



## AGENDA

### SPC ON COMMUNITY AND PROTECTIVE SERVICES RE: CIVIC PARTNERS

May 7, 2019, 9:30 AM  
IN THE COUNCIL CHAMBER  
Members

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

1. CALL TO ORDER
2. OPENING REMARKS
3. CONFIRMATION OF AGENDA
4. CONFIRMATION OF MINUTES  
None
5. CONSENT AGENDA  
None
6. POSTPONED REPORTS  
*(including related/supplemental reports)*  
None
7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES
  - 7.1 Civic Partners Annual Report, CPS2019-0538

8. ITEMS DIRECTLY TO COMMITTEE

8.1 REFERRED REPORTS

None

8.2 NOTICE(S) OF MOTION

None

9. URGENT BUSINESS

10. CONFIDENTIAL ITEMS

10.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

None

10.2 URGENT BUSINESS

11. ADJOURNMENT

Members of Council may participate remotely, if required.

**Community Services Report to  
SPC on Community and Protective Services  
2019 May 07**

**ISC: UNRESTRICTED  
CPS2019-0538**

**Civic Partners Annual Report**

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**EXECUTIVE SUMMARY**

The City of Calgary partners with over 500 external organizations to deliver effective programs and services in targeted areas, develop and advance strategies, and construct and manage assets. Successful partnerships are characterized by shared results, interdependence, and mutual accountability. Under the *Investing in Partnerships Policy*, The City's Civic Partners have more than \$500,000 in operating or capital investment from The City. This report is focused on Civic Partners with operating funding from The City.

The 2018 Civic Partner Annual Report is one aspect of a broader accountability framework for these significant City partners. It provides a snapshot of 19 Civic Partners' key results in 2018, and how they adjusted to a changing economy, aligned with City strategies, leveraged The City's investment, and allocated The City's funding to support their operations. Partners managing and operating City-owned assets also report on capital development investments and plans.

Through investment in Civic Partner organizations, Calgarians and visitors have access to acclaimed cultural attractions, programs and services in the arts and culture, 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, arts and culture leaders to collectively build a stronger Calgary; and provide opportunities to learn, gather, and discover.

For most Civic Partners, the challenging economic conditions in 2018 continued to impact their operations. Depending on the partner, impacts included reduced attendance levels, and fewer events and rentals. However, while attendance was down for more than half of the cultural attractions, two set attendance records and almost all saw membership sales rise. All partners also reported experiencing a challenging fundraising environment, particularly when seeking corporate sponsorship. Civic Partners working in sectors related to economic development and diversification experienced an increased demand for their services as the city sought to diversify and rebuild its economy and support entrepreneurs and innovation. Adaptation to these conditions included seeking new revenue streams through the development of new programs and services, and seeking efficiencies.

Detailed annual report templates submitted by each Civic Partner are provided in Attachments 4 through 22, and include a Results Based Accountability scorecard that summarizes key performance measures and highlights for 2018.

**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.

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**BACKGROUND**

The City of Calgary partners with over 500 external organizations to deliver effective programs and services in targeted areas, develop and advance strategies, and construct and manage assets. 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. In 2018, as part of the *Investing in Partnerships Policy* implementation, the Office of Partnerships worked with colleagues from across the corporation to create an inventory of The City's total investment in all types of partnerships. Data gathered to date indicates that in 2018, the majority of The City's total investment of operating and capital funding for partnerships was allocated to Civic Partners.

This report focuses on Civic Partners with an annual operating grant from The City and the report is one element of their accountability for this funding. The 19 Civic Partners included in this report 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.

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 City-owned assets stewarded by partners, and enable effective implementation of Council-approved strategies. A summary of capital and operating funding allocated to Civic Partners from 2016 to 2018 and budgeted for 2019 is included in Attachment 2.

The Civic Partner Annual Report is one component of the Civic Partners' accountability structure that also includes the Civic Partner Audit Report (AC2019-0472), ongoing relationship management, and due diligence related to each partner's agreements. This report focuses primarily on the results of Civic Partners that receive operating grants from The City. Following the transfer of the Calgary Film Centre asset to The City of Calgary in 2018 (UCS2018-0791), and as Calgary Film Centre Ltd. acts in official capacity for The City, it is included in this report.

To develop the Annual Report, each Civic Partner completed a detailed template focused on key results, challenges faced in 2018 and how they adjusted, alignment with City and other partner strategies, allocation of City funding, volunteer support, and performance measure

**Civic Partners by Line of Service**

***Library Services***

Calgary Public Library

***Economic Development & Tourism***

Calgary TELUS Convention Centre

Calgary Economic Development

Calgary Film Centre Ltd.

Calgary Technologies Inc.

Tourism Calgary

Arts Commons

The Hangar Flight Museum

TELUS Spark

Calgary Zoo

Fort Calgary

Heritage Park

***Parks & Open Spaces***

Parks Foundation, Calgary

***Affordable Housing***

Silvera for Seniors

***Community Strategies***

Vibrant Communities Calgary

***Recreation Opportunities***

Repsol Sport Centre

Sport Calgary

***Arts & Culture***

Calgary Arts Development Authority

***City Planning & Policy***

Calgary Heritage Authority

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results. Partners managing and operating City-owned assets also reported on capital development plans. A sample of the template is included in Attachment 3 and individual Civic Partner Annual Report templates are included in Attachments 4 through 22.

**INVESTIGATION: ALTERNATIVES AND ANALYSIS**

***Investments***

In 2018, The City invested over \$94.4 million in operating funding and \$16.9 million in matching capital funding in Civic Partners (Attachment 2). Civic Partners leverage and multiplied The City's investment by generating other revenue streams including individual donations, corporate sponsorships, grants from other levels of government, and earned revenue streams. All Civic Partner operations also leverage the generous contribution of time, energy and expertise from Calgarians. From sitting as members of a board of directors, to supporting the delivery of programs and services, more than 23,405 Calgarians donated over 284,227 hours to Civic Partners operations in 2018.

The City's investment of operating funding is a critical, flexible source of support for Civic Partner. Based on self-reporting, half of the Civic Partners allocated a significant portion of operating funding to organizational capacity including staff compensation, development and training; and the second most common use of operating funding was for programs and services, and the third was for facility maintenance.

***Adapting to a challenging economic environment***

The impact of a challenging local economy continued to be a common theme for all Civic Partners in 2018 and financial risk was the most common risk reported by Civic Partners in the 2018 Civic Partner Audit Report (AC2019-0472). To respond, Civic Partners adapted their operations to remain sustainable. Many responded to lower or flat revenue by controlling spending and seeking new sources of revenue including introducing new programs and services. Strategies to control spending included seeking efficiencies, not filling vacant positions, leveraging buying power to lower the cost of supplies, and eliminating positions. Other innovative responses included The Hangar Flight Museum's new sleepover program and new corporate membership campaign, Repsol Sport Centre adding value for members without raising prices, and the Calgary Film Centre adjusting offerings for tenants to optimize growth opportunities.

The economic environment in 2018 affected levels of demand, rising for some, dropping for others. For most that earn revenue through admissions, general attendance was down between three per cent and 18 per cent, although most of the attractions saw a rise in membership sales. The Calgary Zoo didn't follow the trend of most cultural attractions in 2018 as it experienced record attendance driven by the opening of the giant panda exhibit, and The Hangar Flight Museum remained stable. The Library saw an increased number of visitors and it opened new locations downtown and in Seton.

Civic Partners that deliver economic development and tourism services continued to see increased demand in 2018, and their services and programs had a significant economic impact on the local economy. The number of events at the Calgary TELUS Convention Centre grew 8 per cent and delegates grew 17 per cent. The total economic impact of delegates increased from \$117.5 million in 2017 to 133.8 million in 2018. Tourism Calgary's destination marketing efforts supported a rise in visitors from 6.9 million in 2017 to 7.7 million in 2018 who contributed over two

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billion dollars to the local economy. Calgary Economic Development's results included attracting or retaining 87 companies and 8,299 jobs. Calgary Technologies Inc. (operating as Platform Calgary) served 11 per cent more clients, increasing from 393 clients in 2017 to 445 in 2018. In 2018, Calgary Technologies Inc. also announced that as of early 2021, it would operate the Platform Innovation Centre in the East Village.

Almost all Civic Partners identified that 2018 continued to be a challenging fundraising environment, particularly for securing corporate support and sponsorship. While most reported they were still able to secure sponsorships, it took longer, and they had to look beyond their usual sources. Entering in strategic partnerships to deliver programs and services continued to be an approach to find efficiencies but still expand offerings.

Changes in leadership at TELUS Spark, Fort Calgary, The Hangar Flight Museum and Arts Commons led to a focus on succession planning and attraction and recruitment in 2018.

***Strategic asset management***

The Civic Partners included in this report manage and operate more than an estimated \$815 million in City-owned assets (insured value). Many of these assets 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 2018, The City invested more than \$16.9 million in asset management that was matched by Partners at a 75 or 50 per cent level. The funds were used for planning and lifecycle work to support consistent, effective, and informed infrastructure decisions; create standardized approaches; prioritize projects based on need; and identify the funding required to optimize the maintenance and longevity of the assets.

Work under the Civic Partner Asset Management program in 2018 included aquatic systems audits, 16 building condition assessments, four hazardous material assessments, continued flood mitigation work, underground infrastructure surveys and condition assessments, a tree inventory, and an energy audit. Detailed information about asset management activities for Civic Partners managing City-owned assets is included in the templates in Attachments 4 through 22.

**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**

Under One Calgary, Civic Partners support the delivery of eight lines of service: Economic Development and Tourism, Library Services, Community Strategies, Recreation Opportunities, Arts & Culture, Affordable Housing, Parks and Open Spaces, and City Planning and Policy.

Civic Partner programs and services align and expand The City's strategic objectives and extend implementation of a broad range of Council approved strategies including *Calgary in the New Economy: An economic strategy for Calgary*, the *Cultural Plan for Calgary*, *Enough for All* poverty reduction strategy, *Sport for Life Policy*, *Corporate Affordable Housing Strategy*, *Open Spaces Plan*, *Recreation Master Plan*, *Calgary Heritage Strategy*, *Indigenous Policy* and more.

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Civic Partners also collaborate, and align with each other's organizational and sector strategies including Calgary Arts Development Authority's *Living a Creative Life* strategy, and Tourism Calgary's *Destination Strategy*. Details about partner contributions are included in Attachments 4 through 22.

**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 and culture, conservation, history and the sciences; supporting the local economy through tourism and economic development; offering a variety of recreational and sport opportunities; gathering business, arts and culture 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 support low income Calgarians to access to programs through a variety of 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 from 2016 to 2018 and budgeted amounts for 2019.

***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 2018 and budgeted amounts for 2019.

**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(S):**

The Civic Partner Annual Report is a key part of the accountability framework for Civic Partners. It is an opportunity for Council and Calgarians to have an overview of Civic Partner operations in 2018 including key results, and insight into how their operations align and support City strategies and meet the needs of Calgary and Calgarians.

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**ATTACHMENT(S)**

- Attachment 1: Previous Council Direction
- Attachment 2: Civic Partners Grant Funding 2016-2019
- Attachment 3: Civic Partner Annual Report Template
- Attachment 4: Parks Foundation, Calgary
- Attachment 5: Calgary Sport Council Society (Sport Calgary)
- Attachment 6: Lindsay Park Sports Society (Repsol Sport Centre)
- Attachment 7: Calgary Public Library Board
- Attachment 8: Calgary Heritage Authority
- Attachment 9: VCC Initiatives Ltd. (Vibrant Communities Calgary)
- Attachment 10: Silvera for Seniors
- Attachment 11: Calgary Arts Development Authority Ltd.
- Attachment 12: The Calgary Zoological Society (The Calgary Zoo)
- Attachment 13: The Fort Calgary Preservation Society
- Attachment 14: Calgary Science Centre Society (TELUS Spark)
- Attachment 15: Heritage Park Society
- Attachment 16: Aero Space Museum Association of Calgary (The Hangar Flight Museum)
- Attachment 17: Calgary Centre for Performing Arts (Arts Commons)
- Attachment 18: Tourism Calgary- Calgary Convention & Visitors Bureau
- Attachment 19: Calgary Convention Centre Authority (Calgary TELUS Convention Centre)
- Attachment 20: Calgary Technologies Inc. (Platform Calgary)
- Attachment 21: Calgary Economic Development Ltd.
- Attachment 22: Calgary Film Centre Ltd.

## 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, CPS2017-0369 and CPS2018-0577.

On 2018, November 14, Council approved 2018-1158 One Calgary Service Plans and Budgets including an amendment to the Calgary Public Library budget, a net zero change to the budget with a .25% of the rate increase to be removed from corporate costs and invested in an economic development and tourism strategy according to the recommended distribution to Calgary Economic Development, Tourism Calgary Special Events Fund, Heritage Park, Calgary Technologies Inc., Inflation, Parks Foundation Calgary; a net zero change to the budget with a .25% of the rate increase to be removed from corporate costs and invested in an economic development and tourism strategy according to the recommended distribution to Calgary Arts Development Authority; and a one time transfer from the Fiscal Stability Reserve of \$2 million in 2019 to be allocated to Calgary Economic Development as bridge financing for operations.

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 2016-2019					
Organization Name	2016 Actual	2017 Actual	2018 Actual	2019 Grant Budget	% of Partner Operating Revenue (2018)*
<b>Aerospace Museum Association of Calgary</b> <i>(The Hangar Flight Museum)</i>	232,708	241,384	250,358	475,000	29%
<b>Calgary Arts Development Authority Ltd.</b> <i>One time funding</i>	5,900,000 1,000,000	6,150,000 3,000,000	6,400,000 -	12,450,000 -	93%
<b>Calgary Centre for Performing Arts (Arts Commons)</b>	2,419,174	2,490,722	2,564,738	2,565,000	21%
<b>Calgary Convention Centre Authority**</b> <i>(Calgary TELUS Convention Centre)</i>	1,637,137	1,951,000	2,381,309	1,761,000	10%
<b>Calgary Economic Development Ltd.</b> <i>One time funding</i>	5,412,156 3,500,000	5,584,179 2,300,000	5,808,765 1,200,000	8,147,000 2,000,000	58%
<b>Calgary Heritage Authority</b>	-	-	175,000	200,000	86%
<b>Calgary Public Library Board</b>	44,388,883	47,233,447	51,874,814	54,250,000	81%
<b>Calgary Science Centre Society (TELUS Spark)</b>	2,056,577	2,133,247	2,212,562	2,213,000	15%
<b>Calgary Sport Council Society (Sport Calgary)</b>	429,815	445,718	462,210	462,000	75%
<b>Calgary Technologies Inc.***</b>	770,982	799,725	829,459	829,000	9%
<b>Calgary Zoological Society</b>	7,711,939	7,999,110	8,296,184	8,296,000	13%
<b>Fort Calgary Preservation Society</b>	1,067,035	1,106,443	1,222,210	1,147,000	36%
<b>Heritage Park Society</b> <i>One time funding</i>	2,894,265	3,002,165	3,113,787 600,000	3,614,000	17%
<b>Lindsay Park Sports Society (Repsol Sport Centre)</b>	1,300,149	1,348,620	1,398,762	1,399,000	12%
<b>Opportunity Calgary Investment Fund Ltd</b>	-	-	811,000	-	100%
<b>Parks Foundation, Calgary</b>	200,000	200,000	-	200,000	N/A
<b>Silvera for Seniors</b>	1,365,000	1,365,000	1,365,000	5,867,000	5%
<b>Tourism Calgary Convention and Visitors Bureau</b> <i>Special Events Fund</i>	2,613,443	2,710,875	2,961,665	2,812,000 466,000	27%
<b>VCC Initiatives Ltd. (Vibrant Communities Calgary)</b>	500,000	500,000	500,000	500,000	47%
<b>TOTAL</b>	<b>85,399,263</b>	<b>90,561,635</b>	<b>94,427,824</b>	<b>109,653,000</b>	

\*Per cent of a partner's total operating revenue funded by The City (based on 2018 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

<b>Civic Partner Capital Grant Funding 2016-2019</b>				
<b>Organization Name</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Grant Budget</b>
<b>Aero Space Museum of Calgary</b> (The Hangar Flight Museum)	72,392	2,500	-	339,000
Calgary Mosquito Aircraft Preservation Society	24,938	64,441	32,831	189,000
<b>Calgary Public Library Board</b>	5,236,828	4,868,896	4,160,747	2,315,151
New Central Library	66,150,731	61,824,756	-	-
Sage Hill Library	3,000,000	-	-	-
<b>Calgary Convention Centre Authority</b> (Calgary TELUS Convention Centre)	808,192	1,738,464	953,795	3,750,000
<b>Calgary Science Centre Society</b> (TELUS Spark)	-	283,705	-	219,000
<b>Calgary Zoological Society</b>	2,251,000	1,147,519	1,475,352	1,078,000
<b>Calgary Zoological Society - Pandas and Lemurs</b>	1,946,157	8,424,053	-	149,374
<b>Calgary Centre for Performing Arts</b> (Arts Commons)	887,937	2,104,832	7,069,480	1,376,250
<b>Fort Calgary Preservation Society</b>	208,000	380,749	330,042	206,550
<b>Heritage Park Society</b>	1,932,479	1,714,659	2,091,572	2,297,250
<b>Lindsay Park Sports Society</b> (Repsol Sport Centre)	500,000	697,347	596,915	500,300
<b>Parks Foundation, Calgary</b>	-	1,500,000	250,000	-
<b>Silvera for Seniors</b>	-	-	-	2,716,425
<b>Vecova</b>	-	-	-	175,000
<b>TOTAL</b>	<b>83,018,654</b>	<b>84,751,921</b>	<b>16,960,734</b>	<b>15,311,300</b>



Organizational Structure:  
Fiscal Year End:  
Related Subsidiaries or Foundation:  
City 2018 Operating Grant:  
City 2018 Capital Grant:

1. Current Vision, Mission and Mandate:

2. What **key results** did your organization achieve in 2018 that contributed to one or more of the **Council Priorities in Action Plan 2015-2018** and created public value?

(A Prosperous City, A City of Inspiring Neighbourhoods, or A Healthy and Green City?)

3. What challenges affected your operations in 2018 and how did you adjust?

4. **Briefly** describe how your key results in 2018 contributed to the following Council approved strategies (as applicable. Please note if you steward the strategy)

<b><u>Strategy</u></b>	<b><u>Key Results</u></b>
<a href="#"><u>Calgary in the new economy: an updated economic strategy for Calgary</u></a>	
<a href="#"><u>Cultural Plan for Calgary</u></a>	
<a href="#"><u>Enough for All Poverty Reduction Strategy</u></a>	
<a href="#"><u>Sport for Life Policy</u></a>	
<a href="#"><u>Foundations for Hope: Calgary's Corporate Affordable Housing Strategy</u></a>	
<a href="#"><u>Open Spaces Plan</u></a> (Calgary Parks')	
<a href="#"><u>Recreation Master Plan</u></a>	
<a href="#"><u>Calgary Heritage Strategy</u></a>	
Other:	

5. Do you support any Civic Partner approved strategies? For example, Calgary Arts Development Authority's [Living a Creative Life](#), or Tourism Calgary's [Destination Strategy](#)?

6. Please estimate how The City's operating funding was allocated in 2018. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.



**Civic Partner Name (Legal and Operating)  
Civic Partner 2018 Annual Report**

CPS2019-0538  
ATTACHMENT 3

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

**7. Did volunteers support your operations in 2018? If yes:**

How many volunteers?	
Estimated total hours provided by volunteers:	

**8. What resources did your organization leverage to support operations in 2018?**

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**9. Using the chart below, please report your 2018 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off. *Please identify through BOLD font, 1-2 measures that are most significant and could be presented in a chart.***

	Performance Measure	2016 results	2017 results	2018 results	What story does this measure tell about your work?
How much did you do?					
How well did you do it?					
How are Calgarians better off?					

**CAPITAL AND ASSET MANAGEMENT (for applicable partners)**

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

- a) Provide a summary of your organization's 2018 capital development, including specific lifecycle/maintenance projects.**

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- b) What funding did your organization leverage to support capital activities in 2018?**

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## CIVIC PARTNER 2018 ANNUAL REPORT SNAPSHOT- PARKS FOUNDATION, CALGARY

### PARKS FOUNDATION, CALGARY

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

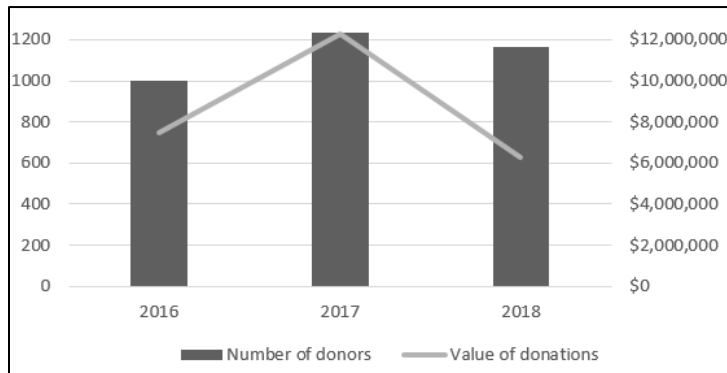
**One Calgary Line of Service: Parks and Open Spaces**

### 2018 City Investment

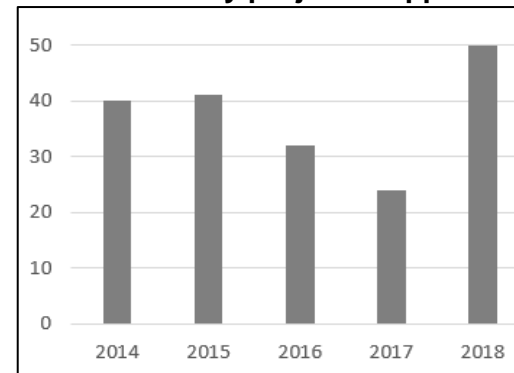
Operating Endowment: \$2.8M

### 2018 Results:

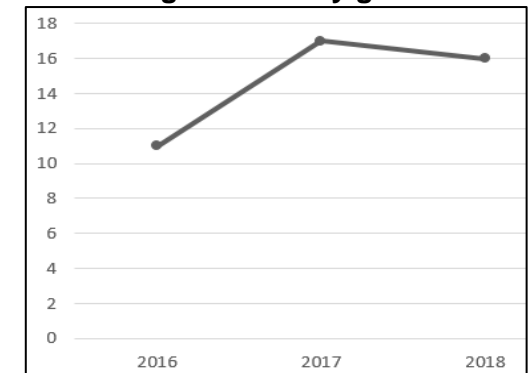
#### Donors and donations



#### New community projects supported\*



#### Building Community grants



### The story behind the numbers

- Donations from 1,164 donors (including The City) were allocated to 18 initiatives including parks and programs. Fundraising continues to be challenging in the current economic environment, particularly corporate fundraising.
- 50 community projects were supported through the \*Project Gift Administration program under which Parks Foundation Calgary provides free administrative support for community projects. The program inspires strong neighbourhoods where community residents come together to improve their area, thereby creating further community capacity.
- In 2018, the Building Community Program supported 16 playground projects and since 2009, more than 150 projects have been supported.

