and promotion
8.04%	Programs or services
3.40%	Office supplies and expenses
18.89%	Professional and consulting fees
52.69%	Staff compensation, development and training
4.78%	Fund development
0.00%	Purchased supplies and assets
0.02%	Facility maintenance
0.19%	Evaluation or Research
6.85%	Other, please name: Rent Note that proportions are variable from year-to-year. For example, it is anticipated a higher proportion of funds will be allocated to Evaluation and Research in 2018.

7. Did volunteers support your operations in 2017? If yes,

How many volunteers?	Approximately 580
Estimated total hours provided by volunteers:	Approximately 4,350

8. What are your key priorities and deliverables for 2018-2019?

Sport Calgary will continue to expand its advocacy for sport in our city through targeted improvements in governance, financial stability and diversification, partnerships, communications, events, and education. We are committed to delivering a balanced budget each year.

We will continue to plan for an updated demand study for facilities. Through consultations at the grassroots level, this study will provide meaningful data to assist in the planning of new sports, on a basis that maximizes access for a diverse group of Calgarians. We're working in partnership with major foundations and organizations to help make that possible. Included in this demand study would be an economic impact



CALGARY SPORT COUNCIL SOCIETY (SPORT CALGARY)
Civic Partner 2017 Annual Report

assessment of the local economic benefit of sport ("Economic Value of Amateur Sport report"), which is being initiated for completion in Q2 2018.

We want to continue to take a lead role in the finalization and implementation of a progressive new Sport for Life Policy and its vision to enrich quality of life, ensure sustainable and accessible opportunities, and position Calgary as a leader in the sport development industry.

We plan on hosting our signature All Sport One Day, All Sport One City, and Celebration of Sport events and expanding their attendance after great results in 2017. As well, we will be looking to actively partner with the City in hosting a Sport Summit in early 2019. This event would maximize participation among partners such as the University of Calgary, Respect in Sport, Calgary Economic Development and Calgary Chamber of Commerce, as well as some of our significant corporate sponsors.

Our Sport Calgary web presence underwent a strategic redevelopment in 2017, and the focus is now on providing new types of cost-effective, intuitive content that are of relevance and value to our members. Member profile videos and podcast interviews are being planned with the assistance of local media personalities to help showcase Sport Calgary members and the impact they have on their community. As we head into late 2018 and early 2019, we will be exploring the potential of "Sport Calgary TV", as a community service that allows individualized broadcasting of local sporting events, to help connect the community.

We will continue to search for new sources of revenue from sponsorships, to add to the growing list of excellent sponsors who supported our events in 2017.

As well, we will strive to build our stakeholder base. In 2017 we increased our stakeholder base to 129 voting member organizations, an increase from our 65 voting member organizations in 2016. Our goal is to engage directly with all sport organizations in Calgary and their approximately 380,000 total registrants in sport activities. To that end, effective January 1, 2017, Sport Calgary membership fees were eliminated.

Sport Calgary always strives for best practices in governance. We believe that Sport Calgary Board and staff must reflect the diversity of our broader community, in 2018-2019 and beyond.

NOT APPLICABLE--

CAPITAL AND ASSET MANAGEMENT (for applicable partners)

Asset: Name of City owned asset managed or operated

9. Provide a summary of your organization's 2017 capital development, including specific lifecycle/maintenance projects.

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10. What funding was leveraged to support capital activities in 2017?

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STRATEGY DELIVERY - Calgary Civic Sport Policy

11. What key results were achieved in 2017 for the Council-approved strategy you steward?

Sport Calgary continues to provide support in a lead role, including as chair of a proposed external advisory group that will meet in 2018, on the proposed Sport for Life Policy review. We advocated for its vision to enrich quality of life, ensure sustainable and accessible opportunities, and position Calgary as a leader in the sport development industry. We also advocated for diversity on the expert panels that undertook the consultative process.

With the development of Sport Calgary's new website, a public portal is now in place that will promote the policy to all of our member organizations. This portal includes a direct link to a City of Calgary engagement portal, as well as plans for articles, videos, and podcasts to highlight the policy in our public communications in the future.

CIVIC PARTNER 2017 ANNUAL REPORT SNAPSHOT- LINDSAY PARK SPORTS SOCIETY (REPSOL SPORT CENTRE)

LINDSAY PARK SPORTS SOCIETY (REPSOL SPORT CENTRE)

Mission: Passionate about sport - and people.

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

2017 City Investment

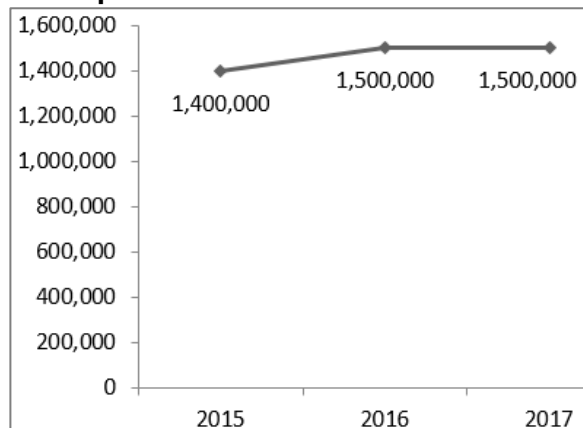
Operating Grant:\$1,348,620

Capital Grant: \$697,347

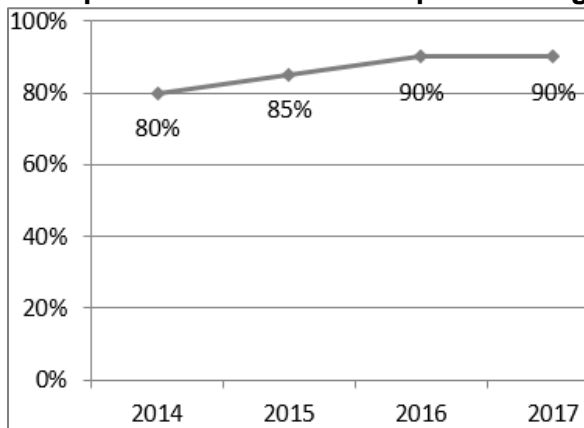
City owned facility? Yes

How did they do in 2017?

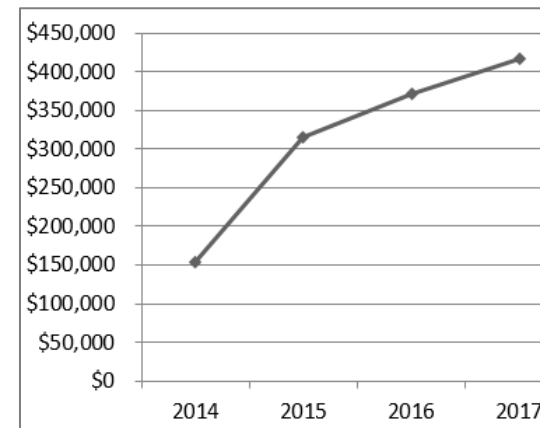
Participant visits



% of prime time booked for sport training



Investment in fee assistance



The story behind the numbers

- Repsol Sport Centre has significantly higher number of visits than other similar facilities across Canada.
- Repsol is committed to ensuring prime time is made available for sport training that aligns with its dual mandate which includes promoting amateur sport excellence and developing Calgary's high performance athletes.
- Repsol Sport Centre continually increases its investment in fee assistance and has been recognized as a leading provider of subsidies in the recreation and sport environment through the City of Calgary Fee Assistance Program.

Snapshot of 2018-19 priorities

- Advance the LPSS Legacy plan to enhance and expand the facility.
- Deliver on Council Priorities.
- Focus on 4 strategic goals: future growth and development, technology and innovation, reputation and experience and facility and equipment enhancements.
- Financial stability.



LINDSAY PARK SPORTS SOCIETY (REPSOL SPORT CENTRE)
Civic Partner 2017 Annual Report

Organizational Structure: Independent External Organization

Fiscal Year End: December 31, 2017

Related Subsidiaries or Foundation: None

City 2017 Operating Grant: \$1,348,620

City 2017 Capital Grant: \$697,347

1. Current Vision, Mission and Mandate:

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

Mission: Passionate about sport - and people

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

2. What key results did your organization achieve in 2017 that contributed to one or more of the Council Priorities in Action Plan 2015-2018? (A Prosperous City, A City of Inspiring Neighborhoods, or A Healthy and Green City?)

Prosperous economy – Calgary's Centre City is a location of choice for economic activity. Repsol Sport Centre enhances its attractiveness by hosting more than 55 events which contribute to travel and tourism. In addition, the Centre employed upwards of 300 people, and supported more than 45 businesses including sport clubs, medical facilities and food service providers.

Inspiring neighborhoods – Provided access to recreation and sport for approximately 1.5 million visits of all ages and abilities, Repsol Sport Centre also supports four neighboring community associations and social recreation groups in engaging residents by partnering on programs including the Annual River Clean Up, Jane's Walk, Neighbor Day, Community Association meetings, Stampede events and more.

Healthy Green City – Repsol sport Centre fostered healthy lifestyles, enabling more Calgarians to be more active, and creative more often, providing access to recreation and sport for all ages and abilities. The Centre also introduced energy efficiencies to the building, encouraged Transit Oriented Design (TOD) by encouraging large sport groups to use the train and carpool, participated in the annual river clean up and encouraged park use through programming. Repsol Sport Centre contributes to H.PM7: Per cent of adult Calgarians who are physically active enough to experience health benefits.

3. What challenges affected your operations in 2017? How did you transform your operations to respond and adapt?

Challenge: Economic conditions – the downturn in the economy is impacting member recruitment and retention, as well as program registration.

Response: Looked for ways to be more efficient. Created new programs and services to drive revenue. Leveraged existing resources to do more. Reviewed value proposition and played to our strengths.

Challenge: Rising operating costs - operating costs including such items as carbon tax, rise in minimum wage, increased utility costs such as water and waste removal, and new statutory holiday pay have added significantly to overall operating costs.

Response: engaged existing employees to undertake additional tasks. Adjusted hours of operation, shifted programs and services, invested in energy efficient lighting.

Challenge: Long term sustainability – competition locally and nationally within the recreation and sport industry continues to grow. Recognizing that Repsol Sport Centre was built 35 years ago, and while it still offers exceptional program and services - trends, design, aesthetics, amenities, etc. have changed over time and in order to remain relevant for years to come, Repsol Sport Centre must continue to invest in the facility to stay competitive.

Response: Investing in a program to enhance and expand the Centre. Focused on customer service, cleanliness and facility offerings, worked closely with key stakeholders to meet and exceed their needs, partnered with a variety of organizations to sustain/grow the member base.

- 4. Using the chart below, please report your 2017 performance measures that demonstrate; where possible; how much you did, how well you did it, and how Calgarians are better off.**

HOW MUCH DO YOU DO?