### Strategic alignment

- Program and services enhance Calgary's *Open Space Plan* through the development of new parks, playgrounds and pathways, and by acting as a financing partner that supports and leverages City funding.
- Financing partnerships were identified as an implementation strategy in the Open Space Plan.
- Enhancing Calgary's green and recreation spaces supports *Calgary in the New Economy: An economic strategy for Calgary* by making Calgary an attractive place to live, visit and start a business.



## Parks Foundation, Calgary Civic Partner 2018 Annual Report

**Organizational Structure:** Independent External Organization

**Fiscal Year End:** December 31, 2018

**Related Subsidiaries or Foundation:** None

**2018 City Investment:** Parks Foundation Operating Endowment Fund \$2.8 million

### 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 2018 that contributed to one or more of the [Council Priorities in Action Plan 2015-2018](#) and created public value?

#### **Council Priority: A Prosperous City**

At Parks Foundation Calgary, we help make Calgary a great city for its residents and guests by encouraging healthy lifestyle by 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 and start a business.

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

Through our Building Communities Program, 16 playground projects were supported with grants and assistance in 2018. Since 2009, over 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 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, 33 memorial benches and 9 picnic tables were sponsored in Calgary parks and along pathways in 2018. 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 relax while enjoying our city parks and pathways.

Parks Foundation Calgary's Project Gift Administration Program supported 50 new community driven projects in 2018, 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, the new Manmeet Singh Bhullar Park and the new David Richardson Memorial Disc Golf Park, Parks Foundation Calgary brought more opportunities for outdoor activity and sport to Calgarians. Recreation contributes to health and wellness, both physical fitness and mental health, as well as social wellbeing. The 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 \$660,000 to amateur sport organizations in Calgary in 2018. This program contributes funds for capital elements in non-profit sport organizations, providing better equipment and supplies, allowing residents to participate in healthy sporting activity.

In 2018, the Conceptual Drawing Grant Program awarded \$5,000 each in seed money to 10 community organizations, allowing them to complete a professional project drawing. This program supports projects that will enhance Calgary's park spaces, providing opportunities for volunteer groups to enhance their surroundings.

The various programs of Parks Foundation Calgary provide overall support to community building projects, assisting from start to finish. Often, this support makes the difference between projects moving forward or not. The many successful projects that 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 2018 and how did you adjust?**

PFC relied on the \$200,000 per year operating grant from the City of Calgary Enmax Legacy Fund for 2013-2017. PFC did not receive any operating funding from the City of Calgary in 2018. Fundraising has been much more challenging since the economic downturn. Most notably, energy companies, who have been a reliable source of funding in the past, are supporting projects to a much lesser extent.

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 has been increasing donor capacity by implementing a new fundraising software system. Cost control was a key 2018 initiative to deal with PFC's declining revenue base.

### **4. Briefly describe how your key results in 2018 contributed to the following Council approved strategies (as applicable. Please note if you steward the strategy)**

<b>Strategy</b>	<b>Key Results</b>
<a href="#">Open Spaces Plan</a> (Calgary Parks')	<p>Parks Foundation does not steward the Open Space Plan.</p> <p>The work of Parks Foundation Calgary enhances parks and open spaces through the development of new parks, playgrounds and pathways. Parks Foundation Calgary is also a financing partner that supports and leverages funding. Financing partnerships were identified as an implementation strategy in the Open Space Plan.</p>

### **5. Do you support any Civic Partner approved strategies? For example, Calgary Arts Development Authority's [Living a Creative Life](#), or Tourism Calgary's [Destination Strategy](#)?**

No

### **6. Please estimate how The City's operating funding was allocated in 2018. 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
0%	Staff compensation, development and training
0%	Fund development
0%	Purchased supplies and assets
0%	Facility maintenance
0%	Evaluation or Research
0%	<i>Other, please name:</i>
	<i>Note: Parks Foundation Calgary did not receive any operational funding from The City of Calgary in 2018.</i>

**7. Did volunteers support your operations in 2018? If yes:**

How many volunteers?	667
Estimated total hours provided by volunteers:	4,550

**8. What resources did your organization leverage to support operations in 2018?**

In 2018, operational costs were funded by a combination of investment income, management fees, donations and other income.

Parks Foundation Calgary did not receive an operating grant from the City of Calgary in 2018.

**9. Using the chart below, please report your 2018 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off. *Please identify through BOLD font, 1-2 measures that are most significant and could be presented in a chart.***

	Performance Measure	2016 results	2017 results	2018 results	What story does this measure tell about your work?
<b>How much did you do?</b>	# Building Communities grants awarded	11	17	16	Community and sport groups continue to value grant programs.
	# PFC Amateur Sport grants awarded	19	18	18	
	# <u>new</u> community projects supported by the Project Gift Administration (PGA)	32	24	50	More communities are taking advantage of PFC's administrative supports for their projects.
	# <u>continuous</u> projects supported by PGA	61	71	94	
	Total disbursements to PFC projects	\$6.8M	\$10.0M	\$8.6M	Construction of Manmeet Singh Bhullar Park, David Richardson Memorial Disc Golf Park, and others.
<b>How well did you do it?</b>	# Donors/contributors	998	1,235	1,164	In 2018, donors and granters contributed \$6.3 million to Parks Foundation Calgary. Of that \$6.3 million, \$1.2 million came from The City of Calgary and was allocated to
	\$ Donor/contributors	\$7.5M	\$12.3M	\$6.3M	
	**Return on Investment of City dollars (city dollars compared to total)	\$1 to \$13.0	\$1 to \$5.1	\$1 to \$5.3	

	disbursements to projects)				18 different initiatives (parks and programs).
	<b>*Satisfaction rate of PFC program partners and users</b>	*	<b>96%</b>	<b>98%</b>	Satisfaction rate with PFC remains consistently high.
<b>How are Calgarians better off?</b>	Number of youth who were impacted by park and playground grants and supports given (Building Communities Program)	6,000	17,000	21,000	Through Parks Foundation Calgary's grant and support programs, thousands of children, families and athletes are helped. They will have new opportunities to play outside and engage in sport.
	Number of athletes who will have new sport equipment or facilities (Amateur Sport Grant Program)	27,000	72,000	35,000	
	<b>Percentage of community volunteers who said they gained new skills from working with PFC (capacity building)</b>	*	<b>86%</b>	<b>86%</b>	Community groups are learning new skills that they can use on future projects and initiatives that they undertake.

\*Note: This is a new performance measure. Data was not gathered prior to period reported. PFC completes an annual survey of all program participants in order to determine satisfaction and gather other key information that is used to improve our services levels.

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

## **10. CAPITAL AND ASSET MANAGEMENT (for applicable partners)**

**Asset:** *Insert Name of City owned asset managed or operated – Parks Foundation Calgary does not own or manage assets.*

### **a) Provide a summary of your organization's 2018 capital development, including specific lifecycle/maintenance projects.**

#### David Richardson Memorial Disc Golf Park

Opened in June 2018, this 18-hole disc golf course is located on a 27-acre site in Calgary's northwest and is considered one of the best disc golf facilities in North America. Disc golf is a low-cost sport open to participants of all ages and abilities.

#### Manmeet Singh Bhullar Park

Completed in October 2018, this new park is located in the northeast community of Taradale. It features five distinct groves of trees, large seating areas and a commemorative plaza. The park compliments the area and add new amenities for the community.

#### Rotary/Mattamy Greenway

Construction continued on the 138 km Rotary/Mattamy Greenway. Over 3 kms were paved along the northern section of the pathway.

#### Jim Fish Ridge in Crescent Heights



## **Parks Foundation, Calgary Civic Partner 2018 Annual Report**

Parks Foundation Calgary's 2018 revitalization of Jim Fish Ridge was funded by donors. It enhanced one of Calgary's most beautiful vistas, located on the ridge of Rotary Park in Crescent Heights.

Nine new projects were built under Parks Foundation Calgary's Building Communities Program, including a community hub, playgrounds and natural parks. The Building Communities Program provides grants to community-led projects, and also provides projects with essential administrative support and project management guidance.

### **b) What funding did your organization leverage to support capital activities in 2018?**

Parks Foundation Calgary leverages support from a variety of sources in order to complete park and pathway projects. Donations and contributions from 2018 and previous years were used to complete the David Richardson Memorial Disc Golf Park (\$750K project), the Manmeet Singh Bhullar Park (\$1.3 million project) and the continuation of the Rotary/Mattamy Greenway (\$50 million project). Nine new projects were also built under the Building Communities Program. These nine projects were supported by Parks Foundation Calgary's donor platforms, programs and staff infrastructure.

In 2018, donors and granters contributed a total of \$6.3 million to Parks Foundation Calgary. Of that \$6.3 million, \$1.2 million was contributed by from The City of Calgary, and per The City's direction, was allocated to a total 18 different Parks Foundation Calgary park and program initiatives.

## CIVIC PARTNER 2018 ANNUAL REPORT SNAPSHOT- CALGARY SPORT COUNCIL SOCIETY (SPORT CALGARY)

### CALGARY SPORT COUNCIL SOCIETY (SPORT CALGARY)

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

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

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

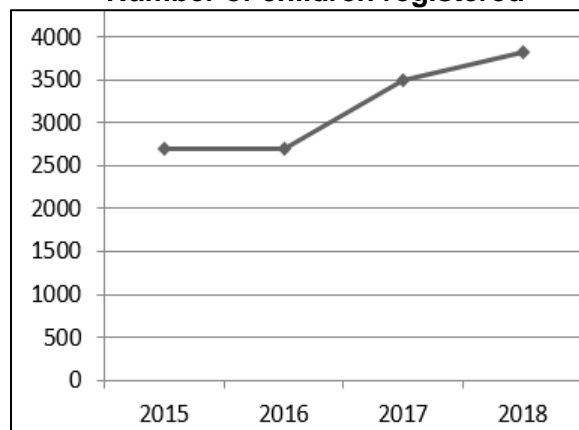
### 2018 City Investment

Operating Grant: \$462,210

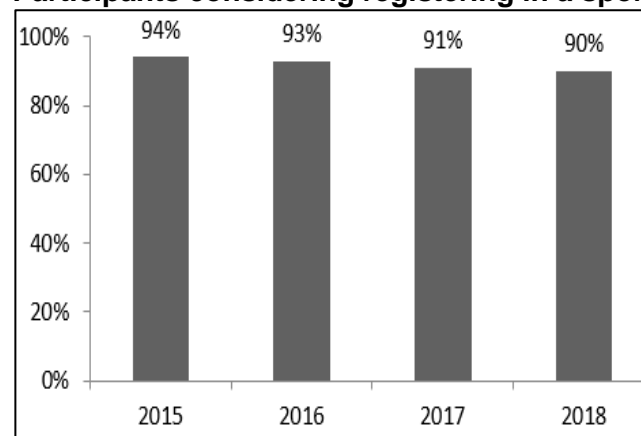
City owned asset? No

### 2018 Results: All Day One Sport Event

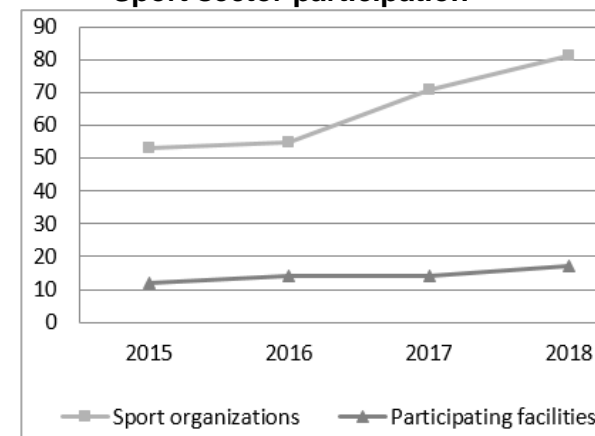
Number of children registered



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 with 3,823 participants in 2018. The event allows families and children to try new activities and connects them with local facilities and sport organizations.
- The event continues to encourage children to be active in community recreation and sport.

### Strategic alignment

- Steward of the Sport for Life Policy, with a proactive mandate to be a strategy delivery partner for The City of Calgary by advising The City, building sector capacity, and leading an advisory committee.
- Programs and events align *Calgary in the New Economy: An economic strategy for Calgary*, the *Cultural Plan for Calgary*, *Enough for All* poverty reduction strategy, *Sport for Life Policy*, *Open Spaces Plan*, and *Recreation Master Plan*.
- An advocate for the *Recreation Master Plan*, facilitates connections, advocates for infrastructure and has a lead role in implementing plans for sport facility development and enhancement.



## Calgary Sport Council Society (Sport Calgary) Civic Partner 2018 Annual Report

**Organizational Structure:** Independent External Organization

**Fiscal Year:** Ended December 31, 2018

**Related Subsidiaries or Foundation:** No

**City 2018 Operating Grant:** \$462,210

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

### 2. What key results did your organization achieve in 2018 that contributed to one or more of the Council Priorities in Action Plan 2015-2018 and created public value?

#### **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 ninth annual All Sport One Day on June 16, 2018, providing free sport opportunities for over 3800 children. This event introduced children ages six to seventeen to over 80 exciting sport discovery sessions offered by 71 volunteer sport organizations at 14 facilities throughout Calgary. This year was the first expansion of the programming to include teenagers.
- Hosted the third annual All Sport One City, a free initiative that encourages adult Calgarians to become more active in sport. This year saw a 104% growth to 2748 registrations, with high growth expected to continue in future years as the event becomes known to Calgarians.
- Engaged several facility-type advisory groups, allowing those groups to make their collective position clear on issues relevant to facility supply and demand.
- Provided governance assistance to sport and community associations.
- Advocated and promoted the Respect in Sport initiative that trains Calgary sport organizations' youth leaders to recognize, understand and respond to issues of bullying, abuse, harassment and discrimination. This partnership includes parents, coaches, athletes, referees and participants, and impacts hundreds of thousands of Calgarians in many diverse groups.
- Supported finalization of Sport for Life Policy review that was unanimously passed by City Council in May 2018. Advocated for its vision to enrich quality of life, ensure sustainable and accessible opportunities, and position Calgary as a leader in the sport development industry.

- Acted as a key stakeholder and central source to the sport community, functioning as a liaison and facilitator for connections between sport organizations in Calgary.

### **A healthy and green city**

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

- 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.
- 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.*

- Commissioned the *Economic Significance of Amateur Sport in Calgary* research report, which examined the economic significance of amateur sport at a municipal level. The report was widely referenced by fellow Civic Partners, based on the GDP, wage, salary, and volunteer impacts presented.
- 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 2018 ranked Calgary as the best city in Canada, and fourth worldwide. Of the thirty factors affecting the ranking, approximately half are influenced by the quality of local sport and recreation.
- Supported the implementation of the Event and Festival Policy as a member of the Event Advisory Committee.
- Worked with Tourism Calgary to encourage and facilitate sport tourism in Calgary.

### **3. What challenges affected your operations in 2018 and how did you adjust?**

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 2018.

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.

As per the 2018 audited financial statements, Sport Calgary reduced its expenses by \$17,930 (3.1%).

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. **Briefly** describe how your key results in 2018 contributed to the following Council approved strategies (as applicable. Please note if you steward the strategy)

Strategy	Key Results
<a href="#"><u>Calgary in the new economy: an updated economic strategy for Calgary</u></a>	<p>Commissioned the <i>Economic Significance of Amateur Sport in Calgary</i> research report, which examined the economic significance of amateur sport at a municipal level. The report was widely referenced by fellow Civic Partners, based on the GDP, wage, salary, and volunteer impacts presented.</p> <p>Ensured sport infrastructure needs are represented, through the facility demand study and consultative processes. A Global Liveability ranking from the Economist Intelligence Unit in 2018 ranked Calgary as the best city in Canada, and fourth worldwide. Of the thirty factors affecting the ranking, approximately half are influenced by the quality of local sport and recreation.</p> <p>Promoted the economic value of sport and its effects on Calgary's local economy.</p> <p>Worked with Tourism Calgary to encourage and facilitate sport tourism in Calgary.</p>
<a href="#"><u>Cultural Plan for Calgary</u></a>	<p>Supported the implementation of the Event and Festival Policy as a member of the Event Advisory Committee.</p> <p>Hosted the eighth annual All Sport One Day on June 16, 2018, providing free sport opportunities for over 3800 children. Cultural components such as local dance and artistic expression were represented in several events.</p>
<a href="#"><u>Enough for All Poverty Reduction Strategy</u></a>	<p>Hosted the eighth annual All Sport One Day on June 16, 2018, providing free sport opportunities for over 3800 children. This event introduced children ages six to seventeen to over 80 exciting sport discovery sessions offered by 71 volunteer sport organizations at 14 facilities throughout Calgary. From post-event surveys we know that this event provides low-income Calgarians with a cost-effective option to try out new sport activities.</p> <p>Hosted the third annual All Sport One City, a free initiative that encourages adult Calgarians to become more active in sport. This year saw a 104% growth to 2748 registrations, with high growth expected to continue in future years as the event becomes known to Calgarians. From post-event surveys we know that this event provides low-income Calgarians with a cost-effective option to try out new sport activities.</p> <p>Collaborated with Parks Foundation Calgary to begin development of a "Sport for Calgary Foundation" that will focus on poverty reduction through access to sport.</p>
<a href="#"><u>Sport for Life Policy</u></a>	<p>Calgary's Sport for Life was endorsed by the sport community and approved by City Council in 2018 as a means to grow, foster and encourage sport and sport opportunities in the city of Calgary.</p> <p><b>Sport Calgary is a steward of the strategy</b>, and is tasked with a specific mandate in the Policy.</p> <p>As per the Policy, Sport Calgary is a strategy delivery Partner that:</p> <ol style="list-style-type: none"> <li>1. advises The City of Calgary in the advancement of Clauses 5.1, 5.2 and 5.3;</li> </ol>

	<ol style="list-style-type: none"> <li>2. builds the capacity of local sport organizations through education, training, and best practices; and</li> <li>3. leads an advisory committee consisting of members of the Sport Sector that will: <ol style="list-style-type: none"> <li>i. coordinate efforts to build an integrated sport delivery system;</li> <li>ii. contribute to the advancement of Sport in alignment with this Council policy; and</li> <li>iii. promote the value of Sport to Calgarians.</li> </ol> </li> </ol> <p>Sport Calgary has taken a proactive role in ensuring that these goals are met. Our mandate under the Policy is fully aligned with our <i>2019-23 Strategic Plan</i>, which has specific actions and measurable KPIs to ensure accountability. The mandate is also aligned with our annual business plans and budgets, as well as ongoing operations.</p> <p>Specific measurable KPIs of the Sport for Life Policy have been included in “Schedule A” of Sport Calgary’s 2019-2023 Funding Agreement with the City of Calgary.</p> <p>Our organization acts as a central resource to the sport community, functioning as a liaison and facilitator for connections between sport organizations in Calgary. Sport organizations are also able to contact Sport Calgary for assistance with grant applications and governance best practices, including organizational bylaws. We have a zero-tolerance stance on sexual harassment, bullying, and discrimination in sport.</p> <p>Sport Calgary has advocated for many important causes over the past year. This included the support for a new multisport Fieldhouse at Foothills Athletic Park, improved safety measures for women in Canadian sport, and broad civic investment in community-level infrastructure. We assisted with the Special Olympics Provincial Games, Red Deer 2019 Canada Games, Calgary 2026 Bid Corporation, Respect Group, and local Indigenous schools.</p>
<a href="#"><u>Foundations for Hope: Calgary’s Corporate Affordable Housing Strategy</u></a>	N/A
<a href="#"><u>Open Spaces Plan</u></a> (Calgary Parks’)	<p>Promoted both structured and unstructured play opportunities within Calgary’s parks and recreation system.</p> <p>Collaborated with Parks Foundation Calgary to begin development of a “Sport for Calgary Foundation”.</p>
<a href="#"><u>Recreation Master Plan</u></a>	<p>Sport Calgary continues to advocate and support the 2010-2020 Recreation Master Plan, with its mission of enriching Calgarians’ lives through recreation. The Master Plan considers the changing demographics of our diverse city, and calls for public value and accessibility in all projects, a stance that Sport Calgary fully supports.</p> <p>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.</p> <p>Played a lead role in the continued implementation of the <i>10 Year Strategic Plan for Sport Facility Development and Enhancement</i>.</p>

	Joined the Calgary Multisport Fieldhouse Society in advocating for a new multisport fieldhouse that meets the must-have requirements of its stakeholders, including public value and accessibility.
<a href="#">Calgary Heritage Strategy</a>	N/A

**5. Do you support any Civic Partner approved strategies? For example, Calgary Arts Development Authority's [Living a Creative Life](#), or Tourism Calgary's [Destination Strategy](#)?**

Sport Calgary this year was recognized as an "Ultimate Host City" under Tourism Calgary's Destination Strategy of *Ultimate Hosts, Ultimate Host City*.

All of Sport Calgary's activities contribute to a stronger Calgary. Sport Calgary advocates for several of the strategic objectives required for the Ultimate Host City Designation, including: enhancing Calgary's hosting infrastructure; engaging Calgarians with programming that enhances our quality of life; enhancing the activation of existing cultural experiences, events, conferences and festivals; advocating for and with the tourism industry; defining Calgary's personality, and infusing all our marketing materials and programs with Calgary's civic brand.

Sport Calgary is a proud Civic Partner and strives for alignment with all relevant strategies and policies.

**6. Please estimate how The City's operating funding was allocated in 2018. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.**

<b>0.78%</b>	Advertising and promotion
<b>7.99%</b>	Programs or services
<b>4.65%</b>	Office supplies and expenses
<b>18.97%</b>	Professional and consulting fees
<b>52.73%</b>	Staff compensation, development and training
<b>4.76%</b>	Fund development
<b>0.00%</b>	Purchased supplies and assets
<b>0.02%</b>	Facility maintenance
<b>3.21%</b>	Evaluation or Research
<b>6.88%</b>	Other, please name: Rent and utilities

**7. Did volunteers support your operations in 2018? If yes:**

<b>How many volunteers?</b>	Approximately 610
<b>Estimated total hours provided by volunteers:</b>	4,575

**8. What resources did your organization leverage to support operations in 2018?**

Sport Calgary's primary source of funding continued to be the City of Calgary, although the ratio of municipal funding to external sponsorship has been reduced. In 2018, 76% of Sport Calgary's total revenues came from the City of Calgary, compared to 91% in 2015.

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

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

The City of Calgary and Tourism Calgary partnered with Sport Calgary this year to commission the *Economic Significance of Amateur Sport in Calgary* report as a key piece of civic research.