Performance Measure	2015 results	2016 results	2017 results
Number of participant visits	1.5 million (approximate)	1.5 million (approximate)	1.5 million (approximate)
Dollars invested into the Fee Assistance Program so that Calgarians may utilize Recreation programs and services offered by Repsol	\$315,000	\$371,000	\$417,000
Number of events including provincial, national and international competitions hosted at Repsol Sport Centre	54	56	56
Percentage of prime time hours allocated for sport training booked	85 per cent	90 per cent ¹	90 per cent ²
# of athletes trained on site	8000 (approximately)	8000 (approximately)	8000 (approximately)

HOW WELL DO YOU DO IT?

Performance Measure	2015 results	2016 results	2017 results
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
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
Percentage of available competition and event weekend spaces booked	100 per cent	100 per cent	100 per cent
Percentage of members that are satisfied with Aquatic and Dry land services and programs offered at Repsol Sport Centre.	N/A	86%	85%

¹ Aquatics at 99% and Dry land at 85%

² As per 2016, Aquatics at 99% and Dry land at 85%

Percentage of event managers that have indicated satisfaction in their competition experience	N/A	100%	N/A
Social media ranking/satisfaction level(Ave rating - Yelp, FaceBook, Google reviews, Trip Advisor)	N/A	86%	86.5%

HOW ARE CALGARAINS BETTER OFF?

- Thousands of Calgarians were provided access that contributes to a healthy green city and the lessening of incidences of preventable illness, injury and premature death. Hosting events contributes to Calgary's economic well-being and Council approved policies, plans and priorities of tourist visitations growing by 90 per cent by 2036. Without Repsol Sport Centre, 56 sporting events would have to occur elsewhere (mostly out of the city and/or province)
- Development Model. Without the facility and its support for sport, approximately 8000 competitive sport athletes, may not have their training needs met.
- The Centre continually increases its investment in fee assistance, which contributes to all Calgarians having the opportunity to live active, creative and healthy lives. Repsol Sport Centre has been recognized as a leading provider of subsidies in the recreation and sport environment through the City of Calgary Fee Assistance Program.

What story do these measure tell about your work? Why is it meaningful?

- Calgarians are able to lead healthy and active lifestyles by accessing recreational programs and opportunities offered by the Centre. Without access to Repsol Sport Centre, approximately 1.5 million visits would need to be accommodated elsewhere and for some, access would not be possible at all.
- Repsol Sport Centre has significantly higher number of visits than other like facilities across Canada.
- Repsol Sport Centre is committed to ensuring prime time is made available for sport training that aligns with its dual mandate which includes promoting amateur sport excellence and developing Calgary's high performance athletes.
- All 36 Sport Partners and dozens of commercial sport groups that applied for space in 2017 were provided access.
- Without the facility and its support for sport, 8000 Calgarians may not have their training needs met. Approximately 8000 athletes are offered training time to pursue sport along various stages of the Long Term Athlete

5. What resources were leveraged to support operational activities in 2017?

The following resources were leveraged to support operational activities:

- Annual funding from The City of Calgary
- 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, Director of Calgary Recreation, Director of Calgary Parks, the Office of the Partnerships, the Civic Partnership Liaison and Golf and Sport Development Manager

- Partnership with Repsol Inc.
- Provincial grants
- Parks Foundation Calgary
- Sport Calgary
- Calgary Sport Tourism Authority
- Relationships with other facility operators
- Canadian Tire Jump Start Program
- Ad Hoc Recreation Leadership Network

6. Please estimate how The City's operating funding was allocated in 2017. 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
%	<i>Other, please name:</i>

7. Did volunteers support your operations in 2017? If yes,

How many volunteers?	500 ³
Estimated total hours provided by volunteers:	8000

8. What are your key priorities and deliverables for 2018-2019?

- Advance the LPSS Legacy plan to enhance and expand the facility
- Deliver on Council Priorities
- Focus on four strategic goals that include: Future growth and development, technology and innovation, reputation and experience and facility and equipment enhancements
- Financial stability

CAPITAL AND ASSET MANAGEMENT

Asset: Repsol Sport Centre

9. Provide a summary of your organization's 2017 capital development, including specific lifecycle/maintenance projects.

³ In partnership with our Sport Partner Clubs



LINDSAY PARK SPORTS SOCIETY (REPSOL SPORT CENTRE) Civic Partner 2017 Annual Report

In 2017, the Lindsay Park Sport Society and Repsol Sport Centre invested more than \$2,180,000 in capital development, of which more than \$1.5M came from Centre funds.

Areas of investment included:

1. Building modification – approx. \$1,800,000 including upgrades to pools, life safety systems, bldg. env.
2. Program equipment – approx. \$200,000 including fitness equipment, furnishings
3. Sport performance equipment - \$200,000 including timing and scoring equipment

10. What funding was leveraged to support capital activities in 2017?

For every dollar invested by The City of Calgary into capital development, approximately three dollars were leveraged. Resources are leveraged against earned revenue, grants, private donations, in-kind gifts and volunteer work. Repsol Sport Centre collaborated with many groups to leverage The City's investment including: The Province of Alberta (CFEP), Repsol Canada (previously known as Repsol Oil & Gas), Pepsi, Parks Foundation Calgary, Canadian Tire Jump Start[®] and sport partners.

NOT APPLICABLE--

STRATEGY DELIVERY (for applicable partners)

11. What key results were achieved in 2017 for the Council-approved strategy you steward?

CIVIC PARTNER 2017 ANNUAL REPORT SNAPSHOT- SILVERA FOR SENIORS

SILVERA FOR SENIORS

Purpose

Our purpose is to give seniors the respect they deserve and make it great to be a senior in Calgary.

Vision

Silvera will be a leading advocate and caring provider of affordable homes and services for seniors to live in place with dignity.
Registered Charity

2017 City Investment

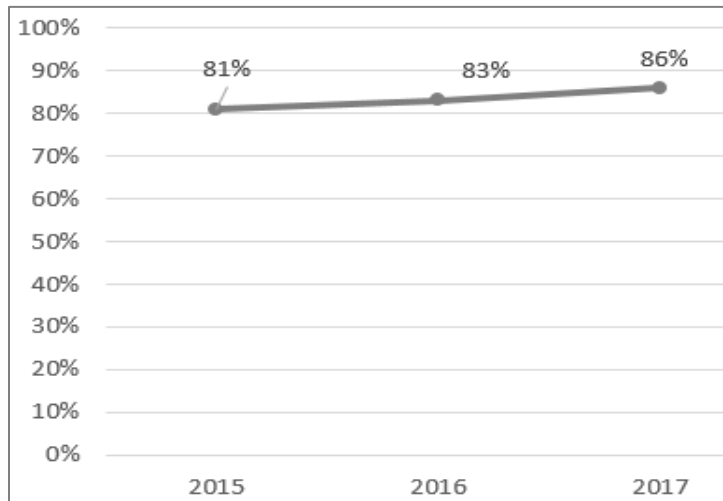
Operating Grant:\$1.365M

Capital: \$0

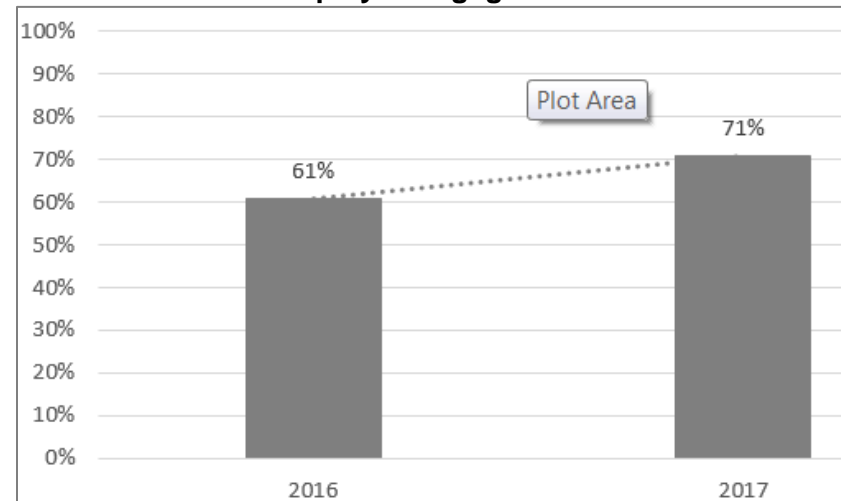
City owned asset? No

How did they do in 2017?

Resident satisfaction



Employee engagement



The story behind the numbers

- Results of resident satisfaction survey are used for continuous improvements in service delivery, social participation and inclusion and building environments.
- High employee engagement reduces turnover and related costs, increases staff satisfaction, reduces risk of unionization, and helps achieve better results in delivering against our strategic imperatives and resident satisfaction.
- Average industry turnover is 30 per cent and engagement is a priority with a focus on team building, recognition and compliance training.

Snapshot of 2018-19 priorities

- Support seniors to live fully and age successfully with Silvera.
- Create dynamic communities.
- Build Silvera's high performance culture.
- Maintain financial discipline.
- Steward our trusted reputation.



SILVERA FOR SENIORS Civic Partner 2017 Annual Report

Organizational Structure: Legislated Body (*Alberta Housing Act*, Ministerial Order H:029/16)

Fiscal Year: Ended December 31, 2017

Related Subsidiaries or Foundation: No

City 2017 Operating Grant: \$1.365M

1. Current Vision, Mission and Mandate:

Our Purpose

Our purpose is to give seniors the respect they deserve and make it great to be a senior in Calgary.

Our Vision

Silvera will be a leading advocate and caring provider of affordable homes and services for seniors to live in place with dignity.

2. What key results did your organization achieve in 2017 that contributed to one or more of the Council Priorities in Action Plan 2015-2018? (*A Prosperous City, A City of Inspiring Neighbourhoods, or A Healthy and Green City?*)

A City of Inspiring Neighbourhoods- Silvera provides a variety of housing types (Independent Living, seniors self contained communities and The Lodge Program) throughout the City. This allows seniors the ability to age in community, provides a diversity of housing types, services, and housing choices throughout Calgary's neighbourhoods that address specific needs

3. What challenges affected your operations in 2017? How did you transform your operations to respond and adapt?

With average resident tenure of 3 years within housing categories, high occupancy levels are pressured. Our internal inter-department working group focuses on how to support residents move across our housing offerings, from seniors self-contained to the Lodge Program as their needs increase and ensure that homecare is provided as needed. The majority of our residents receive homecare through Alberta Health. Additional support from our resident support team in coordination with our managers in each Lodge takes considerable amounts of their time. Additionally we have trained all administration to enable them to conduct tours 7 days a week to support both drop in and planned visits of applicants.

It is important to manage occupancy at various levels as seniors find it difficult to move for various reasons including cost, limited ability to prepare, not recognizing they are not receiving the right supports, and lack of family support. All these barriers need to be overcome for seniors to be in the right housing type with the right supports.