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

**9. Using the chart below, please report your 2018 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off. *Please identify through BOLD font, 1-2 measures that are most significant and could be presented in a chart.***

	Performance Measure	2016 results	2017 results	2018 results	What story does this measure tell about your work?
<b>How much did you do?</b>	Children attending Total sport orgs. Participating facilities	2,800 55 14	3500+ 71 14	3823 81 17	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.
<b>How well did you do it?</b>	<i>Post-event survey</i> <ul style="list-style-type: none"> <li>Rated experience "good" or "very good"</li> <li>Intention to participate next year</li> </ul>	93% 96%	93% 94%	99.7% 98.8%	These post-event survey results show the quality of experience provided at the event. All Day One Sport allows families and children to try new activities, which can lead to life-long passions. The event has become an annual tradition that parents and sports organizations look forward to each year.
<b>How are Calgarians better off?</b>	<i>Post-event survey</i> <ul style="list-style-type: none"> <li>Considering registering in a sport</li> </ul>	93%	91%	90.2%	This indicator shows how effective All Day One Sport can be in encouraging children to get active and participate in community recreation and sport. Many families have shared how All Sport One Day encouraged their children to be physically active in personally meaningful activities.

**10. CAPITAL AND ASSET MANAGEMENT (for applicable partners)**

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

**Provide a summary of your organization's 2018 capital development, including specific lifecycle/maintenance projects.**

N/A

**a) What funding did your organization leverage to support capital activities in 2018?**



**Calgary Sport Council Society (Sport Calgary)  
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N/A
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## CIVIC PARTNER 2018 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.

### 2018 City Investment

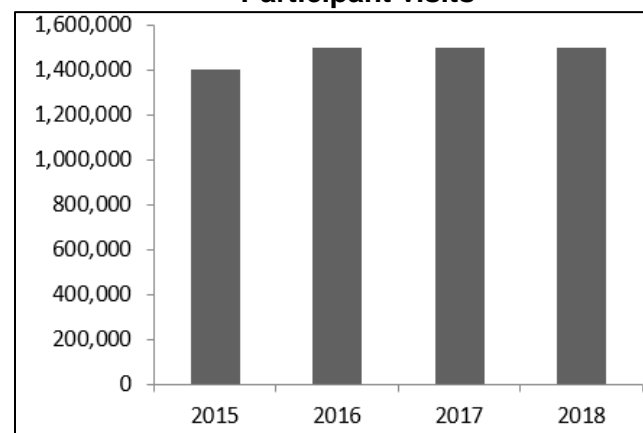
Operating Grant:\$1,398,762

Capital Grant: \$596,915

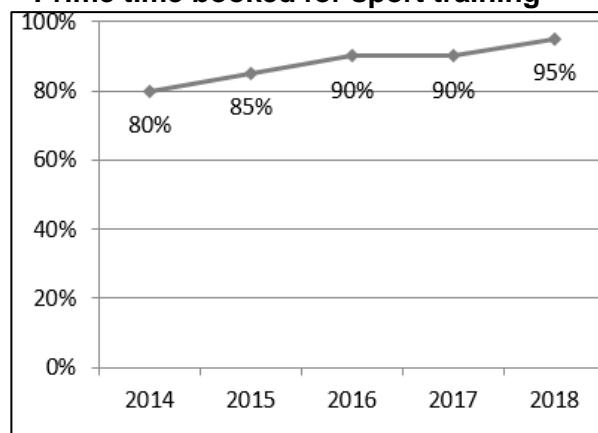
City owned facility? Yes

### How did they do in 2018?

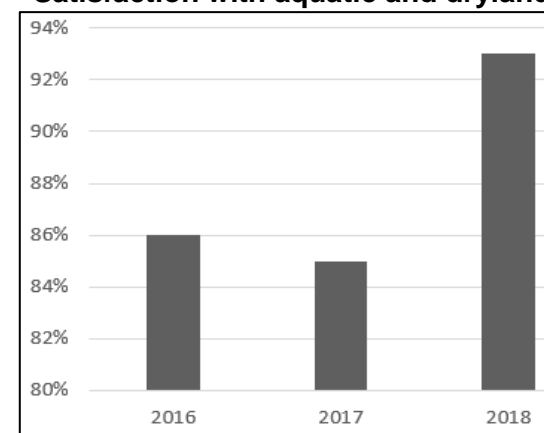
Participant visits



Prime time booked for sport training



Satisfaction with aquatic and dryland



### The story behind the numbers

- Participant levels have remained stable but the economic downturn is impacting member recruitment and retention, and program registration. Mitigation strategies include a referral program, adding value to membership without raising prices and introducing new classes and services.
- The facility is 36 years old, and while it 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.
- To remain competitive, Repsol has focused on programs, services and amenities that differentiate the facility.

### Strategic alignment

- Repsol contributes to *Calgary in the New Economy: An economic strategy for Calgary* by providing recreational options for people living and working in the Core, and contributing to the economic impact of sport by hosting 58 events in 2018.
- In 2018, Repsol supported the *Enough for All* poverty reduction strategy by investing \$450,000 in fee assistance.
- Repsol is a key partner in implementing the *Sport for Life* policy, and *Recreation Master Plan*. The facility supports physical literacy and being active for life while also providing important space for supporting sporting excellence.



**Lindsay Park Sports Society  
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**Organizational Structure:** Independent External Organization

**Fiscal Year End:** December 31, 2018

**Related Subsidiaries or Foundation:** None

**City 2018 Operating Grant:** \$1,398,762

**City 2018 Capital Grant:** \$495,000 with a one-time funding carryover from 2017 of \$101,915.62

**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 2018 that contributed to one or more of the [Council Priorities in Action Plan 2015-2018](#) and created public value?**

**A Prosperous City**

drive economic growth through event tourism

job creation through expanded facilities and partnership businesses

**A City of Safe and Inspiring Neighbourhoods**

safe public spaces – improved interface with Lindsay Park

community hub; connecting neighbours – serve as a hub for four community association and downtown commuters

**A Healthy and Green City**

accessible and affordable recreation

communities that support healthy lifestyles

public meeting spaces

**3. What challenges affected your operations in 2018 and how did you adjust?**

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

**Adjustment:** Placed a focus on programs, services and amenities that differentiate Repsol Sport Centre from the competition. Built a program around referrals. Added value to membership without raising prices. Introduced new classes and services.

**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.

**Adjustment:** Leveraged existing resources to do more. Invested in energy efficient building modifications e.g. LED 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 36 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. The Legacy Expansion and Enhancement project address this issue however, it remains unfunded.

**Adjustment:** Invested in smaller scale projects and technology in an effort to remain current.

**4. Briefly describe how your key results in 2018 contributed to the following Council approved strategies (as applicable. Please note if you steward the strategy)**

<b>Strategy</b>	<b>Key Results</b>
<a href="#"><u>Calgary in the new economy: an updated economic strategy for Calgary</u></a>	<p><i>"Key Initiative: expand and enhance tourism culture and recreation assets"</i></p> <ul style="list-style-type: none"> <li>- <i>"Continue to build on livability assets that reflect our diversity throughout the city."</i> Repsol provides recreational options for people living and working in the Core. Surrounded by four vibrant communities included Erlton, Rideau Roxboro, Mission Cliff Bungalow and Lindsay Park, Repsol Sport Centre serves 4000-5000 people daily and approximately 1.5M people annually. The facility's proximity to two train stations, cycle rack and pathway system means the Centre can support customers from throughout the City.</li> <li>- <i>experiences and events showcasing Calgary as the Ultimate Host City"</i> Annually, Repsol Sport Centre hosted 58 events in 2018 with the local, provincial, national and international competitions.</li> </ul>
<a href="#"><u>Cultural Plan for Calgary</u></a>	The world of sport was largely excluded (see page 21) from the cultural plan, however the intersection of culture and sport are contemplated in the Sport for Life Policy.
<a href="#"><u>Enough for All Poverty Reduction Strategy</u></a>	In 2018, Repsol Sport Centre provided approximately \$450,000 in fee assistance support to ensure all interested Calgarians can access the facility.
<a href="#"><u>Sport for Life Policy</u></a>	<p>Repsol contributes to the following commitments to Calgarians:</p> <ul style="list-style-type: none"> <li>- Design and deliver programs that are equitable, inclusive and accessible</li> <li>- Design and deliver programs that align with long-term athlete development</li> <li>- Provide quality sport experiences</li> <li>- Removes barriers that prevent underrepresented groups from participating and enjoying sport</li> <li>- Enhances amenities to accommodate sanctionable sporting events</li> <li>- Enhance infrastructure to (a) deliver introduction to Sport and Recreational Sport; and (b) deliver competitive sport and high performance sport</li> <li>- Allocates amenities in a fair, equitable and transparent manner</li> <li>- Promotes Legacy from events</li> </ul>
<a href="#"><u>Foundations for Hope: Calgary's Corporate Affordable Housing Strategy</u></a>	
<a href="#"><u>Open Spaces Plan (Calgary Parks')</u></a>	
<a href="#"><u>Recreation Master Plan</u></a>	The Recreation Master Plan recognizes that partnerships and collaborations <i>"as vital to the development of a broad and responsive recreation service continuum, to a Recreation for LIFE service approach, and to building complete communities."</i> The Sport for Life Policy recognizes that Sport Centres such as Repsol Sport Centre deliver in core recreational mandate of physical literacy and active for life while also providing important space for supporting sporting



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	excellence.
<a href="#">Calgary Heritage Strategy</a>	

**5. Do you support any Civic Partner approved strategies? For example, Calgary Arts Development Authority's [Living a Creative Life](#), or Tourism Calgary's [Destination Strategy](#)?**

Repsol Sport Centre supports the Destination Strategy in a variety ways including, becoming the Ultimate Host City by enhancing Calgary's hosting infrastructure. In 2018, Tourism Calgary used visitor spending data to measure the impact of eight aquatic events that took place in the first two quarters of 2017. These events were hosted at Repsol Sport Centre and contributed nearly \$600,000 to Calgary's economy through visitor spending.

**6. Please estimate how The City's operating funding was allocated in 2018. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.**

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

**7. Did volunteers support your operations in 2018? If yes:**

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

**8. What resources did your organization leverage to support operations in 2018?**

The following resources will be leveraged to support operational activities. Traditionally, for every dollar invested by The City of Calgary into capital development, approximately three dollars were leveraged. Resources were leveraged against:

- Sponsorship
- Earned revenue
- 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.
- Parks Foundation Calgary

- Sport Calgary
- Calgary Sport Tourism Authority
- Relationships with other facility operators
- Canadian Tire Jump Start Program
- Ad Hoc Recreation Leadership Network

**9. Using the chart below, please report your 2018 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off. *Please identify through BOLD font, 1-2 measures that are most significant and could be presented in a chart.***

Performance Measure	2016 results	2017 results	2018 results	2019-2022 results
Number of participant visits	1.5 million (approximate)	1.5 million (approximate)	1.5 million (approximate)	Anticipate similar number, more when Legacy Enhancement and Expansion project is realized
Dollars invested into the Fee Assistance Program so that Calgarians may utilize Recreation programs and services offered by Repsol	\$371,000	\$417,000	\$451,000	Ongoing program expansion expected with additional assistance provided
Number of events including provincial, national and international competitions hosted at Repsol Sport Centre	56	56	58	Similar number however, with higher profile opportunities that provide a greater contribution to Calgary's economy when the Legacy Enhancement and Expansion project is realized
Percentage of prime time hours allocated for sport training booked	90 per cent <sup>1</sup>	90 per cent <sup>2</sup>	95 per cent <sup>3</sup>	Similar percentage with new opportunities to serve more people when the Legacy project Enhancement and Expansion is realized
# of athletes trained on site	8000 (approximately)	8000 (approximately)	8000 (approximately)	Expected growth with the Legacy Enhancement and Expansion project
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	Expected growth with the Legacy Enhancement and Expansion project
Percentage of municipal tax dollars invested in the Repsol operating	30 to 50 per cent less	30 to 50 per cent less invested in	30 to 50 per cent less invested in	30 to 50 per cent less invested in Repsol, with even greater opportunities when the Legacy

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

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

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

budget when compared to like facilities across Canada	invested in Repsol	Repsol	Repsol	Enhancement and Expansion project is realized
Percentage of available competition and event weekend spaces booked	100 per cent	100 per cent	100 per cent	Expected to increase in caliber and participation numbers when the Legacy project is realized
Percentage of members that are satisfied with Aquatic and Dry land services and programs offered at Repsol Sport Centre.	86%	85%	93%	Expected improvement with newer, more modern facilities and amenities that will come with the Legacy Enhancement and Expansion project
Social media ranking/satisfaction level(Ave rating - Yelp, FaceBook, Google reviews, Trip Advisor)	86%	86.5%	88.5%	Strive for improvement over the already strong scores

## HOW ARE CALGARAINS BETTER OFF?

- Thousands of Calgarians will be 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% by 2036. Without Repsol Sport Centre, 58 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 will continue to increase 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.



**Lindsay Park Sports Society  
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- All 36 Sport Partners and dozens of commercial sport groups that applied for space will be 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

**10. CAPITAL AND ASSET MANAGEMENT (for applicable partners)**

**Asset:** Repsol Sport Centre

**a) Provide a summary of your organization's 2018 capital development, including specific lifecycle/maintenance projects.**

In 2018, the Lindsay Park Sport Society and Repsol Sport Centre invested approximately \$1,600,000 in capital development, of which more than \$1,000,000 came from Centre funds.

Areas of investment included:

1. Building modification – approx. \$1.2M including upgrades to pools, life safety systems, building envelope
2. Program equipment – approx. \$200,000 including fitness equipment, furnishings
3. Sport performance equipment - \$200,000 including timing, scoring and competition equipment

**b) What funding did your organization leverage to support capital activities in 2018?**

For every dollar invested by The City of Calgary into capital development, approximately three times that amount was leveraged<sup>4</sup>. Resources are leveraged against earned revenue, grants, private donations, in-kind gifts and volunteer work. Repsol Sport Centre collaborated with many groups to leverage The City's investment including: Repsol Canada, Pepsi, Parks Foundation Calgary, Canadian Tire Jump Start<sup>®</sup> and sport partners.

<sup>4</sup> Includes both a 2:1 dollar match and a 1:1 match of human resources/in-kind contributions.



## CIVIC PARTNER 2018 ANNUAL REPORT SNAPSHOT- THE CALGARY PUBLIC LIBRARY BOARD

### CALGARY PUBLIC LIBRARY BOARD

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

**Vision:** Potentials realized.

**One Calgary Line of Service: Library Services**

*Registered Charity*

### 2018 City Investment

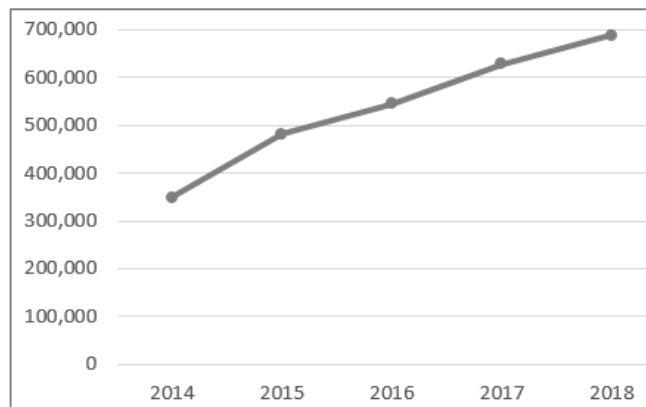
Operating Grant: \$51,874,814

Capital Grant: \$4,160,747

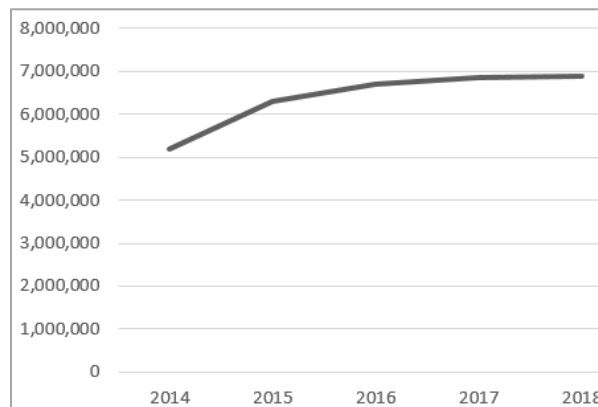
City owned asset? Yes

### 2018 Results:

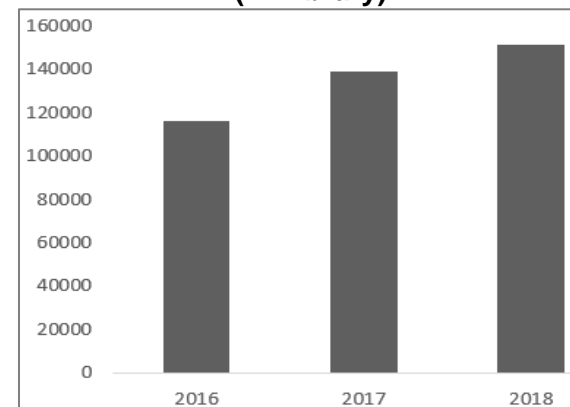
#### Active Library members



#### Library Visits



#### Attendance at early literacy programs (in Library)



### The story behind the numbers

- 2018 was a milestone year for the Library, with 6.9 million visits across the system and 687,495 active members accessing services. There was also extensive growth across programs.
- Early literacy programs 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.

### Strategic alignment

- The Library's programs contribute to a broad range of City strategies and plans including *Calgary in the New Economy: An economic strategy for Calgary*, the *Cultural Plan for Calgary*, *Enough for All* poverty reduction strategy, *Recreation Master Plan*, *Open Spaces Plan*, and the *Calgary Heritage Strategy*.
- The Library supports these strategies through programs and services tailored for specific audiences at location across The City, including the new Central Library that has become an award-winning tourism attraction.
- In 2018, The Library collaborated with The City and other partners on initiatives including Fair Entry Services, Community Hubs program, Centre City Arts District, program for entrepreneurs and small businesses, and designation of the Central Memorial Library as a National Historic Site.

**Organizational Structure:** Legislated Body set up under the *Libraries Act* (Alberta) and Bylaw 38M2006  
**Fiscal Year End:** December 31, 2018  
**Related Subsidiaries or Foundation:** Calgary Public Library Foundation  
**City 2018 Operating Grant:** \$51,874,814  
**City 2018 Capital Grant:** \$4,160,747

### 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 21 libraries are community hubs that ignite learning, discussion, invention, and action.

### 2. What key results did your organization achieve in 2018 that contributed to one or more of the [Council Priorities in Action Plan 2015-2018](#) and created public value?

Last year was a milestone year for the Library, with 6.9 million visits across the system and 687,495 active members accessing our services. The Library has also seen extensive growth across programs; in 2018, the number of programs offered in libraries grew by 14% over 2017 (to 17,579 programs), and the number of programs offered in the community grew by 6% (to 4,558 programs). The number of program participants also grew by 15% over 2017: in 2018, 446,640 program participants participated in a total of 22,137 programs.

#### MEET COMMUNITY NEEDS THROUGH QUALITY SPACES

The Library continues to invest in established neighbourhoods with changing needs, as well as developing communities that may be underserved. By expanding our system and continuing to provide great public spaces, the Library ensured that its work was aligned with the City's priorities. Highlights include:

- Three existing libraries renovated to better accommodate changing community needs, including:
  - Renovation of the Alexander Calhoun Salon, a large program and study space at Memorial Park Library
  - Interior improvements at Village Square and Country Hills to enhance two existing and add six new meeting rooms for community use and programming
- Opened Rocky Ridge Express Library at the Shane Homes YMCA, a new express model library that featured traditional programming and automated services to expand hours of service.
- Built the Seton Library at the Brookfield Residential YMCA to provide an underserved community with an early learning centre, meeting rooms, computers, and the full range of library collections and services.

#### ACCESS TO TECHNOLOGY

Enhancing access to technology and information remains a strategic priority for the Library. In 2018, the library focused on piloting new services and improving existing platforms, work that will continue into 2019. Highlights include:

- Launch of Scout, artificial intelligence customer service bot.
- Improved free Wi-Fi network which received 629,942 wireless sessions
- Introduction of room booking software to increase access to 63 meeting rooms across system
- Computer access and the expansion of laptop lending saw Calgarians borrowing free Chromebooks 230,015 times, in addition to 837,116 computer sessions on public desktop stations.

#### ACCESSIBILITY AND LEARNING

The Library continues to facilitate programs and services for children and youth, including a variety of affordable after-school and outreach programs, which were expanded in 2018. Highlights include:

- Second Story Truck outreach vehicle launched to deliver early learning outreach programs to day homes and Calgary Housing complexes. Mobile libraries reached 19,758 people through 497 visits in 2018.
- Added an early learning space to the Country Hills Library (co-located at Vivo for Healthier Generations).
- Completed installation of the Seton Library early learning centre, including the acquisition of a real helicopter for the play area thanks to a new partnership with the Hangar Flight Museum.
- 17,301 kids registered for the annual summer learning program.

#### **OPENING OF THE NEW CENTRAL LIBRARY**

The opening of the new Central Library was a huge success, attracting over 52,000 visits in its first four days of opening. The opening weekend also included a partnership with Calgary Transit to provide free transit on the opening Saturday, which drew 80,440 passengers downtown.

Opening month at Central Library had over 210,000 visits, 150 tours given, over 100,000 items checked out, and more than 7,600 new members sign up for a Library card.

### **3. What challenges affected your operations in 2018 and how did you adjust?**

In 2018, there were two significant areas that represented operational challenges for the Library. All were addressed by Library leadership.

#### **1. OPERATIONALIZING THE NEW CENTRAL LIBRARY:**

##### **a. Developing and Piloting New Services**

A variety of new and reimagined services and experiences were planned for the new building. Library staff at all levels spent the 18 months prior to opening creating, developing and piloting more than 80 new programs and services. The impact of this work was felt city-wide, as all new programs and services were first piloted at community library locations, providing an important trial and feedback phase for staff and the public, while also uniting the system behind this milestone event.

##### **b. Learning New Building Systems**

The new Central Library is designed for maximum efficiency and sustainability, including using District Energy for heating. New building systems, including climate control, access control, life safety and security systems all had to be mastered before opening day. This training coincided with a relocation of Facility and IT teams to a new Operations Centre, a move that improved system support and materials distribution.

#### **2. SECURITY IN THE CITY CENTRE**

##### **a. Incident response and proactive planning**

In early 2018, the Library replaced the private security contractor, improved its cameras and recording capability and adopted the recording software already in use by The City of Calgary to facilitate closer cooperation and coordination among civic assets in the area of the Central Library.

##### **b. Responding to life-threatening situations**

The Library took several steps in 2018 to respond to the growing opioid and meth crises. The Library ensured that its new security contractor – which has a presence at all City Centre libraries – received overdose-specific training and added intranasal Naloxone to security guards first aid response tools.

4. **Briefly describe how your key results in 2018 contributed to the following Council approved strategies (as applicable. Please note if you steward the strategy)**

Strategy	Key Results
<a href="#"><u>Calgary in the new economy: an updated economic strategy for Calgary</u></a>	<ul style="list-style-type: none"> <li>• The Library continues to support entrepreneurs and small business with key programs and services. Over 800 career and small business programs were delivered to 3,731 participants. Digital learning continues to grow with 96,813 free online learning courses taken in 2018.</li> <li>• The Library began working with Platform (Calgary Technologies) to review Calgary's emerging technology sector and ensure that it is poised to offer accessible programs and training options. This led to the development of a partnership with InceptionU, including leased space at the Central Library, to offer subsidized full stack developer training</li> <li>• In recognition of the new Central Library as a new Calgary attraction, the Library became a Tourism Calgary member in 2018, hosted Go Media delegates, and received a Ultimate Host City Designation.</li> </ul>
<a href="#"><u>Cultural Plan for Calgary</u></a>	<ul style="list-style-type: none"> <li>• The Library supports a vibrant Centre City Arts District through programming at its relevant location. Memorial Park Library hosted over 484 programs with 11,173 participants last year alone, including music lessons, concerts, author talks, and many in partnership with local cultural groups such as Wordfest, Sled Island, and Jazzfest.</li> <li>• The Library invested heavily in Indigenous programs and services in 2018, drawing inspiration from the White Goose Flying report. This included community outreach, Indigenous Placemaking, Indigenous Artist in Residence, and staff cultural awareness training.</li> </ul>
<a href="#"><u>Enough for All Poverty Reduction Strategy</u></a>	<ul style="list-style-type: none"> <li>• The inclusion of the City's Fair Entry program in the Village Square Library augments the rich array of wrap-around services available to community members at the Village Square Community Hub. The Fair Entry service point at Village Square was remodeled as part of the Library's overall renovation, improving both the customer experience of Fair Entry clients applying at the location and the back office space used by Fair Entry team members. Central Library also hosted pop-up Fair Entry booths last summer.</li> <li>• Calgary Public Library is an active member of the community hub leadership teams in both Village Square Recreation Centre and Genesis Centre, where collaborative programming among partners is increasing. An example of Library contributions to this work is the expansion of free Library wireless service throughout the Village Square complex, facilitating better free connectivity for all community members attending at the site.</li> <li>• Calgary Public Library continued as a key partner in the Community Hubs Collaborative, which launched the Community Hubs by Design Toolkit in late 2017. In 2018, the collaborative held four community events, collectively attended by over 400 interested citizens and engaged community leaders, promoting the use of the toolkit, increasing the community profile of hubs as a way of creating impact, and developing concrete actions advancing community hub work throughout the city.</li> <li>• A Library staff member sat on the Indigenous Advisory Committee in 2018.</li> </ul>
<a href="#"><u>Foundations for Hope: Calgary's Corporate Affordable Housing Strategy</u></a>	<ul style="list-style-type: none"> <li>• The future Symons' Valley Library will be co-located with affordable housing and planning for this moved forward in 2018.</li> </ul>

<a href="#">Open Spaces Plan</a>	<ul style="list-style-type: none"> <li>Memorial Library works closely with the Parks Department to activate Memorial Park for outdoor events, such as One Big Jam.</li> </ul>
<a href="#">Calgary Heritage Strategy</a>	<ul style="list-style-type: none"> <li>Alberta's first Library, Memorial Park Library, along with Central Memorial Park, became a National Historic Site in 2018. The Library's inaugural Historian in Residence, in partnership with the Calgary Heritage Authority, was Kevin Allen, a local writer focused on LGBTQ2+ Calgary history. The Library also, launched a digital kiosk in the Central Library that highlights digitized images of historic Calgary, including Century Homes, increasing appreciation of and understanding of the importance of heritage and history in our community.</li> </ul>

**5. Do you support any Civic Partner approved strategies? For example, Calgary Arts Development Authority's [Living a Creative Life](#), or Tourism Calgary's [Destination Strategy](#)?**

**Living a Creative Life**

- The Library is proud to deliver the Sun Life Financial Arts + Culture Pass program at 18 locations and in partnership with 45 community partners. The Arts + Culture Pass enables low-income Calgarians to enjoy amazing, life-enriching experience. In 2018, partners provided 4,722 tickets to cultural events to individuals and families with a City of Calgary Recreation Fee Assistance Card.
- The Library also introduced a new Artist in residence program at the new Central Library, with one of the three residencies in the year reserved for the Calgary Catholic Immigration Society New Canadian Artist Award recipient.

**Destination Strategy**

In recognition of the new Central Library as a new Calgary attraction, the Library became a Tourism Calgary member in 2018, hosted Go Media delegates, and received a Ultimate Host City Designation.

**6. Please estimate how The City's operating funding was allocated in 2018. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.**

<b>62.8%</b>	Staff compensation, development and training
<b>13.7%</b>	Collections
<b>8.2%</b>	Marketing, Supplies and Services
<b>5.9%</b>	Facility Maintenance
<b>4.7%</b>	Information Technology and Telecommunications
<b>3.4%</b>	Occupancy and Utilities
<b>1.4%</b>	Security

**7. Did volunteers support your operations in 2018? If yes:**

<b>How many volunteers?</b>	3,490 volunteers
<b>Estimated total hours provided by volunteers:</b>	91,227 hours

**8. What resources did your organization leverage to support operations in 2018?**

The City provided 81% of the Library's 2018 operating revenue, with the Province providing 11% and the Federal government 0.3%. Other grants, primarily from the Calgary Public Library Foundation, represent 4.8%. 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 2018, nearly 3,400 volunteers contributed over 91,000 hours, at an estimated value of \$2.8 million, which represented a significant increase over 2017 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, such as Calgary Fire and Calgary Police Service; other levels of government; the Federation of Calgary Communities; Business Revitalization Zones; and learning institutions including the Calgary Board of Education, Calgary Catholic School District, Bow Valley College, Mount Royal University and the University of Calgary. Other partnerships enable us to provide programs and services to targeted populations including newcomers, vulnerable children, and families.

**9. Using the chart below, please report your 2018 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off. Please identify through BOLD font, 1-2 measures that are most significant and could be presented in a chart.**

	Performance Measure	2016 results	2017 results	2018 results	What story does this measure tell about your work?
How much did you do?	Number of Early Literacy Programs In-Library	<b>4,635</b>	<b>5,622</b>	<b>6,561</b>	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.
	Attendance at Early Literacy Programs In-Library	<b>116,164</b>	<b>139,071</b>	<b>151,075</b>	
	Number of Early Literacy Programs Outside Library	<b>541</b>	<b>867</b>	<b>1,781</b>	These figures show how many children we reach in our efforts to improve core literacy skills and child development.
How well did you do it?	Overall Early Literacy Program Satisfaction	<b>NA</b>	<b>94.1%</b>	<b>92.0%</b>	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	<b>92%</b>	<b>94.5%</b>	<b>93.7%</b>	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.
	Percent of users who learned something new to share with their children		<b>93.7%</b>	<b>91.0%</b>	When parents take away key learnings or messages from programs, they are more likely to engage their children at home.

## 10. CAPITAL AND ASSET MANAGEMENT (for applicable partners)

**Asset:** *The Library is the steward of 18 City-owned buildings including 17 community libraries and the Central Library.*

### a) **Provide a summary of your organization's 2018 capital development, including specific lifecycle/maintenance projects.**

Lifecycle projects totaled \$5.3M million in 2018, including:

- Major lifecycle items at Memorial Park, Village Square and Country Hills libraries (\$2.2M)
- Leasehold Improvements and FFE for Operations Centre (\$400K)
- Vehicle and furniture replacement/enhancement (\$1.7M)
- Information and Communications Technology infrastructure replacement/enhancement (\$1.0M)

In addition, Early Learning Centres were added at Country Hills Library and the new Central Library.

Growth was reflected by net additional space at the Central Library and a new library in Seton.

### b) **What funding did your organization leverage to support capital activities in 2018?**

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

1. Lifecycle funding from The City of Calgary
2. Growth funding from The City of Calgary for new facilities
3. Use of the Library's reserves
4. Contributions from the Calgary Public Library Foundation for specific enhancements

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

The City also supports the creation of new libraries through various funding sources.



## CIVIC PARTNER 2018 ANNUAL REPORT SNAPSHOT- CALGARY HERITAGE AUTHORITY

### CALGARY HERITAGE AUTHORITY (CHA)

**Vision:** To be the voice of all things heritage for Calgarians.

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

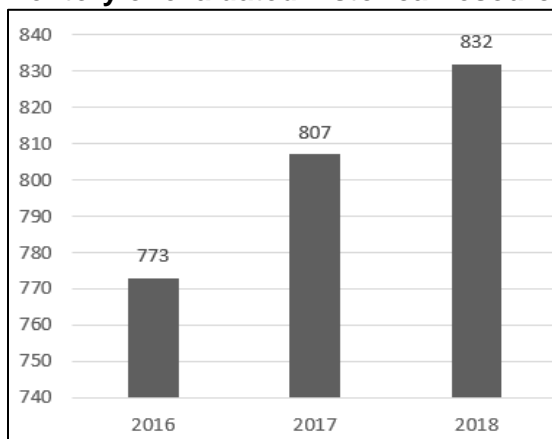
**One Calgary Line of Service:** *City Planning and Policy*

### 2018 City Investment

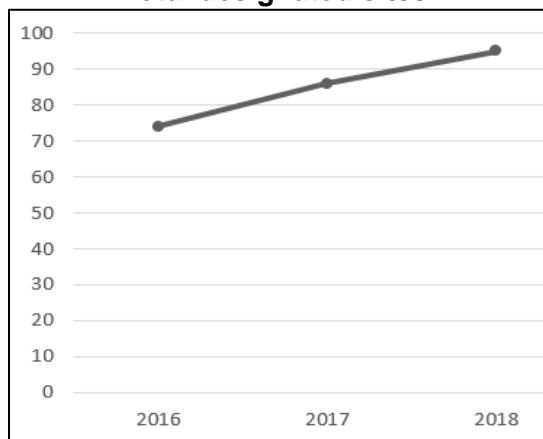
Operating Grant: \$175,000

### 2018 Results

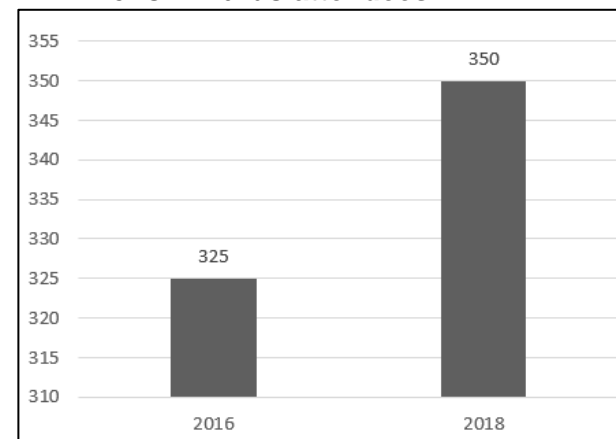
#### Inventory of evaluated historical resources



#### Total designated sites



#### Lions' Awards attendees



### The story behind the numbers

- CHA continues to grow Calgary's Inventory of Evaluated Historical Resources.
- Sites designated as Municipal Historic Resources continue to grow year over year. Calgarians are increasingly showing interest in designating their properties for future generations despite limited tools and incentives.
- The Lion Awards recognize individuals and organizations who have undertaken initiatives, of any scale, to support of heritage conservation and attendance continues to increase as Calgarians appreciation for heritage grows.

### Strategic alignment

- Heritage preservation contributes to *Calgary in the New Economy: An economic strategy for Calgary* by generating construction-related employment, increased property values, tourism, attraction of people and investment, and by promoting cost efficient and energy efficiency building practices. A CHA-commissioned study in 2018 outlines the economic impact of heritage conservation.
- The CHA continues to help deliver on the *Cultural Plan for Calgary* as a member of the Cultural Leadership Council. The Inventory criteria is being adjusted to better reflect cultural heritage.
- CHA implements the *Calgary Heritage Strategy* in partnership with The City.

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

**Fiscal Year:** Ended December 31, 2018

**Related Subsidiaries or Foundation:** No

**City 2018 Operating Grant:** \$175,000

## 1. Current Vision, Mission and Mandate:

**Vision:** To be the voice of all things heritage for Calgarians.

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

**Mandate:** Advises Council on all matters relating to heritage resources in Calgary; Evaluates potential heritage sites and maintains the Inventory of Evaluated Historic Resources; and Promotes public awareness of Calgary's heritage.

## 2. What key results did your organization achieve in 2018 that contributed to one or more of the Council Priorities in Action Plan 2015-2018 and created public value?

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

In 2018 the CHA commissioned an initial research paper on "*The Economics of Business in Calgary: A Preliminary Business Case for Heritage Preservation*". The paper found the following:

- Heritage preservation creates proportionately more jobs than new construction, and provides better local expenditure-retention in regional areas;
- Heritage preservation and designation increases property values, both of the restored building and surrounding properties;
- Heritage preservation stimulates and supports tourism;
- Heritage preservation attracts people and investment as a result of its positive effect on urban amenity or livability, and overall area revitalization;
- Heritage conservation promotes cost-efficient and energy-efficient building practices (e.g. less demolition waste and reduced environmental impact).

The paper also identified that further data needs to be collected by the City in order to do a proper study on the economics of heritage in Calgary.

### ***A City of Inspiring Neighbourhoods***

The CHA continues to grow and manage the Inventory of Evaluated Historic Resources. In 2018 we added 25 sites to the Inventory and nine properties were designated as Municipal Historic Resources. The CHA continues to support the City of Calgary in improving existing incentive programs and exploring additional programs and tools.

In 2018 we hosted the 2018 Lion Awards where we recognized seven amazing individuals and projects with a Lion Award. The Awards continue to recognize and celebrate our City's ever-growing diverse heritage and history.

- **Advocacy and Awareness – Group**
  - Legislating Love – The Everett Klippert Story
- **Advocacy and Awareness – Individual**
  - Marilyn Williams
- **Community Vitalization**
  - Historic Signal Box Program
- **Landscape**
  - Bowness Park

• **Resource Conservation**

- Residential – Anderson Residence
- Commercial – Bank of Montreal
- Public – Water Tower at St. Mary's University

We also hosted our first ever Jane's Walk in May 2018. We did a walking tour of one of Calgary's oldest neighborhood, Bridgeland-Riverside. It consisted of sites listed on the Inventory of Evaluated Historic Resources and sidewalk stamps. We had over 35 people attend our Jane's Walk.

Haultain School (CHA and Parks Foundation) also took part in Doors Open YYC for the first time. We had around 200 Calgarians come through during the event, including some former students who attended Haultain School in the 1940s! This was an opportunity for Calgarians to come and visit Haultain School, which is not a building normally open to the public.

The CHA also look part in community events such as Law Day at the Calgary Courts Centre and the Family Heritage Festival at the Rocky Ridge YMCA. Taking part in these types of events allows the CHA to connect with Calgarians we typically would not have the opportunity to connect with.

**3. What challenges affected your operations in 2018 and how did you adjust?**

The CHA spent a great deal of time soliciting both cash and in-kind donations and services for the Lion Awards. Given the economical climate it took longer than anticipated to secure the needed sponsorship. Two sponsors from 2016 were unable to support us in 2018. In addition, a handful of suppliers and sponsors contributed in-kind donations or discounted services for the Lion Awards.

Cash sponsors included: Calgary Stampede, Canada Lands Company, Ansonia Properties, CMLC, Downtown Calgary, Donald Luxton & Associates Inc, RJC Engineers, Tataryn Group, U of C Faculty of Environmental Design.

We also had a partnership with Global Calgary, our media sponsor for the event, who not only promoted the event but also provided us with a Master of Ceremonies.

We also leveraged our partnership with Downtown Calgary to do a reprint of the ever popular 'Historic Downtown Calgary' walking tour brochure.

The CHA continues to share office space with the Parks Foundation, Calgary at Historic Haultain School. The CHA also had a staff of two for 2018 consisting of one permanent employee and one contract employee.

**4. Briefly describe how your key results in 2018 contributed to the following Council approved strategies (as applicable. Please note if you steward the strategy)**

<u>Strategy</u>	<u>Key Results</u>
<a href="#"><u>Calgary in the new economy: an updated economic strategy for Calgary</u></a>	As noted in Question 2, Prosperous City, heritage preservation contributes to economic development. The contribution is reflected in the study commissioned by CHA in 2018, <i>"The Economics of Business in Calgary: A Preliminary Business Case for Heritage Preservation"</i> . This is an initial first step and further data needs to be collected by the City in order to do a proper study on the economics of heritage in Calgary.
<a href="#"><u>Cultural Plan for Calgary</u></a>	The CHA continues to help deliver on the Cultural Plan for Calgary as a member of the Cultural Leadership Council. In 2017, the CHA recognized that cultural heritage needed to be better reflected on the Inventory, so we engaged

	a consultant to assist us in making changes to the inventory criteria. This work was done in 2018 and will be implemented and tested in 2019.
<a href="#">Enough for All Poverty Reduction Strategy</a>	NA
<a href="#">Sport for Life Policy</a>	NA
<a href="#">Foundations for Hope: Calgary's Corporate Affordable Housing Strategy</a>	NA
<a href="#">Open Spaces Plan</a> (Calgary Parks')	NA
<a href="#">Recreation Master Plan</a>	NA
<a href="#">Calgary Heritage Strategy</a>	<p>We continue to work with Heritage Planning on implementing the <i>Calgary Heritage Strategy</i>. A key piece of the strategy was a funded and resourced CHA, which was achieved in the fall when the CHA officially became a Civic Partner.</p> <p>We continue to work with Calgary Parks on the identification and protection of archeological resources on City-owned land.</p>

5. Do you support any Civic Partner approved strategies? For example, Calgary Arts Development Authority's [Living a Creative Life](#), or Tourism Calgary's [Destination Strategy](#)?

NA

6. Please estimate how The City's operating funding was allocated in 2018. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.

1%	Advertising and promotion
20%	Programs or services
8%	Office supplies and expenses
5%	Professional and consulting fees
51%	Staff compensation, development and training
0%	Fund development
0%	Purchased supplies and assets
0%	Facility maintenance
15%	Evaluation or Research
%	Other, please name:

7. Did volunteers support your operations in 2018? If yes:

How many volunteers?	18
Estimated total hours provided by volunteers:	1200

8. What resources did your organization leverage to support operations in 2018?

The CHA raised \$11,500 in cash sponsorship and \$13,500 in-kind sponsorship for the Lion Awards. We had three new cash sponsors and five new in-kind sponsors.

The CHA also applied for and received two grants from the Government of Alberta and the Calgary Foundation, for a total of \$29,500.

The CIP Grant (\$24,500) is helping to fund Inventory work in Chinatown that was identified through a Community Context Paper, and the Calgary Foundation (\$5,000) funded our strategic plan.

We were also successful in receiving an AB-CAN Job Grant for employee professional development.

The CHA was also the recipient of two grants from the Benevity Community Fund.

We also charged admission for the Lion Awards for the first time ever. While it was a relatively low amount (\$10) it helped to offset some of the costs of the awards.

9. Using the chart below, please report your 2018 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off. *Please identify through BOLD font, 1-2 measures that are most significant and could be presented in a chart.*

	Performance Measure	2016 results	2017 results	2018 results	What story does this measure tell about your work?
How much did you do?	<b>Growth of the Inventory</b>	<b>773</b>	<b>807</b>	<b>832</b>	Every year the Inventory continues to grow as Calgary continues to get older. Calgarians are beginning to understand the importance of the Inventory and having a record of our heritage assets.
	Number of Plaques	73	76	81	Plaques help tell the story of that heritage asset; the increase demonstrates that Calgarians see the value of purchasing a heritage plaque.
How well did you do it?	<b>Total Designated Sites</b>	<b>74</b>	<b>86</b>	<b>95</b>	Designations continue to grow year over year. Calgarians are increasingly showing interest in designating their properties for future generations. It also shows that, even with limited tools and incentives, Calgarians still see the benefits of designation.
	Lion Awards Sponsorship	\$13,000	NA	\$24,000	Even with a downturn in the economy we were able to deliver a high-quality event to Calgarians with great corporate support.
How are Calgarians better off?	Lion Awards Attendees	325	NA	350	Attendance at the Lion Awards continues to grow as Calgarians appreciation for their heritage continues to grow.
	Newsletter Subscribers	489	508	606	Our message, and Calgarians understanding and interest in heritage, continues to grow.



**Calgary Heritage Authority  
Civic Partner 2018 Annual Report**

	Media Interviews & Appearances	12	19	23	Our messaging around the importance of heritage is continuing to reach more and more Calgarians.
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# CIVIC PARTNER 2018 ANNUAL REPORT SNAPSHOT- VCC INITIATIVES LTD (VIBRANT COMMUNITIES CALGARY)

## VCC INITIATIVES LTD. (VIBRANT COMMUNITIES CALGARY)

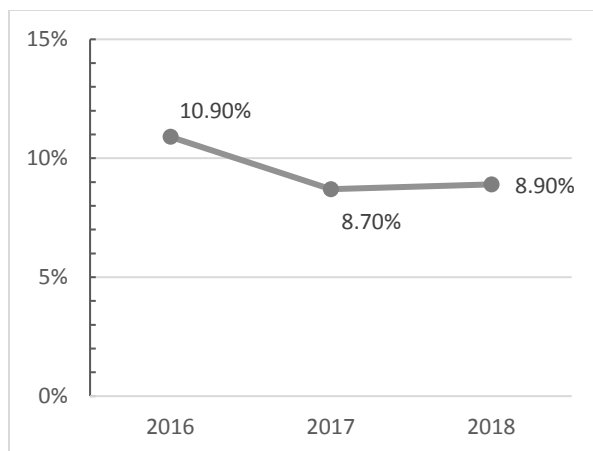
**Mandate:** VCC works to achieve a substantial and sustained reduction in the number of Calgarians living in poverty.

## 2018 City Investment

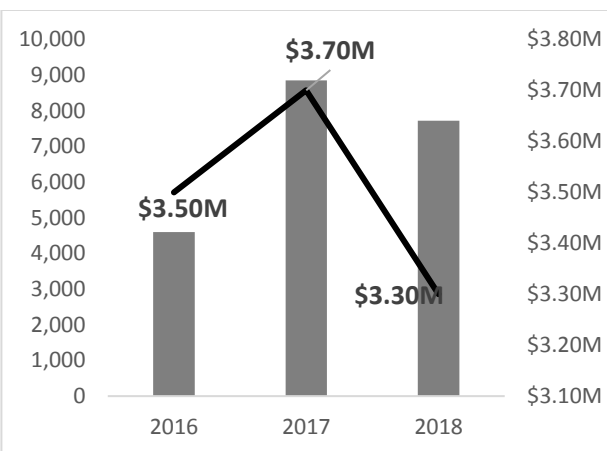
Operating Grant: \$500,000  
City owned asset? No

## 2018 Results

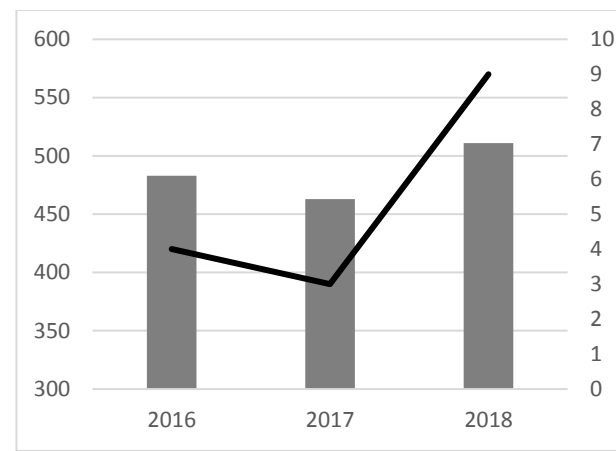
### Calgarians living below the Low Income Cut Off (LICO)



### Tax returns filled at volunteer tax clinics & amount in refunds



### Number of VCC events and participants



## The story behind the numbers

- While the percentage of low income Calgarians has decreased since the *Enough for All* poverty reduction strategy was launched, with population growth, the absolute number of Calgarians living below LICO has increased.
- Part of the impact that the Financial Empowerment Collaborative programs (led by the United way and now transitioned to Momentum) is millions of dollars in tax refunds to low income Calgarians.