Silvera participates in a national engagement evaluation tool to inform and guide our efforts to increase staff engagement. We have worked hard on this front, particularly given our industry has average 30% annual turnover and for residents, this is their home. Engagement has been a priority with continued emphasis on team building, recognition and compliance training.

Silvera operates 25 communities and has a reasonably small maintenance team dealing with the aging infrastructure and building stock.. In 2017 we undertook a process review to improve and streamline maintenance work processes to prepare for the purchase and implementation of a software system to transition out of our very paper reliant (faxed work orders) and outdated procedures. A system is planned for purchase in 2018 which will require training and data transition/input. With the successful new system, we anticipate achieving operational efficiencies and smoother work flow. We have made a capital request to the Ministry of Seniors and Housing to support the system purchase.

Silvera's funding arrangements are complex involving the both the Province and City, and on occasion Federal funds, in addition to charitable donations. It is susceptible to the prevailing political goodwill existing between the Province and the City which is a strategic organizational risk. The impact has been insufficient municipal funding to perform regular suite maintenance, such as flooring/painting and in some cases bathroom upgrades on a predictable, planned maintenance cycle. Silvera has proposed a phased approach to complete this backlog of work funded either annually or upfront. Once the backlog is addressed, suite maintenance can be managed annually as part of the operating budget/funding. Similarly Furniture Fixtures and Equipment and common areas for residents face similar challenges Silvera is proposing the same approach as with suite maintenance.

To inform planning and funding requirements, Silvera is completing Facility Index Reports for all its buildings. Based on this reporting, Silvera can accurately inform the City Budget and Planning departemets of the Lodge Program requirements.

- 4. Using the chart below, please report your 2017 performance measures that demonstrate; where possible; 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	2015 results	2016 results	2017 results	What story does this measure tell about your work? Why is it meaningful?
How well did you do it?	Resident Satisfaction	81%	83%	86%	Our resident engagement survey offers rich data into 11 dimensions of support. We use this to make continuous improvements in service delivery, social participation and inclusion and building environments.
	Employee Engagement		61%	71%	Reducing turnover and related costs, increase staff satisfaction, reduce risk of unionization, better results in delivering on our plan and resident satisfaction

5. What resources were leveraged to support operational activities in 2017?

Silvera continues to engage the broader community to support both building improvement and resident programs and activities. We expect to continue building strong participation with Silvera Care Days that engage the broader corporate community and support our residents and support operation of our communities. We continue to advance our donor support to programs, services, general operation and capital.

We have established strong partnerships in housing referrals, homecare, partnerships with: resident support services like pharmacy, community paramedics, MRU, SAIT, BVC, UofC, and community groups like the Calgary Dementia Network and Calgary Seniors Age- Friendly Strategy.

6. Please estimate how The City's operating funding was allocated in 2017. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.

0.68%	Advertising and promotion
13.23%	Programs or services
0.19%	Office supplies and expenses
3.71%	Professional and consulting fees
52.94%	Staff compensation, compliance training and development
0.31%	Fund development
0.06%	Purchased supplies and assets
6.12%	Facility maintenance
0%	Evaluation or Research
22.76%	Other, please name: Amortization (3.95%); Administration (11.57%); Utilities (7.24%)

7. Did volunteers support your operations in 2017? If yes,

How many volunteers?	132
Estimated total hours provided by volunteers:	10,729

10,729 hours of volunteer time towards making Silvera a more welcoming and dynamic place for seniors. We continue to track volunteer involvement with Silvera through our key performance indicators; during 2017, we averaged about 132 volunteers working 6 hours per month. Additionally we had 83 Days of caring projects that support the maintenance and services improvement (e.g. Lodge painting and landscape)

8. What are your key priorities and deliverables for 2018-2019?

Strategic Imperative: Support seniors to live fully and age successfully with Silvera

Goal: Silvera offers a continuum of service that supports quality of life and aging in community.

- Continue to execute regulatory compliance as required by provincial legislation.
- Continuous quality improvements in service delivery
- Maintain resident satisfaction

Strategic Imperative: Build Silvera's high- performance culture

Goal: Silvera is an employer of choice.

- Maintain a total rewards package providing employees with a competitive compensation.
- Attract and retain people who embrace innovation and are commitment to excellence.
- Build employer of choice reputation in our recruitment and retention practices.
- Invest in our employee training to meet many compliance requirements.
- Recognize service, excellence and innovation to enhance employee satisfaction and foster a high performance culture.

Strategic Imperative: Maintain financial discipline

Goal: Silvera is financially responsible and viable.

- Secure appropriate funding from Government of Alberta and City of Calgary (as per the obligations of the Alberta Housing Act)
- Continue to use robust financial models to support planning and decision-making for community operations and capital investments.

- Continue to maintain maximum occupancy
- Invest and enhance the IT systems that support our day to day operations.

Strategic Imperative: Create dynamic Communities:

Goal: Silvera creates integrated communities that support the continuum of services.

- Advance plans to construct new, campus-style communities combining self-contained units that have limited supports with communities that offer enhanced supports – dining services, housekeeping and active aging programs.
- Continuously assess the viability of existing buildings and refurbish them to offer quality communities.
- Invest and manage suite and capital maintenance and Furniture Fixtures and Equipment
- Continue to advance capital development strategy (including secure Government Alberta funding)

Strategic Imperative: Steward our trusted relationship

Goal: Silvera is a recognized leader in the provision of services to seniors. Silvera has relevant, enduring and successful relationships.