## Strategic alignment

- VCC is the steward of the Council-approved *Enough for All* poverty reduction strategy using a collective impact model to support and convene community organizations working to reduce poverty, foster communications and alignment to shared goals, support share measurement, and mobilize resources.
- Enough for All* is a key component of Calgary's *Economic Strategy* and supports the strategy's focus on being inclusive across its four focus areas, particularly under Talent and Place.



**Organizational Structure:** Independent External Organization

**Fiscal Year:** Ended December 31, 2018

**Related Subsidiaries or Foundation:** No

**City 2018 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 (E4A).

**2. What key results did your organization achieve in 2018 that contributed to one or more of the [Council Priorities in Action Plan 2015-2018](#) and created public value?**

In its role of Steward of the E4A, VCC uses a Collective Impact model performing 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 key results and performance measures reflect the work of a plethora of individuals and organizations, not just the activities of VCC.

(A Prosperous City, A City of Inspiring Neighbourhoods, or A Healthy and Green City?)

**A Prosperous City - Community Well-Being: Continue policies and programs to reduce the number of people living in poverty.**

In a landmark moment Bill 26 (An Act to Combat Poverty and Fight for Albertans with Disabilities) received Royal Assent on December 11. The act increases and indexes the rates for Albertans who receive Assured Income for the Severely Handicapped (AISH), Income Support and Alberta Seniors Benefit.

With more than 400,000 passes sold and serving more than 60,000 low-income Calgarians, the Low-Income Transit Sliding Scale program has had a great effect on the lives and livelihoods of those receiving the benefit. Grassroots organizations supported by VCC (led by Fair Calgary Community Voices Committee) strongly supports Council's efforts and commitment to the Low-Income Transit Sliding Scale. The group will spearhead advocacy efforts with Provincial Government for continuing support of the program

**A City of Inspiring Neighbourhoods - Great Neighbourhoods: Revitalize the role and ability of community associations and use of community facilities.**

The Community Hubs Initiative (partnership between the United Way, Rotary and The City of Calgary) continues moving forward. The site-specific theories of change and evaluation plans are complete in Sunalta, and 90%+ complete for Village Square, Bowness and Greater Forest Lawn. The planning for Genesis Centre co-located partners will begin in Q1 2019.

### 3. What challenges affected your operations in 2018 and how did you adjust?

#### **E4A Implementation opportunities**

In 2018 Q2 the MOA partners requested that VCC engage the E4A stakeholder community to refresh the strategy. A Steering Committee with representatives of key stakeholders and the MOA partners guided the work of consultants and VCC staff.

In consideration of the some of the challenges identified over the first 3 years of implementation by stakeholders (i.e. lack of clarity on the stakeholders' roles, unclear alignment of funding bodies and overly broad overambitious goals) the drafting of the refreshed strategy was focused on identifying opportunities to leverage existing work and identifying key areas of focus.

As some of the E4A goals and outcomes proved difficult to quantify, a Poverty Snapshot report was released to support the understanding of poverty and its impact on Calgary's citizens. Additionally, the strategy refresh considered the input from the evaluators on staff with the MOA partners and the E4A external evaluators. The results of their work are reflected on the Evaluation Framework of the refreshed strategy (E4A 2.0).

#### **External Challenges**

As with 2017 the state to Alberta's economy poised challenges for all organizations involved in Poverty Reduction:

- Provincial unemployment remained at high level
- The business community did not engage in the strategy as strongly as desired. Through engagement in the Soul of the Next Economy Forum and the refresh of the Economic Strategy, VCC is working on engaging

### 4. Briefly describe how your key results in 2018 contributed to the following Council approved strategies (as applicable. Please note if you steward the strategy)

Strategy	Key Results
<a href="#"><u>Calgary in the new economy: an updated economic strategy for Calgary</u></a>	<p>Enough for All is a key component of Calgary's Economic Strategy and supports the strategy's focus on being inclusive across its four pillars, particularly under Talent and Place.</p> <p>VCC was involved in the updating of the economic strategy, and a representative of Calgary Economic Development participated on the E4A Refresh Steering Committee to enhance and support alignment.</p> <p>The goals of E4A 2.0 align and deliver on the economic strategy: <i>All Calgarians live in a strong, supportive and inclusive community; All Calgarians have sufficient income and assets to thrive; and All indigenous people are equal participants in Calgary's future.</i></p> <p>In terms of the Economic Strategy's Talent pillar, Enough for All 2.0 includes "employment" as a Lever of Change and identifies that adequate employment is central to reducing poverty.</p>
<a href="#"><u>Cultural Plan for Calgary</u></a>	

<a href="#"><u>Enough for All Poverty Reduction Strategy</u></a>	Vibrant Communities Calgary is the Steward of Enough for All Poverty Reduction Strategy. Key results are described above.  E4A 2.0 introduced 10 Levers of Change that drive the work forward: adult literacy and foundational learning, early learning and care, employment, financial empowerment, food security, housing, income support, justice, physical and mental health, and transportation.
<a href="#"><u>Sport for Life Policy</u></a>	
<a href="#"><u>Foundations for Hope: Calgary's Corporate Affordable Housing Strategy</u></a>	"Housing" is identified in E4A 2.0 as a Lever of Change, and notes that access to affordable and appropriate housing decreases the likelihood that families and individuals will fall into or remain in poverty.
<a href="#"><u>Open Spaces Plan</u></a> (Calgary Parks')	
<a href="#"><u>Recreation Master Plan</u></a>	Enough for All 2.0 identified "physical and mental health" as a Lever of Change. When an individual's physical, mental and social health are compromised, their chances of falling into poverty are increased.
<a href="#"><u>Calgary Heritage Strategy</u></a>	
Other: Indigenous Policy	One of three goals of E4A 2.0 is that <i>All Indigenous People are equal participants in Calgary's future</i> , which is aligned with The City of Calgary's approach in the Indigenous Policy (i.e., that The City will strive to learn from and work with Indigenous communities, grounded in the spirit and intent of reconciliation).  As part of E4A, an Indigenous Poverty Reduction Strategy was developed and it is being implemented, including work focused on establishing an Indigenous Gathering Place. Ongoing engagement of Elders and Indigenous knowledge keepers is part of how Enough for All 2.0 will move forward.

5. Do you support any Civic Partner approved strategies? For example, Calgary Arts Development Authority's [Living a Creative Life](#), or Tourism Calgary's [Destination Strategy](#)?

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6. Please estimate how The City's operating funding was allocated in 2018. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.

2.1 %	Advertising and promotion
14.8 %	Programs or services
2.2 %	Office supplies and expenses
2.8 %	Professional and consulting fees
56.9 %	Staff compensation, development and training
0 %	Fund development
0.5 %	Purchased supplies and assets
3.8 %	Facility maintenance
0%	Evaluation or Research
16.9 %	Other, please name: Charitable Agency Agreement

7. Did volunteers support your operations in 2018? If yes:

How many volunteers?	15
Estimated total hours provided by volunteers:	300

8. What resources did your organization leverage to support operations in 2018?

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9. Using the chart below, please report your 2018 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off. Please identify through BOLD font, 1-2 measures that are most significant and could be presented in a chart.

In its role of Steward of E4A, VCC uses a Collective Impact model performing the role 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	2016 results	2017 results	2018 results	What story does this measure tell about your work?
How much did you do?	<b>The percentage of Calgarians living below the Low-income Cut-offs (LICO-AT)</b>	*Previously reported number in 2014 was 10.9% in Calgary CMA	Stats Can reported that 8.7% Calgarians live below LICO-AT	Stats Can Reported that 8.9% of Calgarians live below LICO-AT	The reported fraction of Calgarians living in low income has decreased since the start of E4A implementation, with a slight increase through the economic downturn. This is positive feedback to the programs and services

					implemented by public and charitable sector. At the same time, we should keep in mind that due to population growth, the absolute number of Calgarians living below LICO-AT has gone up.
	<b>Tax Returns filled at Volunteer Tax Clinics</b>	4,602	8,845	7,721	These figures represent part of the impact that the Financial Empowerment Collaborative programs (led by the United way and now transitioned to Momentum) have on the financial well being of Calgarians.
	Tax refunded	\$3.5 M	\$3.7 M	\$3.3 M	
	RESPs opened	713	961	756	
	E4A Stakeholders that are aware of the E4A goals	NA	86%	95%	The numbers presented here are from the E4A Annual Stakeholder Survey. These figures represent the improvement in effectiveness as Backbone Organization.
	Stakeholder understanding of Truth and Reconciliation improved this year as a result of involvement with E4A	NA	28%	39%	
	Stakeholder assessment that there is effective coordination amongst stakeholders to reduce poverty and achieve E4A goals	33%	34%	41%	
	Number of events	4	3	9	
	Participants at events	483	463	511	

#### **10. CAPITAL AND ASSET MANAGEMENT (for applicable partners)**

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

Provide a summary of your organization's 2018 capital development, including specific lifecycle/maintenance projects.

N/A

a) What funding did your organization leverage to support capital activities in 2018?

N/A

## CIVIC PARTNER 2018 ANNUAL REPORT SNAPSHOT- SILVERA FOR SENIORS

### SILVERA FOR SENIORS

#### 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

**Registered Charity**

**One Calgary Line of Service: Affordable Housing**

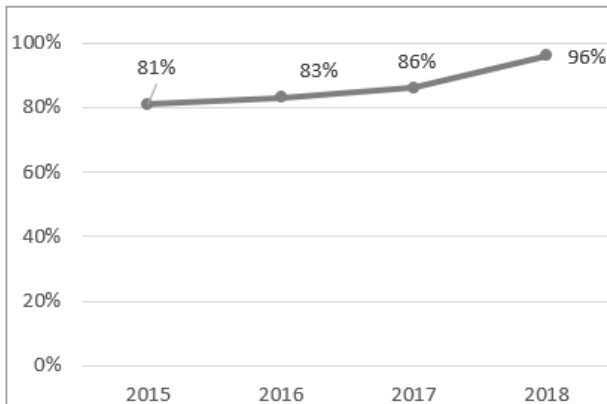
### 2018 City Investment

Operating Grant:\$1.365M

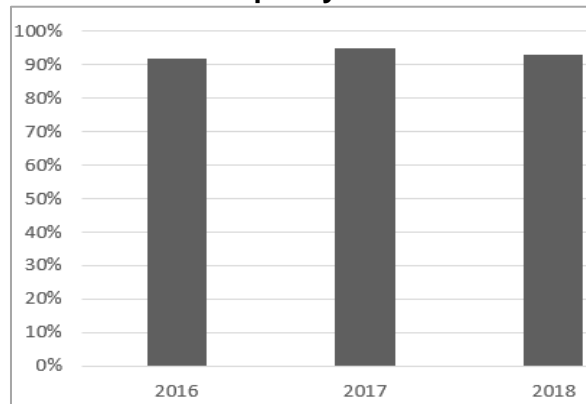
City owned asset? No

### 2018 Results:

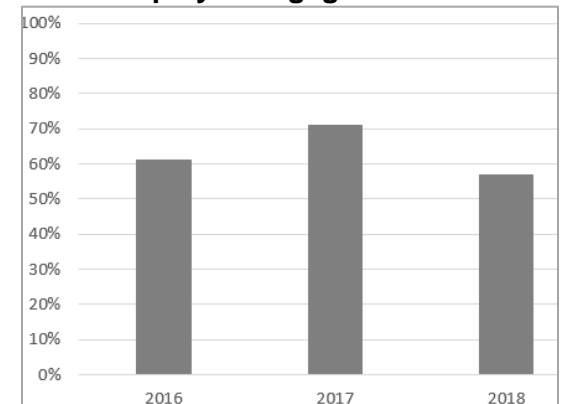
#### Resident satisfaction



#### Occupancy levels



#### Employee engagement



### The story behind the numbers

- Staff are deeply committed to providing clean and safe housing for residents, and they care about resident satisfaction. Residents rank staff and provide positive feedback about our staff and quality of service (food, cleanliness, activities, safety).
- It is increasingly difficult to maintain high levels of occupancy when buildings are old and or not adequately funded to maintain.
- Staff are strained to deliver service in a complex highly regulated environment and do so within our, underfunded, pay structure.

### Strategic alignment

- The Municipal Lodge Program provides affordable housing options and services for low/modest income seniors so they can age with dignity. The operations align with *Calgary's Corporate Affordable Housing Strategy*, the *Enough for All* poverty reduction strategy, and *Calgary in the New Economy: An economic strategy for Calgary*.
- Silvera's Active Aging Strategy aligns with the *Recreation Master Plan* and *Sport for Life* strategy by supporting the well being of residents.



## Silvera for Seniors Civic Partner 2018 Annual Report

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

**Fiscal Year:** Ended December 31, 2018

**Related Subsidiaries or Foundation:** No

**City 2018 Operating Grant:** \$1,365,000

### 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 2018 that contributed to one or more of the Council Priorities in Action Plan 2015-2018 and created public value?

(A Prosperous City, A City of Inspiring Neighbourhoods, or A Healthy and Green City?) Council Directives P1/P2/P4 N1/N3 N4/5

Silvera continues to be a strong employer offering opportunities for Calgarians and new Canadians seeking stable and noble work in supporting quality services to our aging population. With an employee turnover rate average for our industry, Silvera hired 137 Calgarians in 2018 for existing full-time, part-time and casual positions. Silvera upholds a reputation for offering safe and affordable housing and supports for Calgarians in our city. Silvera is advancing our affordable housing developments, with limited budgets we maintained suites in current seniors self-contained housing, and supported greater accessibility as we invest in lodge suites. As we build new lodges we are also working with the Province to optimize current lodges to meet unique housing demands of our city. We worked closely with the Ministry to start the Gilchrist build. Our Glamorgan build is mix market and incorporates energy efficient elements for increased operational viability. We completed our Spruce renovation to improve the relevance and future viability of that lodge. We prepared for the upgrades to Aspen lodge to ensure future optimization and relevance.

We maintain strong connections with communities in which we operate, in communities where we are developing new housing, and engage with the broader community to support healthy neighborhoods. Opportunities to increase inter-connections, realize our joint goals and mutual visions. This was achieved in Glamorgan and Gilchrist for our new developments, and is part of our ongoing work within all communities in which we operate by inviting neighborhoods and businesses in to better understand our services and encourage volunteerism with over 85 'Days of Caring' taking place in our lodges in 2018.

We participated fully in the ARP process with the city for the Bridgeland /Riverside district development planning.

We processed 645 applications for seniors affordable housing 2018. Of these applicants over half were put on a waiting list, indicating a need for more affordable housing for low income Calgarians. We also respond to an average of 120 calls per week from seniors or family seeking seniors affordable housing.

### 3. What challenges affected your operations in 2018 and how did you adjust?

Our largest challenge in 2018 was the lack of funding to our capital maintenance resulting in a large majority of the work being deferred to 2019. Additionally we lost almost a year of advancement to our Human Resource strategy as funding did not come through until November impacting our ability to continue to catch up on our compensation for service staff and increasing our risk as our training was

suspended and or compressed. Additionally, we had 13% drop in staff engagement levels primarily in the following areas: compensation/training, career opportunities and recognition. In 2018 we were also challenged with significant outbreaks during the flu season negatively impacting our occupancy and, of course, a high level of risk for our residents, our staff and operations. The lack of adequate capital maintenance funding impacts our ability to maintain units and negatively impacts our reputation and interest levels of those wanting to move in. Within these restrictions we continue to promote the quality of the services we provide and sense of community within our buildings to encourage applications.

**4. Briefly describe how your key results in 2018 contributed to the following Council approved strategies (as applicable. Please note if you steward the strategy)**

<b>Strategy</b>	<b>Key Results</b>
<a href="#"><u>Calgary in the new economy: an updated economic strategy for Calgary</u></a>	<p>Talent- we offer innovative communities that support quality of life, engagement social interaction and community connections.</p> <p>Place building and alliances– expanded partnerships (e.g. Trico Changemakers Institute, MRU, UofC, Sait).</p> <p>Efforts to work with City Planning – some success some set backs.</p> <p>Innovation and business process improvement</p> <p>Growing reputation as collaborator and leader as seen through the RESOLVE campaign, and positive reputation in industry however it will be challenging if we cannot attract talent into the future due to compensation barriers.</p> <p>Development considers future of technology, energy efficiency and creating liveable, inclusive, dynamic integrated communities.</p> <p>Place – we are adding to the interconnectivity of communities with our design of our Gilchrist and Glamorgan sites, participation in ARP for Bridgeland. Inclusion in our communities, training for staff and residents on diversity, engagement through innovation, efforts to improve our own wage structures as they are fully aligned with a poverty reduction framework.</p>
<a href="#"><u>Cultural Plan for Calgary</u></a>	<p>We demonstrate strong sense of inclusion with diversity in both residents and staff. Our services nurture a sense of belonging and values based culture wherein our residents feel safe and have a sense of belonging. Silvera works to engage residents in the cultural activities/opportunities in our city. We solicit their voice to help inform City (e.g. bus route access, transportation). However the fact that seniors will represent the growing tide of Calgarians and they are often limited in participating in cultural activities due to limited access or cost. Our residents also need to be more included in community engagement discussions for our city. Silvera ties to gather input to inform policy such as access/entry to community events and/or transportation which needs further improvement for low income seniors and ease of accessibility.</p>
<a href="#"><u>Enough for All Poverty Reduction Strategy</u></a>	<p>Silvera is Calgary's only provider of the Municipal Lodge Program and our mandate to serve low/modest income seniors as such we are ensuring that our aging population has affordable housing and with the appropriate partnerships and our own services they have the right supports to age with dignity.</p> <p>With approximately 1 in 10 living in poverty we must continue to invest in affordable housing and supports for Calgarians to age successfully. Our leadership in the RESOLVE capital campaign is an example of our impact in the sector and contributed to the urgent need for more affordable housing. We have informed CHAC and One Window of the importance to improve transition of seniors currently in affordable housing who should and/or could be transitioned to Silvera</p>

	which would open up numerous affordable housing units to other populations ultimately improving utilization of Calgary's current units/assets.
<a href="#"><u>Sport for Life Policy</u></a>	As part of our Active Aging strategy, new capital development plans include extensive fitness facility upgrades to allow residents to continue lifelong participation in sport/activity.
<a href="#"><u>Foundations for Hope: Calgary's Corporate Affordable Housing Strategy</u></a>	We offer affordable housing with a variety of options on the continuum from independent to supportive living. We leveraged City's HIP funding as we advance our Glamorgan development and planning.
<a href="#"><u>Open Spaces Plan</u></a> (Calgary Parks')	Our current housing through upgrades and our new development considers gathering green space, pathways that meet City requirements and interconnection with broader communities, common areas for all, and senior appropriate developments.
<a href="#"><u>Recreation Master Plan</u></a>	Our Active Aging Strategy has evolved and under World Health Organization's determinants of health for successful aging. This is key to support our residents well being and healthy lifestyle and general engagement with life. Our goal being that our resident live a high quality of life and are as independent as possible through their aging process.
<a href="#"><u>Calgary Heritage Strategy</u></a>	NA

**5. Do you support any Civic Partner approved strategies? For example, Calgary Arts Development Authority's [Living a Creative Life](#), or Tourism Calgary's [Destination Strategy](#)?**

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**6. Please estimate how The City's operating funding was allocated in 2018. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.**

<b>0.77 %</b>	Advertising and promotion
<b>12.16 %</b>	Programs or services
<b>0.33 %</b>	Office supplies and expenses
<b>2.03 %</b>	Professional and consulting fees
<b>48.15 %</b>	Staff compensation, regulatory compliance development and training
<b>0.37 %</b>	Community engagement, volunteer management, and fund development
<b>0.09 %</b>	Purchased supplies and assets
<b>6.80 %</b>	Facility maintenance
<b>%</b>	Evaluation or Research
<b>29.30 %</b>	<i>Other, please name:</i> Amortization (4.89%); Administration/Office lease (17.55%); Utilities (6.86%)

**7. Did volunteers support your operations in 2018? If yes:**

<b>How many volunteers?</b>	1602
<b>Estimated total hours provided by volunteers:</b>	10595

**8. What resources did your organization leverage to support operations in 2018?**

We collaborated with a variety of organizations, such as SAIT, UoFC and MRU, Trico Changemakers to support staff development, and service research and resident engagement. We leverage vendors to reduce costs and or contribute as donors, leverage the community to volunteer and to donate, grant requests from various funders, leveraged food and housekeeping orders with Complete Purchasing as a sector 'buyer' . Engaged corporations to invest in operations with over 85 days of caring that help to offset our operating costs. Leverage our ASCHA membership for staff training and advocacy.

- 9. Using the chart below, please report your 2018 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off. *Please identify through BOLD font, 1-2 measures that are most significant and could be presented in a chart.***

	Performance Measure	2016 results	2017 results	2018 results	What story does this measure tell about your work?
How much did you do?	a. Regulatory Compliance b. Maintain Occupancy c. Employee engagement d. Resident satisfaction	a. 80% b. 92% c. 61% d. 82%	a. 100% b. 95% c. 70% d. 86%	a.100% b. 93% c. 57% d. 96%	a. Our staff are deeply committed to provide clean and safe housing for our residents, they care about our residents satisfaction. b. It is increasingly difficult to maintain high levels of occupancy when buildings are old and or not adequately funded to maintain. c. Staff are strained to deliver service in a complex highly regulated environment and do so within our, underfunded, pay structure. d. Our residents rank and provide very positive feedback about our staff and quality of service (food, cleanliness, activities, safety).
How well did you do it?	<b>See above</b>				<b>See above</b>
How are Calgarians better off?	Low income seniors have safe and affordable housing with us and services that help them live with independence. Families and Neighbors can trust us for quality housing and services. Staff have meaningful jobs. Residents have improved quality of life in Silvera housing. Fundors and government can trust us to deliver on expected compliance and regulations. However, Calgarians will find it increasingly more challenging to find affordable housing if buildings are not maintained and if we don't build more housing. The age of our buildings and their rentability will lessen if not maintained, when it is clear that there remains a growing demand for affordable housing.				

## **10. CAPITAL AND ASSET MANAGEMENT (for applicable partners)**

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

**a) Provide a summary of your organization's 2018 capital development, including specific lifecycle/maintenance projects.**

- a) Confederation Park Lodge Community - \$5,300 Dining Service equipment replacement
- b) Bow Valley Lodge Community - \$5,300 Dining Service equipment replacement
- c) Beaver Dam Lodge Community - \$18,300 – Suite recommissioning (\$12,975); Dining Service equipment replacement(\$5,300)
- d) Shouldice Lodge Community - \$5,300 Dining Service equipment replacement
- e) Valleyview Lodge Community - \$5,300 Dining Service equipment replacement
- f) Shawnessy Lodge Community - \$14,000 - Dining Service equipment (\$11,000) replacement; remaining garden furniture (\$3,000)
- g) Spruce Lodge Community – \$1,712,000 - Dining renovation \$1,380,000; East roof replacement \$223,000; Suite walkin shower conversionx3 \$24,000; Dining and housekeeping equipment \$29,000; Grab bar installation \$19,000; Stainless Steel kitchen counter refit \$15,000; BMS upgrade \$10,000; Elevator Cooling system \$11,000
- h) Aspen Lodge Community – \$432,100 - Hot water recirculation lines and DHW distribution \$250,000; Stainless Steel kitchen counter refit \$90,000; Dining and housekeeping equipment \$77,000; BMS upgrade \$10,000

### **b) What funding did your organization leverage to support capital activities in 2018?**

- a) Internal reserves - \$2,004,000
- b) Operating cash - \$152,000
- c) Provincial Grant - \$42,000

## CIVIC PARTNER 2018 ANNUAL REPORT SNAPSHOT: CALGARY ARTS DEVELOPMENT AUTHORITY LTD.

### CALGARY ARTS DEVELOPMENT AUTHORITY (CADA)

**Vision:** A creative, connected Calgary through the arts.

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

**One Calgary Line of Service: Arts and Culture**

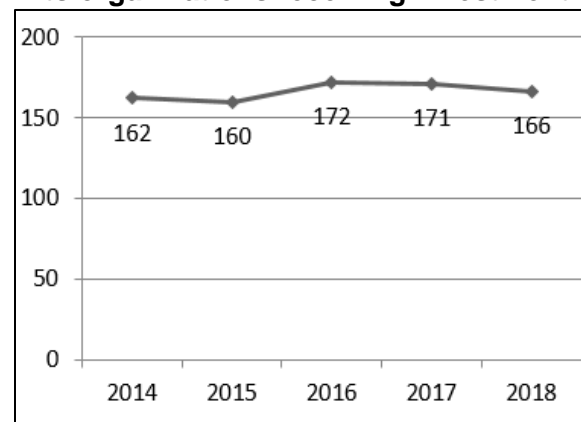
### 2018 City Investment

Operating Grant: \$6.4M

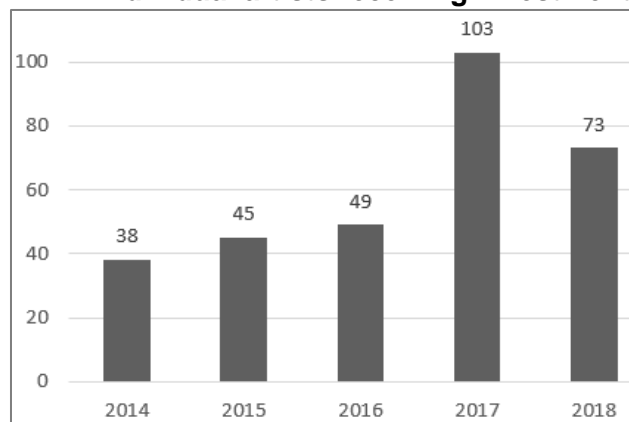
City owned asset? No

### How did they do in 2018?

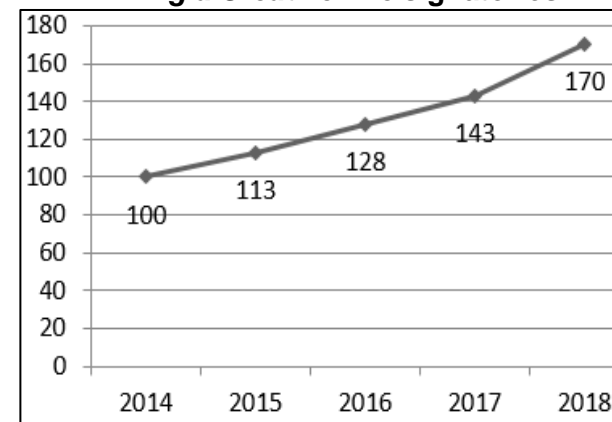
#### Arts organizations receiving investment



#### Individual artists receiving investment



#### Living a Creative Life signatories



### The story behind the numbers

- CADA grants at least 75 per cent of City funding to the arts sector and in 2018, the City's investment created more than 35 times its size in direct economic output.
- There was a change in the Individual Artists program in 2018 which led to larger grants to fewer artists.
- Signatories to CADA's *Living a Creative Life* strategy support the strategy's overarching vision: Calgary is a place that empowers every resident to live a creative life, fueling a vital, prosperous and connected city.

### Strategic alignment

- CADA was a key contributor to the refresh of *Calgary in the New Economy: An economic strategy for Calgary* and the *Cultural Plan for Calgary*. CADA funding programs create a vibrant community that is a magnet for talent, creates a strong sense of place, contributes to a diverse economy, supports tourism and reflects and enhances the diversity of Calgary.
- CADA and the organizations it supports contribute to efforts under the *Enough for All* poverty reduction strategy.
- The *Recreation Master Plan* includes arts, culture, festivals and events, all areas that CADA's grantees lead and enhance.



## Calgary Arts Development Authority (CADA) Civic Partner 2018 Annual Report

**Organizational Structure:** Wholly Owned Subsidiary

**Fiscal Year:** Ended December 31, 2018

**Related Subsidiaries or Foundation:** cSpace Projects

**City 2018 Operating Grant:** \$6.4M

### 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, fueling 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 2018 that contributed to one or more of the Council Priorities in Action Plan 2015-2018 and created public value?

(A Prosperous City, A City of Inspiring Neighbourhoods, or A Healthy and Green City?)

Calgary Arts Development's 2015-2018 Strategic Plan was 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.

#### Key Results – A Prosperous City

- Calgary Arts Development maintained strong strategic partnerships with many partners such as Calgary Economic Development, Tourism Calgary, the Calgary Chamber, Downtown Calgary, MRU's Institute for Community Prosperity through the Trico Changemakers Studio, the Calgary Foundation, and many others to align strategies toward a shared prosperity agenda.
- Calgary Arts Development received \$6.4M from The City of Calgary in 2018, which generated more than 35x its size in direct economic output. Calgary Arts Development grants at least 75% of what it receives from The City into the arts sector. 2018 numbers are not yet available but we expect them to be similar to 2017 numbers. 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.
- The majority of the money we invest into the sector is through our Operating Grant program, which generates economic activity in our city both by the artists and arts organizations we invest in and the

public who participate in the arts.

- In 2018 we made grant investments of \$200,500 to support the development of cultural tourism products through the Remarkable Experience Accelerator Program, a partnership with the Calgary Hotel Association and the Alberta Hotel & Lodging Association. A vibrant arts scene is critical in attracting visitors to Calgary. Recipients included Calgary Folk Music Festival, Calgary Film Festival, Wordfest, and Sled Island.
- In 2018 Calgary Arts Development hired KPMG to conduct an economic impact study of the 156 not-for-profit arts organizations funded by Calgary Arts Development. The study confirmed that those organizations contributed \$134M in value added GDP activity for Canada, with the large majority (\$107M) occurring in Alberta; created 1,550 full-time equivalent jobs; and generated \$16.6M in revenues that contributed to the federal, provincial and municipal governments.
- Each year Calgary Arts Development is invited to participate in a variety of 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 2018 included the following for CADA Staff:
  - Patti Pon—served as an Advisory Committee member to the Calgary Bid Exploration Committee, offering insight and networking to arts and culture stakeholders.
  - P. Pon—guest panelist on the Leadership in Arts and Culture panel as part of the Leadership Xchange Conference at U of C.
  - P. Pon—consultant and guest panelist for Making it Right Relations Arts Festival
  - P. Pon—guest panelist on Grants! Grants! Grants! hosted by Alberta Music.
  - P. Pon—keynote speaker at Famous Five Luncheon.
  - P. Pon—table host for Tourism Calgary GoMedia Convention dinner.
  - Helen Moore-Parkhouse—member of the Brand Committee hosted by Tourism Calgary and Calgary Economic Development.
- The Mayor's Lunch for Arts Champions took place on April 18 with a sold-out crowd of over 650 business leaders, artists, arts workers, and volunteers. At the luncheon, the Mayor always encourages people to support the arts by attending, promoting or investing.
- Calgary Arts Development partnered with the 2018 Inventure\$ Conference which focused on discovering and sharing the latest in innovation, research, capital access and experiential learning. It was expected to attract 500 delegates but the final count was over 1,300. CADA's partnership was beneficial to the community as we provided artists who opened the conference with an Indigenous blessing and performance, a closing performance by the Calgary Stampede Show Band and over the three days we featured the visual work of artists from Impossible Things and Buds Collective who are both using Augmented Reality as part of their work.
- Calgary Arts Development sponsored artists to help animate First Flip, one of the first public engagement events that kicks off Stampede, with Downtown Calgary, Tourism Calgary, Calgary Economic Development, TELUS Convention Centre and other city builders.

- Calgary Arts Development also partnered with Tourism Calgary for the White Hat Awards, helping animate the event through music programming.
- The 2018 *Living a Creative Life Congress* held at the New Central Library focused on the theme of *Arts for Social Change*, exploring ways the arts promote inclusion and belonging for all Calgarians, which leads to a greater sense of shared prosperity (ie. doing well).

### A city of inspiring neighbourhoods

- Calgary Arts Development supports artistic activity that adds to neighbourhood vibrancy in all wards of the city, for all ages, in a multiplicity of facilities including schools, community halls, bars, multi-purpose and purpose-built venues, indoors and outdoors. Calgary Arts Development continues to collect data from grant investees about where they create and present their work, and where their audiences and volunteers come from. Ward maps of arts activities are shared with City Councillors each year.
- In 2018 Calgary Arts Development conducted an updated [Calgarian Engagement survey](#), which surveyed over 1,000 Calgarians to report on overall engagement with the arts; type of engagement—either in observation, attendance or creation; perceptions, motivations and interactions with arts and culture activities/organizations; and citizen perceptions of the benefits of the arts and culture sector to the city, their community or themselves. The 2018 report found that 93% of Calgarians are engaged with the arts.
- 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. In 2018 Calgary Arts Development acted as a connector by inviting artists to participate in the Rivers District engagement sessions hosted by CMLC.
- Arts make connections and contribute to a sense of belonging. Numbers for 2018 are not yet available so we are reporting on 2017 numbers. 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 people.
- Volunteering for the arts can be a wonderful way to give back to the community, be part of a group, and participate in the arts. In 2017, arts organizations who received grant investments from Calgary Arts Development engaged 25,602 volunteers who donated 555,307 hours of their time.
- 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 2018, Calgary Arts Development undertook a number of activities to increase our focus and support for **Equity, Diversity and Inclusion**, including:
  - The ArtShare grant investment program, which supports artists, arts organizations and arts initiatives that contribute to a diverse and inclusive arts community on behalf of all the citizens of Calgary. In 2018 the program made 25 investments (eight organizations and 17 individual artists) for a total of \$304,193.
  - Calgary Arts Development supported *Walking with our Sisters*, a travelling exhibition commemorating missing and murdered Indigenous Women in Canada.
  - Calgary Arts Development partnered with The Asian Heritage Foundation to host two public events as part of Asian Heritage Month. The first—*Connecting Asian Canadian Communities with*

*Calgary's Arts & Creative Sector*—was an educational session to discuss and share ideas about cross-cultural collaboration and opportunity-building. The program included presentations from various speakers working within the arts and creative communities about their initiatives for encouraging diversity and equity into their work followed by interactive sessions on collaborative opportunities available through cultural communities in Calgary. The second event—*Building Bridges Through the Arts: Pan-Asian Canadian Art Experience*—included an interactive art market, demonstrations, and cultural performances. Both were open and free to the public.

- Jordan Baylon, Community Investment Manager, was the only Canadian invited to join a working group of 12 North American arts funding professionals representing a diversity of organizational perspectives, and most importantly, identities and lived experiences, all committed to advancing the work of Equity, Diversity and Inclusion in arts granting. Through generous funding support from the Doris Duke Charitable Foundation, this equity working group met for six days from January through July 2018 to engage in peer-to-peer learning and share experiences, best practices, philosophies and approaches related to tackling inequity within granting processes, culminating in the following outcomes:
  - The publication of *Re-Tool: Racial Equity in the Panel Process*, the first iteration of a toolkit meant to provide cultural competencies, helpful questions and ideas for equitable practice all in the context of the grantmaking process.
  - *A Day of Sharing* where all working group members presented white papers on their own “equity intervention stories” to a diverse group of other peer-funders at the Theresa Lang Student Centre in New York. Jordan’s own paper was titled *In through Bias: Grant Equity Interventions*.
  - A grants equity workshop for funders presented by the working group at the 2018 international Grantmakers in the Arts Conference in Oakland, titled *Not the Master’s Tools: Creating a Toolkit for Equity in the Granting Process*.
- Jordan also coordinated Calgary Arts Development’s Community Investment team in a collaborative Indigenized design process that culminated in the development of what is now the [Original Peoples Investment Program](#) (OPIP), a First Nations/Métis/Inuit (FNMI) led grant program. This process was facilitated by Suzanne McLeod and included five design meetings with Elders and an Indigenous Artist Advisory; a Blackfoot pipe ceremony; and two community circles for FNMI artists to provide feedback and guidance for the OPIP process and guidelines.
- At the end of 2018 we hired Sable Sweetgrass to lead our OPIP grant program.
- Other equity-focused activities in 2018 included:
  - Jordan Baylon hosted and moderated a panel discussion for LGBTQ2+ identified artists on the subject of queer identity and artistic practice as part of the inaugural WELL: Queer Health and Wellness Conference for Allied Professionals organized by the Calgary Queer Arts Society, Calgary Pride and Alberta Health Services
  - Grant-writing workshop with a focus on artist statements and CVs as part of Uprooted, a monthly series hosted by UprootYYC to provide community-space and supports for artists-of-colour.
  - Workshop titled *Storytelling: How to Demonstrate the Value of your Non-profit* hosted by

the 2018 Board Leadership Calgary conference, with a specific focus on Equity, Diversity and Inclusion tools such as group agreements and the descriptive consultancy technique.

- Descriptive Consultancy and Group Agreements clinic for Sled Island Music Festival, Third Action Film Festival and Westjet representatives.
  - Privilege Bag team-building exercise co-facilitated with JD Derbyshire for the Calgary Arts Development staff and board retreat, designed to develop awareness of Equity, Diversity and Inclusion concepts such as privilege and intersectionality.
  - Calgary Arts Development continued to deliver a Land Acknowledgement at all events as well as including the Land Acknowledgement and personal pronouns on business cards.
- We hosted our final gathering of past participants from both the 2016 (hosted by Making Treaty 7) and 2017 (hosted by CADA and CBE) editions of *Common Ground* at the Niitsitapi Learning Centre in SE Calgary. The purpose of the evening was to gain feedback and insight on how participants' experience affected them after a number of months and to take part in the blanket exercise led by Elder Randy Bottle.
  - Calgary Arts Development continues to participate on the Fine Arts Advisory for Calgary Board of Education.
  - In 2018 Calgary Arts Development staff presented on their work around arts and education at the international Arts in Society conference in Vancouver and at the Americans for the Arts Convention in Denver. Through a unique collaboration between granting agencies, academics, educators and arts organizations, the Socially Empowered 3E Scale (Martin & Calvert, 2017) was developed. The Socially Empowered 3E Scale includes three subscales drawn from the broader [Socially Empowered Learning Framework](#) (Martin & Calvert, 2018) that measure changes in intellectual engagement, ethical mindset and entrepreneurial spirit. Calgary Arts Development presented the results from a pilot program of the scale with three arts education providers and discussed the results, challenges and implications for the scale's more widespread adoption amongst arts educators.
  - Numbers for 2018 are not yet available so we are reporting on 2017 numbers. 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. That said, the arts sector is not representative of the Calgary population as demonstrated in the following point.
  - In 2018, Calgary Arts Development released one of the first Arts Demographic Census surveys in the country. The survey focused on three specific areas of equity and diversity: Processes—equity and diversity policies in place at Calgary arts organizations; Programming—the number of activities for and with diverse participants undertaken by Calgary arts organizations; and People—the demographics of the arts sector, including artists, administrators and volunteers. The report serves as a call to action for the sector to move to a state of greater equity for under-represented groups through inclusive practices. The full report can be found [here](#).
- cSPACE King Edward continues to attract a great deal of positive attention and the facility is quickly developing a reputation both locally and beyond. In 2018, cSPACE King Edward became the new site of

the Farmers and Makers Market, attracting large crowds of Calgarians every Saturday.

- Calgary Arts Development updated its recruitment process when searching for a replacement for the Director, Community Investment & Impact. When it was noted that there were no people from equity-seeking communities on the short list for the job, we undertook a pause in the process in order to reflect, consult with community leaders, and initiate a completely different kind of recruitment, interview, and selection process.
- In 2018 Calgary Arts Development partnered with Data for Good to host an Arts Datathon. Over the course of the weekend, over 100 individuals from Data for Good with technical expertise and an interest in data analytics, along with volunteers from the arts community, examined data sets from the arts community as well as public data sets to explore big questions around the arts and community. Volunteers presented new ways of presenting information and thinking about data that will be helpful for program evaluation in 2019.
- [SpaceFinder Alberta](#), which was officially launched in 2016, had more than 1,000 venues listed by the end of 2018, most of them in Calgary, spread throughout the city. In 2018 Calgary Arts Development received additional funding from Alberta Foundation for the Arts to increase the growth of SpaceFinder to other parts of the Province. Out of 26 communities across North America, SpaceFinder Alberta has seen the most annual growth in number of listings per capita. Following New York City, Alberta is the second largest instance with the most space listings.

### **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 2018 there were 170 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**

- Calgary Arts Development continues to be a research leader, knowledge hub and strategic advisor to City Council and works closely with the City of Calgary Arts & Culture Division to ensure we are supporting each other's work. To support a well-run city, Calgary Arts Development ensures that public funds for the arts are stewarded for maximum public good. We also continue to participate in The City's 100 Resilient Cities initiative.

## **3. What challenges affected your operations in 2018 and how did you adjust?**

The arts sector has been struggling for the past few years and is still feeling the negative effects of the economic downturn and we continue to hear feedback from the community about the challenges they face. Specific organizational issues in 2018 included the termination of the Calgary International Children's Festival and organizational difficulties at Theatre Junction GRAND that resulted in a split between Theatre Junction and The GRAND.

One of the requirements of the 2017 \$2M Bridge Fund for Cornerstone Companies was the creation of a sustainability framework 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. The first meeting was held on November 22, 2017 with five additional meetings spanning the following five months, totaling more than 200 hours of work. The sustainability framework, which was presented to City Council on May 1, has become an important tool for us in fostering a more resilient and sustainable arts sector.

Another challenge we faced in 2018 was the ongoing inability to increase the number of non-profit organizations who receive funding through our grant investment programs.

Throughout 2018 we spent a lot of time and effort engaging with the arts community and other stakeholders to build a case for support for increased municipal investment for the arts. We requested a transformational increase to take us from the 2018 City grant of \$6.4M to \$19.5M. In November, City Council approved an increase to take our grant to \$12.4M in 2019, with an additional \$1M (approximate) per year for the subsequent three years in the 2019-2022 budget cycle. We are grateful for the increase and look forward to being able to strengthen the arts sector and its contribution to city-building.