- Engage stakeholders in the implementation of our strategic plans
- Build deeper relationship with City of Calgary
- Understand and deliver on new city reporting requirements

CAPITAL AND ASSET MANAGEMENT (for applicable partners)

Assets: Manages the Lodge Program properties to deliver lodge services to Calgary's lowest income seniors under a Ministerial Order signed by the Province of Alberta, The City of Calgary and Silvera for Seniors

9. Provide a summary of your organization's 2017 capital development, including specific lifecycle/maintenance projects.

\$867K was spent on capital maintenance projects for 6 of 8 lodges.

- Aspen Lodge (267 suites): \$348K was spent. Replacing windows and window coverings (\$124K), refitting stainless steel kitchen counter tops (\$82K), installing grab bars (\$58K).
- Spruce Lodge (133 suites): \$414K was spent. Redesign our waste management areas, common area space and repurpose smoking rooms. \$1.4M renovation to be completed in June 2018.
- Shawnessy (81): \$55K was spent on outdoor space redesign and seniors-friendly outdoor furniture and gardening support areas.
- Valleyview Lodge (59 suites): \$7.5K on lighting fixture installation
- Confederation Park Lodge (60 suites): \$7.3K Re-build shared shower room
- Bow Valley lodge (60 suites): \$37K refitting stainless steel kitchen countertops

This does not include the additional monies spent on the Lodge Program through Provincial Initiatives, Such as Resident Communication Systems and Fire Suppressant Systems, sprinklering. Further enhancements are planned in 2018 to complete the fire suppressant initiative by addressing the addition of bulk heads in resident rooms and common areas. *See attached Appendix A.*



SILVERA FOR SENIORS
Civic Partner 2017 Annual Report

10. What funding was leveraged to support capital activities in 2017?

See attached Appendix A.

STRATEGY DELIVERY (for applicable partners)

11. What key results were achieved in 2017 for the Council-approved strategy you steward?

Not applicable

Appendix A
Silver for Seniors: Key Results Achieved in 2017

1) Maintenance Project List - 8 Lodges

Community	Project number	Project name	Budgeted amount	Spent in 2017	Grant	Operating	Reserves	Donor
Aspen	ASPQ403-16	Blinds replacement	86,000	90,444			90,444	
Aspen	ASPQ401-16	Kitchen stainless steel refit	60,396	81,641			81,641	
Aspen	ASPQ402-16 ASPQ404-16	Grab Bar installation project cont. (carried forward from 2016 ASPQ401-16)	-	58,206			58,206	
Aspen	ASPQ201-17	Window replacements (38x\$2100 each)	80,000	33,825			33,825	
Aspen	ASPQ401-17	Security cameras installation, resident floors (x33)	38,000	29,150			29,150	
Aspen		Other projects	406,500	55,596		21,363	32,528	
Aspen Total			670,896	348,862	-	21,363	325,794	-
Bow Valley	N/A	Stainless steel kitchen equipment		38,607	36,712	1,895		
Bow Valley Total			-	38,607	36,712	1,895	-	-
Shawnessy	N/A	Garden furniture		55,462	5,462			50,000
Shawnessy Total			-	55,462	5,462	-	-	50,000
Spruce	SPRQ409-17	Waste Management / Locker Room Redesign		138,885			138,885	
Spruce	ORGQ301-17	Spruce Refurbishment - Phase I: Music Room, Arts and Craft Room, Busker's Area	200,000	97,324			97,324	
Spruce	SPRQ105-17	Scoping of Spruce Dining, Rec, Smoking, etc. redesign	40,000	69,009			69,009	
Spruce	ORGQ302-17	* Phase I: Smoke Room Repurpose	200,000	42,546			42,546	
Spruce	SPRQ408-17	Replace East Roof section		34,173			34,173	
Spruce		Other projects	167,309	32,413		1,260	31,153	
Spruce Total			607,309	414,351	-	1,260	413,091	-
Valleyview	N/A	Lighting installation		7,504		7,504		
Valleyview Total			-	7,504	-	7,504	-	-
Confederation		Re-building shower		7,262		7,262		
Confederation Total			-	7,262	-	7,262	-	-
Grand Total			1,278,205	872,048	42,174	39,284	738,885	50,000

2) Suite Renovation

Expense Type	2017 spending, \$	# of suites	% of total
Suite painting	207,069	207	27%
Suite flooring	210,659	170	22%
Total	417,728		

CIVIC PARTNER 2017 ANNUAL REPORT SNAPSHOT- VCC INITIATIVES LTD (VIBRANT COMMUNITIES CALGARY)

VCC INITIATIVES LTD. (VIBRANT COMMUNITIES CALGARY)

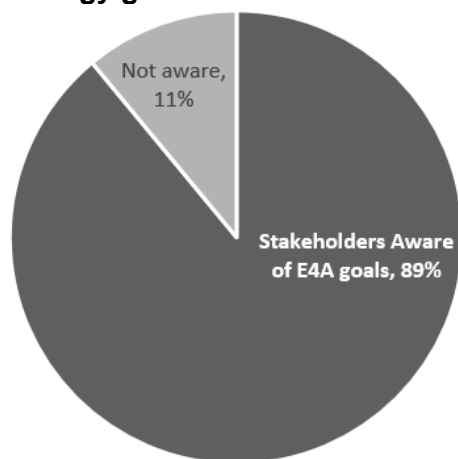
Mandate: VCC works to achieve a substantial and sustained reduction in the number of Calgarians living in poverty.