**4. Briefly describe how your key results in 2018 contributed to the following Council approved strategies (as applicable. Please note if you steward the strategy)**

Strategy	Key Results
<a href="#"><u>Calgary in the new economy: an updated economic strategy for Calgary</u></a>	<p>CADA was a key contributor on the new Calgary Economic Development strategy and we are very aligned. We invest in events by organizations that help create <b>vibrancy in the downtown core</b> and in neighbourhoods across the city, helping make Calgary one of the most livable cities in the world.</p> <p>Having a vibrant arts &amp; culture scene helps make Calgary a <b>magnet for talent</b> – people want to live and work in a city that is vibrant and exciting, with lots of things to do – the arts organizations, festivals and artists we support provide thousands of opportunities for engagement through attendance at events, workshops, and classes. Being a centre for arts, culture and recreation contributes to a strong sense of <b>Place</b>, making Calgary an attractive place to live, work, play and visit</p> <p>The arts promote well-being and belonging—important elements of <b>shared prosperity</b>. Ensuring resilience and sustainability within the arts sector helps ensure shared prosperity. Many grant investee organizations provide access, affordability, and engagement through ticket discounts, free events, education and outreach programs.</p> <p><b>Creative Industries</b> are important and have the potential to grow. A thriving arts scene contributes to the creation and development of content and talent, which support the creative industries. Calgary Arts Development began a partnership with Calgary Economic Development, The City of Calgary and Tourism Calgary in 2018 to develop a Creative Economy Strategy for Calgary.</p> <p>Arts also helps <b>diversify the economy</b>. The gig economy is nothing new to artists, nor is risk-taking and innovation. Investing in arts organizations and artists contributes to</p>

	<p>diversifying the economy. As stated in the <a href="#">Economic Impact study</a> conducted by KPMG in 2018, the arts organizations that receive funding from Calgary Arts Development contributed \$134M in value added GDP activity for Canada in 2017, with the large majority (\$107M) occurring in Alberta; created 1,550 full-time equivalent jobs; and generated \$16.6M in revenues that contributed to the federal, provincial and municipal governments.</p> <p>Calgary is Canada's third most <b>diverse city</b>. CED is keen on <b>inclusion</b> as is Calgary Arts Development as demonstrated by many initiatives described throughout this document.</p> <p>To become a <b>Talent Accelerator</b> CED suggests short-term certificate programs to help our workforce become future-ready. In 2018 Calgary Arts Development partnered with the Trico Changemakers Studio at MRU to create the Artists as Changemakers program. The hypothesis for this program is that by involving artists at the beginning of a change making process, instead of at the end, powerful results will ensue. A cohort of 10 artists completed the Social Innovation certificate program and then participated in a process of designing a Residency Program for artists to be paired with organizations tackling a wicked problem, which will be launched in 2019.</p> <p><b>Centre City</b> is a major focus of the CED strategy. CADA is an active participant in conversations around Centre City, including engagement sessions about the Rivers and Entertainment District hosted by CMLC. On an ongoing basis 40% of the activity generated by organizations we invest in take place in centre city.</p> <p>Our Remarkable Experience Accelerator Program continued to help expand and enhance <b>tourism</b>. In 2018, we invested in Calgary Folk Music Festival, Calgary International Film Festival, Wordfest and Sled Island to develop stronger cultural tourism initiatives to attract visitors to Calgary.</p> <p><b>Reflect the diversity of our city</b> – In 2018 Calgary Arts Development released one of the first Arts Demographic Census surveys in the country as described earlier in this report. The CADA and CED strategies are aligned in terms of our efforts and focus on Equity, Diversity &amp; Inclusion.</p>
<a href="#">Cultural Plan for Calgary</a>	<p>Patti Pon was on the Steering Committee for the Cultural Plan for Calgary and participates on the City's Cultural Leadership Council alongside representatives from CED, Action Dignity, Tourism Calgary, Calgary Heritage Authority, Federation of Calgary Communities and the Calgary Public Library. Calgary Arts Development is a key player in activating the Cultural Plan and contributes to its strategic priorities.</p> <p>Our vigorous Equity, Diversity and Inclusion focus supports the Cultural Plan's strategic priority to <b>maximize Calgary's diversity advantage</b>. Several examples of our EDI work is described earlier in this report.</p> <p>Our efforts and investments are always in support of <b>growing Calgary's cultural sector and creative industries</b>. More specifically, in 2018 we began working with CED, the City of Calgary, and Tourism Calgary on developing a Creative Economy Strategy.</p> <p>Both our grant investment programs and the arts strategy <i>Living a Creative Life</i> help <b>activate culturally vibrant neighbourhoods and districts</b>. From projects undertaken by arts organizations that create and present arts events and experiences in all wards of the City to the hosting of Calgary's Poet Laureate program, Calgary Arts Development is in</p>

	<p>alignment with this strategic priority.</p> <p>Many of the arts organizations, festivals and events supported by Calgary Arts Development <b>reinforce Centre City as the cultural heart of the city</b>. This is also one of the pillars of the arts strategy <i>Living a Creative Life</i>.</p> <p>Through our spaces initiatives including SpaceFinder, and our new OPIP grant program, we contribute to <b>conserving and celebrating Calgary's built, natural and Indigenous heritage</b>.</p>
<a href="#"><u>Enough for All Poverty Reduction Strategy</u></a>	<p><b>Strong Communities:</b> <i>All Calgary communities are strong, supportive and inclusive.</i> The arts provide opportunities for residents to gather together for community-building events, celebrations, and community economic development. Artists live and work in all wards of the city, contributing to the vibrancy and social fabric of those communities.</p> <p><b>Everyone Can Thrive:</b> <i>Everyone in Calgary has the income and assets needed to thrive.</i> And this includes artists! In 2018 Calgary Arts Development released an <a href="#"><u>Arts Professionals Survey</u></a> to learn how art is made in Calgary and what the lifestyle patterns and living conditions are for those working in the arts. The survey asked 58 questions related to individuals' careers, finances, health and well-being, housing, spaces, and resources for artistic practice, perceptions and participation in community, as well as basic demographics. Key findings indicate that arts professionals are struggling financially. Most survey respondents report earning low individual and household incomes. Despite this fact, arts professionals are happy with their lives and most are generally happy in Calgary.</p> <p><b>Indigenous Strategy:</b> <i>All Indigenous people are equal participants in Calgary's prosperous future.</i> Our work in reconciliation and right relations, including the development of new OPIP grant investment program, demonstrates our contribution to this strategic priority.</p>
<a href="#"><u>Sport for Life Policy</u></a>	<p>Although our key results don't specifically contribute to the Sport for Life Policy, we are very supportive of the Policy and see ourselves as an ally to this strategy. A vibrant sports milieu generates many of the same benefits as the arts, such as increasing quality of life, inspiring and engaging youth, and bringing people together for shared experiences.</p>
<a href="#"><u>Foundations for Hope: Calgary's Corporate Affordable Housing Strategy</u></a>	<p>We share the belief that <i>all Calgarians deserve a safe and stable place to call home</i> and support the Affordable Housing Strategy.</p> <p>Although artists and arts professionals would not be considered amongst the highest needs Calgarians, many arts professionals are vulnerable. Our 2018 <a href="#"><u>Arts Professionals Survey</u></a> found that over half of the individuals who reported their gross individual income earn less than \$35,000 per year (53%), much lower than the average income in Calgary of \$67,7411. Two-thirds (66%) of arts professionals report living in homes with a total household income under \$90,000, which is below the Calgary median of \$99,3882. And well over half of all arts professionals (59%) are exceeding the CMHC recommended maximum spending of 30% of household income on housing costs. Our grant investment programs provide necessary support for artists and arts organizations, helping create better conditions for them to create and share their art in Calgary.</p>
<a href="#"><u>Open Spaces Plan</u></a> (Calgary Parks')	<p>Open spaces provide wonderful settings for a variety of arts and culture events such as festivals, busking, street fairs, outdoor concerts, art shows, parades, public art, markets, and pop-up events. Calgary Arts Development invests in many outdoor events that provide Calgarians with <b>unique cultural experiences</b>. Examples include: Calgary Folk Music Festival, Calgary Round Up Band, Calgary Reggae Festival, Globalfest, Sled Island, Shakespeare in the Park, and Beakerhead. Outdoor arts events animate some of our city's beautiful parks, urban plazas, walkways, outdoor stages, and even cemeteries</p>

	<p>providing broad access for Calgarians of all ages, from all walks of life to come together to enjoy the arts in a natural environment. In other instances, Calgarians may just happen upon art in the outdoors, providing colour, beauty, surprise and delight to their day. The recent <a href="#">Culture Track</a> survey, which monitors attitudes and perceptions, attractions and barriers to participation by culturally active consumers, listed “having fun” as the greatest motivator for attending an arts and culture events. “Relaxing and feeling less stressed” is also a motivator. The study also states that “social” and “lively” are the top two characteristics of an ideal cultural activity and lists festivals as popular and highly attended events.</p>
<a href="#">Recreation Master Plan</a>	<p>The Recreation Master Plan (2010-2020) includes sport, fitness, <b>arts, culture, festivals, events</b>, and leisure activities as part of recreation.</p> <p>Calgary Arts Development is in perfect alignment with the Recreation Master Plan’s <b>vision of an active, creative and vibrant Calgary.</b></p> <p>The Recreation for LIFE aspiration involves developing strategies to create supportive, fun, inclusive environments, develop physical, creative and cultural/social literacies, foster vibrancy, and build individual and community capacity. These objectives are interchangeable with our own. The arts sector funded by Calgary Arts Development adds to a community’s vibrancy and sense of place by creating opportunities for active and creative expression, social gatherings, cultural events, and community festivals that generate social connections, cultural vibrancy, and a greater sense of belonging.</p> <p>The Master Plan states the following: “the National Recreation Statement, published by the federal/ provincial/territorial Ministers responsible for sport, physical activity and recreation, <i>acknowledges recreation as a fundamental human need and a social service in much the same manner as health and education.</i> This is significant, and indicates that the focus of service provision should have a broad community scope... Calgarians believe the provision of a variety of accessible and affordable recreation opportunities is a fundamental responsibility of The City of Calgary, and that such services are vital to overall individual and community wellness.” This supports the concept of public funding for recreation—a public good—which was supported by the increased municipal investment in the arts through Calgary Arts Development, approved by City Council in November 2018. Our grant investment programs, arts development activities, spaces initiatives, partnerships, and focus on Equity, Diversity and Inclusion all contribute to the Recreation Master Plan.</p> <p>Calgary Arts Development works very closely with the City’s Arts &amp; Culture Division, each sharing information and knowledge with the other. We participate on the Festival and Event Strategy Committee, the Event Advisory Committee, and the new Winter Strategy Committee and provide input as requested on items such as the Civic Arts Policy, Cultural Spaces and Infrastructure, and Public Art.</p>
<a href="#">Calgary Heritage Strategy</a>	<p>Arts can be instrumental in making the most of heritage assets and Calgary Arts Development invests in a number of arts organizations that program historic spaces. Examples include the King Eddie Hotel (programmed by the National Music Centre); Calgary’s culture house The GRAND; the beautifully appointed Lougheed House; Contemporary Calgary’s renovation of the former Calgary Science Centre; and Wordfest now located in and bringing hundreds of curious Calgarians into the Central Memorial Library.</p> <p>One of the best examples of excellent re-use of an historic building is cSPACE King Edward School – an arts incubator that acts as a hub for artists, craftspeople, makers,</p>

	<p>arts and community organizations. Now that King Edward School is up and running at full capacity, cSPACE is in the process of seeking out its second historic location for another shared working space for artists, makers and other innovators.</p> <p>Our spaces platforms <a href="#">SpaceFinder Alberta</a> and our <a href="#">interactive spaces map</a> are assets that provide a broad inventory of spaces in Calgary, many with historic designation.</p>
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**5. Do you support any Civic Partner approved strategies? For example, Calgary Arts Development Authority's [Living a Creative Life](#), or Tourism Calgary's [Destination Strategy](#)?**

We steward the arts development strategy ***Living a Creative Life***. Our engagement consultant is responsible for managing relationships with signatories, signing up new signatories, updating our KPI tracking chart and making connections between signatories. At the end of 2018 there were 170 signatories to the strategy. A promotional tool we have developed is the [Storytelling Project](#), a weekly story about someone in Calgary who is living a creative life.

We are active partners with Tourism Calgary and support their **Destination Strategy *Ultimate hosts. Ultimate host city***. The strategy acknowledges the important role arts and culture events play in invigorating us, filling us with wonder, and supporting pride of place, quality of life and well-being. Calgary Arts Development contributed as a stakeholder in the development of the strategy and is aligned with many of its goals.

We applaud and support the strategy's goal of **articulating and emotionalizing Calgary's unique personality**. Our own staff members as well as a number of artists and representatives from arts organizations participated in engagement sessions and conversations about Calgary's personality. We are eager to see how the arts sector can help articulate Calgary's personality and bring it to life.

We add our voice to Tourism Calgary's to **enhance Calgary's hosting infrastructure**. We have conducted a lot of research into arts and culture infrastructure on behalf of The City of Calgary, such as [Building on our Momentum, Arts and Culture Infrastructure Report](#), and will continue to refer to learnings from our own research and public engagement on infrastructure needs.

Through our grant investment programs, we contribute to Tourism Calgary's goal to **energize Calgary's iconic anchor experiences**. We have partnered with Tourism Calgary and the Calgary Hotel Association for the past several years including 2018 to invest in cultural tourism projects through the Remarkable Experiences Accelerator program. Some of the iconic anchor experiences specifically mentioned in the Destination Strategy include the High Performance Rodeo, Honens, Beakerhead, Sled Island, and Folk Festival all of whom receive grant investments from Calgary Arts Development.

We share Tourism Calgary's desire to **attract, promote and activate events year-round**. We currently invest in more than 170 organizations who, in 2017, presented more than 25,000 events. We are participating on The City's Festival Strategy and Winter Strategy committees and will continue to do what we can to help arts and culture events have the greatest impact possible, both for Calgary residents and visitors. In terms of promotion, Calgary Arts Development began to develop a new info hub at the end of 2018, which will help promote [What's On in Calgary](#) (arts and culture events) searchable by genre and by date. There are diverse offerings year-round and there is always something to do in Calgary—we want to make sure people have a place to find out about What's On.

Tourism Calgary has done a great job of **fostering stakeholder collaboration and alignment** and they

have been inclusive of the arts community throughout their strategic planning process. Calgary Arts Development participates on the Brand Committee and on special committees as opportunities arise (such as the JUNOs in the past and the Calgary Country Music Awards in 2019).

6. **Please estimate how The City's operating funding was allocated in 2018. Mark all areas that apply by approximate percentage.** *For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.*

1.8 %	Advertising and promotion
76.25 %	Programs or services
3 %	Operations
4.8 %	Professional and consulting fees
11.65 %	Staff compensation, development and training
%	Fund development
1 %	Purchased supplies and assets
%	Facility maintenance
.6 %	Evaluation or Research
.9 %	<i>Other, please name:</i> Travel, Financial, Hosting, Miscellaneous

7. **Did volunteers support your operations in 2018? If yes:**

<b>How many volunteers?</b>	133
<b>Estimated total hours provided by volunteers:</b>	2,687

8. **What resources did your organization leverage to support operations in 2018?**

92.8% of our total budget came from The City of Calgary with 7.2% generated from other sources.

Remarkable Experience Accelerator brought in an additional \$100,000 from the Calgary Hotel Association and Alberta Hotel & Lodging Association, for investment in participating arts organizations and festivals.

The Mayor's Lunch for Arts Champions netted just over \$22,000 in 2018, which was redistributed to the arts community through grant investment programs. Sponsorships totaling \$65,000 in 2018 included Strategic Group, TELUS, TD Bank Group, Alberta College of Art + Design, Aspen Properties, ATB Financial, Calgary Foundation, Calvista, Calgary Flames Foundation, CMLC, First Calgary, Kasian Architecture Interior Design and Planning Ltd., KPMG LLP, and MRU.

Cultural Leaders Legacy Artist Awards are a legacy of Calgary 2012 with matching funds from six Calgary benefactors in 2018: ATB Financial, Calgary Catholic Immigration Society, Colin Jackson and Arlene Strom, RBC, Sandstone 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 2018 included the Calgary Foundation, Calgary Chamber, and First Calgary Financial. In 2018, Sheri-D Wilson was named the new Poet Laureate, succeeding Micheline Maylor who was Calgary's Poet Laureate from 2016-2018.

In 2018, SpaceFinder Alberta was supported by \$52,500 through a sponsorship from the Alberta Real Estate Board and a grant from Alberta Foundation for the Arts.

9. Using the chart below, please report your 2018 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off. **Please identify through BOLD font, 1-2 measures that are most significant and could be presented in a chart.**

	Performance Measure	2016 results	2017 results	2018 results	What story does this measure tell about your work?
<b>How much did you do?</b>	Unique arts organizations receiving investment	172	171	166	<b>Strategic Priority #1 – Raise Value</b> These measures indicate the extent to which we are investing in artists and arts organizations through our grant investment programs.
	Unique individual artists receiving investment	49	103	73	
	Mayor's Lunch for Arts Champions Total attendance	660	634	627	<b>Strategic Priority #1 – Raise Value</b> 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 sponsors/donors	3	0	1	
	New attendees	135	250	135	
	New businesses	5	5	8	
	Signatories to Living a Creative Life	128	143	170	<b>Strategic Priority #2 – Build Relationships</b> 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	79,408	95,630	96,067	
	@CalgaryArtsDev Twitter followers (end of year)	21,575	23,567	23,865	
	@CalgaryCulture Twitter followers	32,164	33,991	34,141	
<b>How well did you do it?</b>	# of public activities produced by arts organizations we invest in	17,425	23,630	2018 # not available	<b>Strategic Priority #2 – Build Relationships</b> These measures indicate the extent to which Calgarians have opportunities to experience the arts.
	@CalgaryArtsDev retweets @CalgaryArtsDev comments @CalgaryCulture retweets @CalgaryCulture comments	2,677 233 2,168 592	1,610 198 2,129 143	1,259 94 2,229 141	<b>Strategic Priority #2 – Build Relationships</b> These measures indicate the extent to which artists, arts organizations and Calgarians are engaging with our web-based and social media assets.
	Leveraging City investment	10% of revenue from non-City sources	8% of revenue from non-City sources	7.2% of revenue from non-City sources	<b>Strategic Priority #3 – Increase Resources</b> 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.
	Meeting demand in investment programs	55% of requested dollars	36% of requested dollars	59% of requested dollars	

		<i>funded</i>	<i>funded</i>	<i>funded</i>	
<b>How are Calgarians better off?</b>	<i>Calgarians participating in activities of investment clients</i>	2,965,393	3,385,616	2018 #s not yet available	<b>Strategic Priority #2 – Build Relationships</b> <i>These measures reflect the extent to which Calgarians are engaging with organizations receiving investment from Calgary Arts Development. This includes the number of individuals who participate as well as geographic access to arts activities.</i>
	<i>Access to arts activities throughout Calgary</i>	9,223 activities (77%) took place outside of City Centre	14,587 activities (61%) took place outside of City Centre	2018 #s not yet available	
	<i>Calgarians volunteering for investment clients</i>	24,504 volunteers contributed 733,494 hours	25,602 volunteers contributed 733,494 hours	2018 #s not yet available	

### **CAPITAL AND ASSET MANAGEMENT (for applicable partners)**

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

- a) Provide a summary of your organization's 2018 capital development, including specific lifecycle/maintenance projects.**

Capital development in 2018 included replacement of four computers (lifecycle) and a new phone system.

- b) What funding did your organization leverage to support capital activities in 2018?**

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## CIVIC PARTNER 2018 ANNUAL REPORT SNAPSHOT- THE CALGARY ZOOLOGICAL SOCIETY

### CALGARY ZOOLOGICAL SOCIETY (CALGARY ZOO)

**Vision:** Canada's leader in wildlife conservation.

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

*Registered Charity*

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

### 2018 City Investment

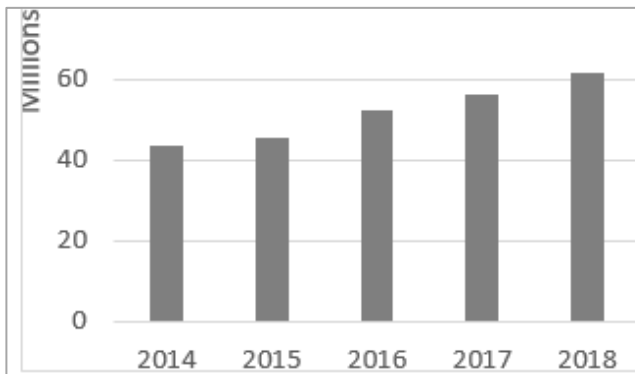
Operating Grant: \$8,296,184

Capital Grant: \$1,475,352

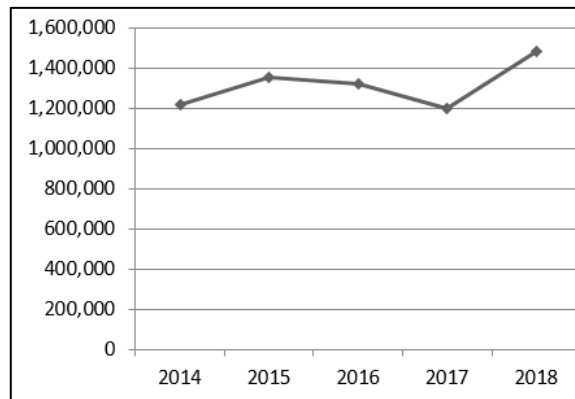
City owned asset? Yes

### 2018 Results:

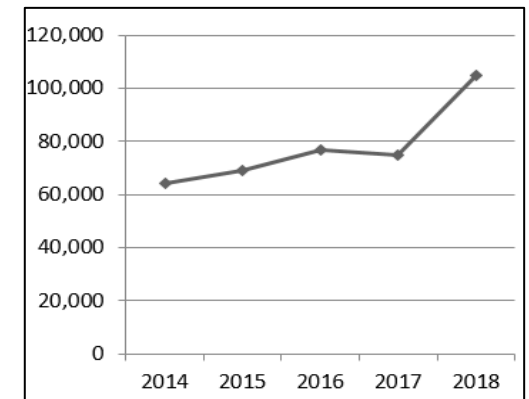
#### Revenue



#### Total attendance



#### Members



### The story behind the numbers

- 2018 revenues exceeded projections.
- With the opening of the giant panda exhibit in 2018, there was a record 1.48 million visitors, despite the impact of heavy forest fire smoke.
- Memberships in 2018 grew 40 per cent over 2017.
- 541 Calgarians volunteered more than 51,220 hours to support operations.

### Strategic alignment

- Operations support *Calgary in the New Economy: An economic strategy for Calgary*, with an economic impact of \$132 million in 2018, up from \$112.4 million in 2017.
- The Zooshare program supports the *Enough for All* poverty reduction strategy by providing a 75 per cent ticket price subsidy. In 2018, 21,204 low-income Calgarians accessed the program.
- Management of significant tree cover and the Dorothy Harvie Gardens aligns with The City of Calgary's *Open Spaces Plan*.
- The Zoo collaborates supports strategies stewarded by Calgary Economic Development as a partner and filming venue, Tourism Calgary, and Calgary Arts Development Authority as a venue for photographers.



## Calgary Zoological Society Civic Partner 2018 Annual Report

**Organizational Structure:** Independent External Organization

**Fiscal Year End:** December 31, 2018

**Related Subsidiaries or Foundation:** *Calgary Zoo Foundation (reactivating in 2019)*

**City 2018 Operating Grant:** \$8,296,184

**City 2018 Capital Grant:** \$1,475,352

### 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 2018 that contributed to one or more of the [Council Priorities in Action Plan 2015-2018](#) and created public value?

#### 2.1 Prosperous City – 168 FT, 41 PT and 278 seasonal jobs;

- P2 - growing tourism by setting a record attendance in 2018 of \$1.48M; \$132.8M contribution to Calgary's economy, up 18.1% from 2017
- P5 – opened Panda Passage with financial support of the City, the Province and donors to create additional family-friendly opportunities for Calgarians and visitors to connect with nature.
- P12 –Zooshare Program enabled 21,204 low income Calgarians to experience the zoo.

#### 2.2 Healthy and Green City –

- H1 - continued diversion of waste from landfill through accelerating recycling and composting, thereby reducing the zoo's environmental footprint.
- H5 - managed a flourishing and vibrant section of the urban forest with more than 7000 trees, 440 of which are large caliper trees added over the last three years
- H6 - continued relationship with the Rainforest Alliance to encourage zoo visitors to plant pollinator-friendly gardens; launched a new national relationship with Nature Conservancy of Canada
- H7 - welcomed guests to over 7 km of pathways, numerous picnic sites, a new central picnic area (Panda Garden) and wide variety of activity options

#### 2.3 City of Inspiring Neighbourhoods –

- N2 – Flood mitigation systems on St. George's Island tested and being monitored.
- N9 - welcomed 1.48 M visitors to over 7 km of pathways (1.2 M participated in educational interactions with our staff and volunteer interpreters) numerous picnic sites and wide variety of activity options

#### 2.4 A Well Run City -

- W2 - the Society finished 2018 fiscal year in the black, continuing its tradition of fiscal prudence and sound stewardship of this important City asset; secured 5 year renewal of accreditation by the Association of Zoos and Aquariums.

### 3. What challenges affected your operations in 2018 and how did you adjust?

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 addition, individual donors have contributed at various levels, mostly for conservation programs. 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 with new gift shop and concessions, and new pedestrian bridge on time and on budget.

2. Heavy forest fire smoke in August negatively impacted the visitor experience and attendance and we adjusted operations accordingly.