2017 City Investment

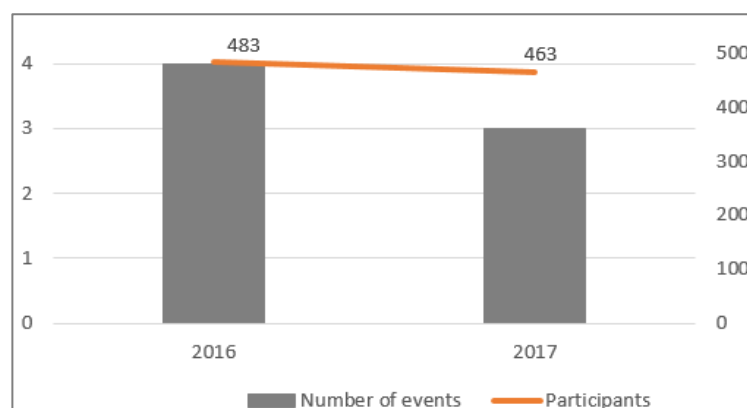
Operating Grant:\$500,000
City owned asset? No

How did they do in 2017?

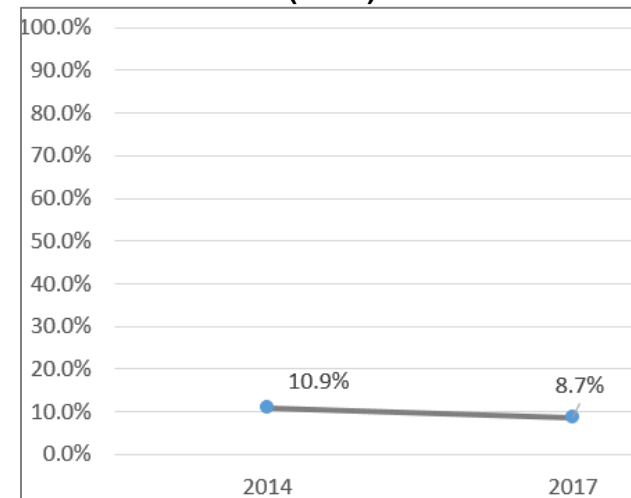
Awareness of Enough for All Strategy goals



Number of events & participants



Calgarians below the Low Income Cut-off (LICO)



The story behind the numbers

- VCC stewards the Enough for All Strategy through a collective impact model that brings together stakeholders to work together towards shared goals.
- Convening stakeholders is a key part of VCC's work.
- Despite the challenging economic conditions, programs and services that support low income Calgarians have helped support economic resilience of individuals and families.

Snapshot of 2018-19 priorities

- Advance truth, reconciliation and healing
- Increase financial empowerment
- Increase economic participation
- Increase social inclusion
- Improve access to services that meet basic needs
- Increase access to supports and services



VCC INITIATIVES LTD.
(VIBRANT COMMUNITIES CALGARY)
Civic Partner 2017 Annual Report

Organizational Structure: Independent External Organization

Fiscal Year: Ended December 31, 2017

Related Subsidiaries or Foundation: No

City 2017 Operating Grant: \$500,000

1. Current Vision, Mission and Mandate:

Vibrant Communities Calgary (VCC) is a non-profit organization seeking to engage Calgarians in advocating long-term strategies that address the root causes of poverty in 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. Vibrant Communities Calgary believes that everyone has a right to fully participate in their communities.

VCC believes that there are important systemic factors that contribute to poverty and that the whole community has a vital role to play in changing these conditions. Change occurs through engagement, inspiration and action. VCC values leadership, collaboration social justice and pragmatism.

As of January 1, 2015 VCC stewards Calgary's community-driven poverty reduction strategy: Enough for All.

2. What key results did your organization achieve in 2017 that contributed to one or more of the Council Priorities in Action Plan 2015-2018? (A Prosperous City, A City of Inspiring Neighbourhoods, or A Healthy and Green City?)

A Prosperous City

The **Financial Empowerment Collaborative** (focused in supporting low income Calgarians in reducing debt, growing savings and building assets) supported tax filing clinics in which 857 volunteers filed 8,445 returns that resulted in \$3.72 million in refunds. Furthermore, the collaborative's work resulted in 160 individuals in financial stress accessing financial coaching and 311 individuals graduating from Matched Saving programs (resulting in over \$400 thousand saved for assets building). Lastly, the program (through 17 partner agencies) supported families to open 961 Registered Educational Savings Plan accounts.

VCC also supports **Basic Income Calgary**, a collaborative focused in implementing a robust community engagement plan to continue building public will and support from key stakeholders for guaranteed basic income.

A City of Inspiring Neighbourhoods

The United Way and the City of Calgary in partnership with Rotary launched **the Community Hubs Initiative** in June. The Hubs have undertaken several initiatives to increase the social inclusion and economic participation of residents, including leading the Better Together campaign, launching microgrants for resident projects.

VCC led the **Community Hubs Collaborative** that jointly designed, drafted and published Community Hubs by Design, a printed and online toolkit for grassroots organizations to organize around community development, stronger communities and poverty reduction.

3. What challenges affected your operations in 2017? How did you transform your operations to respond and adapt?

Overall Challenges

The general state of Alberta's economy posed challenges for all organizations involved in Poverty Reduction:

- Overall, low income rates have not changed significantly since 2005.
- Provincial employment rates increased by less than one percent in 2017.
- Engaging the business community has been slow.
- Shared measurement is moving forward but very slowly.

E4A Implementation Challenges

- E4A stakeholders believe the current strategy is too broad and existing resources are inadequate to meet the goals and outcomes.
- The roles of key E4A stakeholders remain somewhat unclear, including how to leverage and align large funding bodies and organizations within the E4A strategy.
- The Catalyst Fund is an important achievement, however could benefit from changes to oversight and more integration within VCC.
- Some of the E4A goals and outcomes remain unmeasurable, or not reflective of best practices for poverty reduction.

4. Using the chart below, please report your 2017 performance measures that demonstrate; where possible; 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.**

Vibrant Communities Calgary (VCC) is the Steward of the Enough for All (Poverty Reduction) strategy. Stewards the implementation through a Collective Impact model in the role of Backbone Organization. As such, VCC's work is mostly focuses in convening and assisting organizations and individuals that work on poverty reduction by supporting their activities aligned with the strategy, foster continuous communication, enabling shared measurement and mobilizing resources. Therefore, most of the performance measures reflect the work of a plethora of individuals and organizations, not just the activities of VCC.

	Performance Measure	2015 results	2016 results	2017 results	What story does this measure tell about your work? Why is it meaningful?
How much did you do?	Number of events		4	3	
	Participants at events		483	463	
How well did you do it?	E4A Stakeholders that are aware of the E4A goals	NA	NA	89%	

How are Calgarians better off?	The percentage of Calgarians living below the Low-income Cut-offs (LICO-AT)	(2014) 10.9% Calgary CMA		8.7% Calgarians live below LICO-AT	Despite the undeniable impact of the economic downturn on individuals, families and business the programs and services that provide support to low income Calgarians have helped strengthening the economic resilience of individuals and families.
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5. What resources were leveraged to support operational activities in 2017?

Donations of \$16,725
Calgary Foundation \$3,586
United Way of Calgary and Area \$490,497
Other \$7,080

6. Please estimate how The City's operating funding was allocated in 2017. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.

1.4%	Advertising and promotion
11.4%	Programs or services
1.6%	Office supplies and expenses
1.0%	Professional and consulting fees
73.6%	Staff compensation, development and training
%	Fund development
%	Purchased supplies and assets
3.6%	Facility maintenance
7.4%	Evaluation or Research
%	Other, please name:

7. Did volunteers support your operations in 2017? If yes,

How many volunteers?	15
Estimated total hours provided by volunteers:	300

8. What are your key priorities and deliverables for 2018-2019?

1. Advance truth, reconciliation and healing
2. Increase financial empowerment
3. Increase economic participation
4. Increase social inclusion
5. Improve access to services that meet basic needs
6. Increase access to supports and services

NOT APPLICABLE FOR VCC

CAPITAL AND ASSET MANAGEMENT (for applicable partners)

Asset: Name of City owned asset managed or operated

9. Provide a summary of your organization's 2017 capital development, including specific lifecycle/maintenance projects.

N/A

10. What funding was leveraged to support capital activities in 2017?

N/A

STRATEGY DELIVERY – Enough for All Poverty Reduction Strategy

11. What key results were achieved in 2017 for the Council-approved strategy you steward?

Systems Changes

- The child tax benefit included \$106 million to support over 205,000 children in Alberta.
- 45% of Canada learning Bond Families have opened RESP's.
- The Alberta Family Employment Tax Credit provided \$138 million in benefits.

Changes for People Living with Low Income

- 961 RESP's were opened. This represents a 35% increase from 2016. Since 2015, the minimum amount put towards further education was \$553,500.
- 311 people completed the matched saving program. There was a total amount of \$403,542 in assets purchased. Since 2015, there have been 796 people enrolled in the matched savings programs.
- A total of 8,445 people with low incomes participated in tax clinics. This is 84% higher than 2016.
- 48,000 unique people purchased at least one low-income transit pass in 2017. A survey of program participants revealed that this enabled people with low incomes to use this 'extra' money for necessities and supported their ability to seek employment, created access to medical and health appointments and supported ease of access to social and family networks.

Reconciliation and Healing

In 2017, partnerships and Reconciliation were increasingly recognized as essential to reducing poverty because they increased understanding between Indigenous and non-Indigenous service providers, policy makers and social agencies about the root causes of poverty and how to address them. The focus on Reconciliation and healing advanced the necessity of weaving Reconciliation through all of the E4A work. The events within the Reconciliation Journey: Walking a Path Together also increased awareness of and progress towards the Indigenous Gathering Place.

Changes in Collective Impact

- Alignment and orientation to the E4A goals are being demonstrated throughout the E4A collaboratives and stakeholders, as evidenced by the consistent evaluative result indicating strong support for E4A as the common agenda.

- Stakeholders believed that VCC as backbone has led to several initiatives in 2017 that progressed the E4A strategy:
 - authentic engagement with people with lived experience
 - community engagement that supported collaboratives and networks to align to E4A
 - building capacity to influence policy
 - integrating Reconciliation and healing throughout the E4A work
 - stewardship and implementation of the Catalyst fund meant to support innovative work in poverty reduction and collective impact
- Financial Empowerment, Justice Sector Constellation, Peer Support Working Group and Basic Income collaborative either have or are developing measurable outcomes that align with E4A goals.

Advancement of 2016 Recommendations

Several of the recommendations from the 2016 evaluation report have been implemented or are underway:

- Updated Implementation Plan is aligned with the evaluation framework.
- Strengthened partnership between VCC and the Indigenous Advisory Committee.
- New Senior Policy Analyst position was added to VCC.
- Enhanced support for several collaboratives to develop measurable outcomes that align with E4A goals.
- Progress towards a shared measurement pilot.