3. Calgary Zoo already has one of the highest attendances compared to local population of zoos in North America, which suggests future attendance growth may plateau. Accordingly, plans to reactivate the Calgary Zoo Foundation to broaden sources of funding for conservation work at the zoo and elsewhere were completed in 2018 and initiated in January 2019.

**4. Briefly describe how your key results in 2018 contributed to the following Council approved strategies (as applicable. Please note if you steward the strategy)**

<b><u>Strategy</u></b>	<b><u>Key Results</u></b>
<a href="#"><u>Calgary in the new economy: an updated economic strategy for Calgary</u></a>	As the operator of a major community and tourism attraction adjacent to downtown Calgary, the Society is dedicated to the long-term sustainability and economic viability of the Calgary Zoo. 2018 employment, attendance, financial results and contribution to the local economy have been very strong.
<a href="#"><u>Cultural Plan for Calgary</u></a>	Calgary Zoo is the most visited cultural facility in Calgary.
<a href="#"><u>Enough for All Poverty Reduction Strategy</u></a>	Zooshare Program enabled 21,204 low income Calgarians to experience the zoo via a 75% subsidy of ticket price
<a href="#"><u>Sport for Life Policy</u></a>	
<a href="#"><u>Foundations for Hope: Calgary's Corporate Affordable Housing Strategy</u></a>	
<a href="#"><u>Open Spaces Plan</u></a> (Calgary Parks')	Calgary Zoo manages a 56.25 hectare site that includes a significant share of Calgary's tree cover and the Dorothy Harvie Gardens, a recognized horticultural centre. The City's standards of tree care are met or exceeded by our team. The zoo is also in discussions with City Parks about the possibility of re-introducing northern leopard frogs to a suitable wetland within city limits.
<a href="#"><u>Recreation Master Plan</u></a>	
<a href="#"><u>Calgary Heritage Strategy</u></a>	The Society has managed the Calgary Zoo since 1929, consistently improving its operations and the service it renders to our city.

**5. Do you support any Civic Partner approved strategies? For example, Calgary Arts Development Authority's [Living a Creative Life](#), or Tourism Calgary's [Destination Strategy](#)?**

Calgary Economic Development – Action Calgary – Bronze partner and filming venue; Tourism Calgary partner; Calgary Arts Development – Living a Creative Life – venue for photographers.

**6. Please estimate how The City's operating funding was allocated in 2018. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.**

	Advertising and promotion -
<b>5.0%</b>	Programs or services – ZooShare \$413,646
<b>%</b>	Office supplies and expenses
<b>%</b>	Professional and consulting fees
<b>45%</b>	Staff compensation, development and training

%	Fund development
%	Purchased supplies and assets
<b>50%</b>	Facility maintenance
%	Evaluation or Research
%	<i>Other, please name:</i>

**7. Did volunteers support your operations in 2018? If yes:**

<b>How many volunteers?</b>	541
<b>Estimated total hours provided by volunteers:</b>	51,220 valued at \$1.5M using formula from <a href="http://www.propellus.ca">www.propellus.ca</a>

**8. What resources did your organization leverage to support operations in 2018?**

1. City operating grant was leveraged by 6.4:1 through revenues generated from ticket and membership sales, events catering and fund development activities. 2. Volunteers provided 51,220 hours of service valued at \$1.5M 3. A new ten-year Lease and Operating Agreement between the City and the Society was signed.

**9. Using the chart below, please report your 2018 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off. *Please identify through BOLD font, 1-2 measures that are most significant and could be presented in a chart.***

	Performance Measure	2016 results	2017 results	2018 results	What story does this measure tell about your work?
<b>How much did you do?</b>	Attendance	1.32M	1.20M	1.48M	Projections about the draw of giant pandas proved accurate
	Memberships	77K	75K	105K	Record high membership (+40%) means the zoo enjoys continually increasing support of Calgarians
	Education participants	64K	81K	98K	Relevant programs continue to draw strong participation from school programs, camp attendees, etc
<b>How well did you do it?</b>	Total revenues	\$52.1M	\$56.2M	\$61.5M	Exceeded projections for revenue including capital (use Restricted Funds accounting treatment)
	Visitor Satisfaction Rating	64.2%	64.5%	72.5%	New point of sale systems with online ticketing and timed ticketing made it easy to see the giant pandas without line-ups; the giant pandas and their habitat delighted visitors as did additions made to zoo conveniences, parking and food service offerings. 18 days heavy forest fire smoke in

					August negatively impacted attendance.
					Public interest in our conservation programs and interpretive sessions remains very strong
	Conservation Awareness	79.6%	85.0%	81.2%	
<b>How are Calgarians better off?</b>	Economic Impact	\$107M	\$112.4M	\$132.8M	Calgary Zoo is a growing contributor to Calgary's economy. Multiplier per Grant Thornton: 2.16/\$1 revenue.
	Operating Grant	14.6%	14.2%	13.5%	City operating grant as % of total revenue is shrinking but still vitally important
	Capital Facility Investment	37.3%	39.8%	28.6%	On an accrued historical cost basis - % of total expenditures capital fund
	Interpretive Participants	179K	663K	1275K	Number of visitors participating in zoo interpretive programs up by 92% in 2018
	Conservation Investment	6.2%	5.4%	7.8%	% of total operating expenditures to sustain and grow support for and <b>relevance</b> of the zoo to Calgarians and tourists. Includes giant panda conservation.

## **10. CAPITAL AND ASSET MANAGEMENT (for applicable partners)**

**Asset: Calgary Zoo**

- a) Provide a summary of your organization's 2018 capital development, including specific lifecycle/maintenance projects.**

CPRIIP: \$2,289,875.47

Minor Capital (includes carry from previous year and fixed assets): \$4,312,487.31

Major Projects as follows:

Wildlife Conservation Ctr. design and development	\$ 212,688.05
Canadian Wilds Nature Play	\$ 147,516.76
Pandas design, development, construction	\$1,227,628.40
Grazers Lawn PP7 - Panda Park	\$ 772,894.40
Swinging Bridge	\$ 325,351.78
Lemurs	\$ 69,223.55



**Calgary Zoological Society  
Civic Partner 2018 Annual Report**

**b) What funding did your organization leverage to support capital activities in 2018?**

The Society leveraged City of Calgary and Province of Alberta capital funding for Panda Passage and Pathway to Pandas; leveraged City funding for operations and lifecycle maintenance; leveraged provincial and federal funding for greater sage grouse recovery project.

## CIVIC PARTNER 2018 ANNUAL REPORT SNAPSHOT- FORT CALGARY PRESERVATION SOCIETY

### FORT CALGARY PRESERVATION SOCIETY (FORT CALGARY)

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

*Registered Charity*

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

### 2018 City Investment

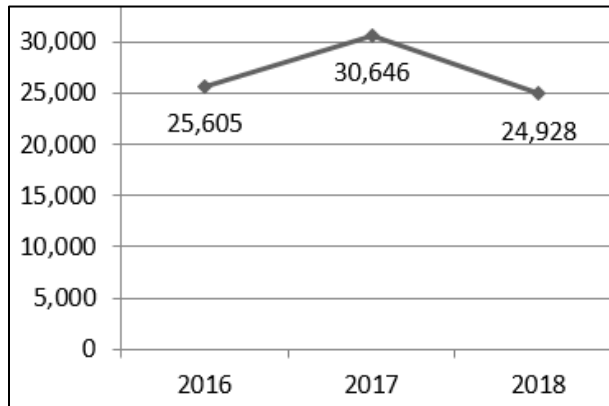
Operating Grant: \$ 1,222,210

Capital Grant: \$330,042

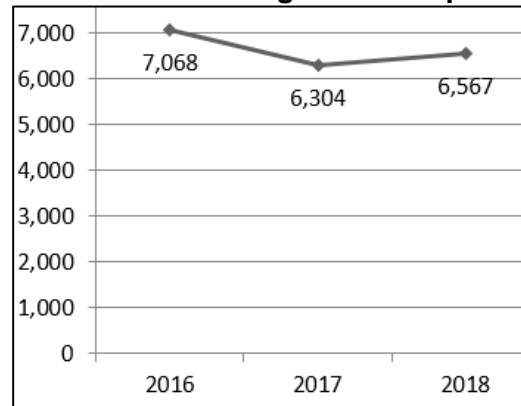
City owned asset? Yes

### 2018 Results:

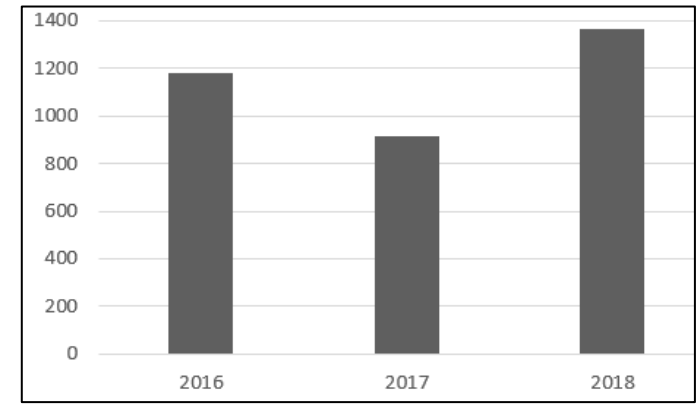
**Annual Visitors**



**Education Program Participants**



**Number of Private Events**



### The story behind the numbers

- The number of annual visitors declined, but Fort Calgary continued to be a valued destination and civic attraction.
- 2018 was a sold out year for student programs. Programs and resource kits are offered for students from kindergarten to grade 7.
- Fort Calgary is a unique event venue with heritage character and regional history and private events business is growing even during the downturn and competitive environment.

### Strategic alignment

- Under *Calgary in the New Economy: An economic strategy for Calgary*, Fort Calgary contributes to Place, by adding to the exceptional cultural fabric of the Calgary region.
- As a heritage and cultural organization, Fort Calgary aligns with the *Cultural Plan for Calgary*, with a focus in 2018 on diversity and Calgary's built, natural, and Indigenous heritage. The focus on indigenous people supports the *Enough for All* poverty reduction strategy.
- The location's 40+ acres of riverfront land contributes to Calgary's downtown green spaces, and promotes land based learning and supports Calgary's *Open Spaces Plan*.
- The protection, management, and preservation of the historical site aligns with *Calgary's Heritage Strategy*.



## Fort Calgary Preservation Society Civic Partner 2018 Annual Report

**Organizational Structure:** Independent External Organization

**Fiscal Year End:** December 31, 2018

**Related Subsidiaries or Foundation:** None

**City 2018 Operating Grant:** \$1,222,210

**City 2018 Capital Grant:** \$330,042

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

The confluence of the Bow and Elbow Rivers has been a historical and cultural gathering place from the first Indigenous people thousands of years ago to the arrival of the North-West Mounted Police in 1875. From its origins as Mohkinsstis (Blackfoot), Wîchîspa (Stoney), and Guts'ists'i (Tsuut'ina), to its more recent history as a national, provincial and municipal historic site, Fort Calgary has a complex story to tell.

Fort Calgary is operated by the Fort Calgary Preservation Society. Fort Calgary preserves, protects, enhances and promotes the significance of the site for the benefit of the citizens and visitors to the city of Calgary. It is the birthplace of the city of Calgary and played a significant role in the evolution of Canada's world renowned RCMP.

Our Mission is to create a place where people and history intersect.

### 2. What key results did your organization achieve in 2018 that contributed to one or more of the [Council Priorities in Action Plan 2015-2018](#) and created public value?

- **PROSPEROUS CITY:** Fort Calgary is proud to be part of what makes Calgary attractive for newcomers, new businesses and tourists. Despite the economy and increasing competition for attractions and museums in Calgary, Fort Calgary held its own, sustaining its visitor numbers, comprised of 60% Calgarians and 40% visitors to the city. While visitor numbers held steady, Equal Access Program discounts increased in 2018, likely as a reflection of the economy. We're proud that, even in difficult times, visitors still choose Fort Calgary as a place to learn and have fun. (P12)
- Once again, Fort Calgary was a SOLD OUT site for school field trips, hosting 6,500 students in 2018 in programs directly tied to the school curriculum. That included 2,000 students that learned how to build a mini log cabin as part of our "Building Calgary" program. We endeavour to keep these programs affordable, and provided 625 students with programs and bussing through our Equal Access Initiative. (P11)
- Fort Calgary was invited to deliver 14 presentations to businesses and community groups related to contemporary Indigenous relations. This is a growing area of focus for the Fort and reflects the desire among people and workplaces to act on the recommendations of the Truth and Reconciliation Commission. (P9)
- **INSPIRING NEIGHBOURHOODS:** Fort Calgary is at the crossroads of historic neighbourhoods (Inglewood, Ramsay), newly-established communities (East Village) and areas in transition (Victoria Park). We have worked closely with the City on the redevelopment of Fort Calgary since 2006, ensuring it is closely tied to the Rivers District Masterplan to revitalize the area. (N5)
- As a historical preservation society, Fort Calgary was pleased to see the Métis Cabin return to the site. The return of this culturally-significant building was made possible via the generous donation by a prominent Calgarian, who also recognized the importance of this asset. The cabin was reinstalled, and in 2019, will be the site of the pilot-testing of new school programs related to this aspect of our heritage. (N10)
- Sites like the Fort are gathering places and platforms for conversation for these neighbours and the broader community. In 2018, we experimented with new programs designed to provide the kinds of

experiences our neighbours were seeking: our Black & White Movie Nights, Concert Series and Murder Mystery dinners have proven popular, including one sold out concert night. (N9)

- As a gathering place we think wholistically about the 40 acre site, aiming to engage in events that will attract our neighbours and provide unique experiences for Calgarians. We hosted eight large outdoor events in 2018 including Beakerhead and Brewery & the Beast, and catered events for 56,000 people serving 59,000 scones (many people had two!). (N4)

### 3. What challenges affected your operations in 2018 and how did you adjust?

**TRANSITION IN EXECUTIVE-LEVEL LEADERSHIP:** Linda McLean exited her role as President & CEO mid-year, and Alison Pidskalny joined the team in December 2018. In the interim, two acting co-CEO's were appointed who were familiar with the operation and the team. These two people have since transitioned into new cross-functional roles as Vice President, Visitor Experience and Vice President, Business Operations.

**LOSS OF OUTDOOR CONCERTS:** With the Rotary's annual outdoor concert cancelled for 2018, our annual revenue decreased significantly. While we did not have the capacity to resolve this financial gap, we did create a new series of public programming that helped to fill the gap in program offerings hosted on-site, including the Make History Concert Series and Black & White Movie Nights.

**DECREASE IN VOLUNTEER LABOR:** There was a slight decrease in volunteer hours due to the older demographic of our volunteers (e.g. physical limitations, illness, and retiring from volunteer services), as well as a continuing trend towards episodic volunteering.

**DECREASE IN ADMISSION REVENUE:** Fort Calgary experienced a slight decrease in revenue admission compared to our annual average (not including Canada 150). To achieve a balanced budget, we focused on lowering event expenses for Canada Day and strategized for a stronger admission year in 2019.

### 4. Briefly describe how your key results in 2018 contributed to the following Council approved strategies (as applicable. Please note if you steward the strategy)

Strategy	Key Results
<a href="#">Calgary in the new economy: an updated economic strategy for Calgary</a>	<p>Of the four pillars of this strategy, Fort Calgary ties most closely to "Place: Canada's most liveable city" by adding to the exceptional cultural fabric of this region. Developing programs that attract visitors from Calgary and abroad is central to our strategy. We also prioritize programs that provoke conversation and new understandings about our history.</p> <p>How we go about doing that connects closely to the overall Strategic Framework of this document. We:</p> <ul style="list-style-type: none"> <li>• Prioritize a safe, inclusive, and respectful site;</li> <li>• Believe in education and collaboration, and proactively engage advisors to inform our content and strategies; and</li> <li>• Build community spirit through a strong volunteer program and increased focus on community connections.</li> </ul>
<a href="#">Cultural Plan for Calgary</a>	As a heritage and cultural organization, Fort Calgary ties into most of the Cultural Plan for Calgary, however for the purpose of this year's report, we wish to highlight our work in two areas: [1] MAXIMIZE CALGARY'S DIVERSITY ADVANTAGE and [2]

	<p>CONSERVE AND CELEBRATE CALGARY'S BUILT, NATURAL AND INDIGENOUS HERITAGE.</p> <p><b>MAXIMIZE CALGARY'S DIVERSITY ADVANTAGE:</b> Diversity is a priority for Fort Calgary, from the composition of our Board and staff, to the principles that guide our work, including our Equal Access Program intended to alleviate barriers to access and our participation in the Cultural Access Pass. The Board has proactively invited the participation and inclusion of members to better represent the diversity of our community. Women continue to step-up, representing 5/13 of Board positions in 2018, including 3/5 of executive positions. The Fort also has a high proportion of women in leadership positions, proactively considers diversity in our hiring practices and benefits from strong Cultural Access Pass visitation.</p> <p><b>CONSERVE AND CELEBRATE CALGARY'S BUILT, NATURAL AND INDIGENOUS HERITAGE:</b> Our site at the confluence of the Bow and Elbow Rivers has been an important gathering place for centuries. Honouring this complete story, and sharing this narrative with our visitors, is central to the New Museum Project, anticipated completion Q1 2022.</p> <p>The Fort is committed to the call to action in the Final Report of the Truth &amp; Reconciliation Commission of Canada (2015), "Museums and archives as sites of public memory and national history have a key role to play in reconciliation." We also believe we have a role to play in sharing truths, in particular, the truths of this site.</p> <p>Fort Calgary is taking this effort seriously, and have been working for some time with the RCMP Veterans Association and an Advisory Committee of representatives from each of the Treaty 7 Nations and the Métis Nation of Alberta, Region 3. We've also taken the courageous steps toward "curatorial autonomy", providing the RCMP and Indigenous Advisors with the autonomy to determine what stories will be shared, in their voice.</p>
<a href="#"><u>Enough for All Poverty Reduction Strategy</u></a>	<ul style="list-style-type: none"> <li>• Fort Calgary supports Enough for All's goal that all Indigenous people are equal participants in Calgary's prosperous future, and has engaged representatives from each of the Treaty 7 Nations and the Métis Nation of Alberta, Region 3, as Indigenous Advisors.</li> <li>• Our Cultural Development team and New Museum Project mission support the United Nations Declaration of Rights of Indigenous Peoples by reducing the barriers between the platform (e.g. our museum) and the storytellers (e.g. our Indigenous Advisors) by promising curatorial autonomy.</li> <li>• Fort Calgary supports the concept of reconciliation at the heart of dialogues, planning, and public awareness. We support these initiatives through our educational programming, partnerships (including the annual Walk for Reconciliation), and Cultural Development initiatives.</li> </ul>
<a href="#"><u>Sport for Life Policy</u></a>	(not applicable)
<a href="#"><u>Foundations for Hope: Calgary's Corporate Affordable Housing Strategy</u></a>	(not applicable)
<a href="#"><u>Open Spaces Plan (Calgary Parks')</u></a>	<ul style="list-style-type: none"> <li>• With 40+ acres of breathtaking river-front land, Fort Calgary helps Calgarians recognize that urban green spaces are precious and valuable contributors to the cultural fabric of Calgary.</li> </ul>

	<ul style="list-style-type: none"> <li>Land-based learning is an integral part of Fort Calgary's educational offerings, which supports an enhanced sense of environmental stewardship in participants.</li> </ul>
<a href="#">Recreation Master Plan</a>	(not applicable)
<a href="#">Calgary Heritage Strategy</a>	<ul style="list-style-type: none"> <li>By definition, the Fort Calgary Preservation Society protects, manages, and preserves the historical importance of this site.</li> <li>Fort Calgary's efforts support the Calgary Heritage Strategy by contributing to Calgary's prosperity and quality of life – especially by offering historical resources to new Canadians through the Cultural Access Pass.</li> <li>In 2018, Fort Calgary was pleased to see the Métis Cabin return to the site, with the support of a generous donor.</li> </ul>

**5. Do you support any Civic Partner approved strategies? For example, Calgary Arts Development Authority's [Living a Creative Life](#), or Tourism Calgary's [Destination Strategy](#)?**

Fort Calgary supports Tourism Calgary's **Destination Strategy** by being a member of both Tourism Calgary Partnership Program and Calgary Attractions Consortium. In addition, we actively pursue activities outlined within the Destination Strategy, including developing and hosting events that enhance the cultural offerings of Calgary. Additionally, we support Tourism Calgary to create and articulate Calgary's unique personality by participating in brand workshops and offering insight and opportunities.

**6. Please estimate how The City's operating funding was allocated in 2018. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.**

5 %	Advertising and promotion
0 %	Programs or services
1 %	Office supplies and expenses
7 %	Professional and consulting fees
58 %	Staff compensation, development and training
0 %	Fund development
0 %	Purchased supplies and assets
29 %	Facility maintenance
0 %	Evaluation or Research
0 %	Other, please name:

**7. Did volunteers support your operations in 2018? If yes:**

<b>How many volunteers?</b>	185 active volunteers
<b>Estimated total hours provided by volunteers:</b>	2,063 hours provided by volunteers

**8. What resources did your organization leverage to support operations in 2018?**

- PARK PLUS:** Established a paid parking system to create a new revenue stream.
- STEP PROGRAM:** Enabled us to hire a summer student to help with site maintenance due to subsidized payroll costs.
- YOUNG CANADA WORKS and SUMMER CANADA JOBS:** Enabled us to hire three summer students (with subsidized payroll costs) in the areas of Collections, Visitor Services, and Public Programming.

- **CULTURAL ACCESS PASS:** As a program partner and provider of the passes, Fort Calgary was able to better support new Canadians and engage with a key demographic in our community.
- **FEE ASSISTANCE PROGRAM:** Allowed us to provide subsidized admission for low-income Calgarians.
- **CALGARY FOUNDATION GRANT:** This grant allowed us to invest in creating a new position and department at Fort Calgary in order to begin a dedicated and committed journey towards truth and reconciliation. Dr. Troy Patenaude PhD accepted the role as Director of Cultural Development in 2018.
- **INDIGENOUS KNOWLEDGE RESOURCES:**
  - Fort Calgary engaged representatives from each of the Treaty 7 Nations and the Métis Nation of Alberta Region 3 as Indigenous Advisors to the New Museum Project, and our Cultural Development Strategy.
  - Fort Calgary's Cultural Development included the design and delivery of a series of new training workshops/presentations on contemporary Indigenous relations, Métis history, and truth and reconciliation. This work was undertaken with significant support by many knowledgeable people in the fields of Blackfoot history, Indigenous studies, and Canadian cultural studies. This content was originally delivered as internal staff training modules, and evolved into 14 presentations delivered to businesses and community groups in 2018.
- **VOLUNTEER RESOURCES:** Volunteers dedicated a remarkable 2,063 hours of support in the areas of: school programs; exhibit maintenance; artifact reproductions; artifact cataloguing; library and archival support; event support; community engagement; and storytelling.
- **IN-KIND EVENT SUPPORT:** Meaningful partnerships with local businesses enabled us to enhance the visitor experience and showcase amazing Calgarian entrepreneurs, including: Steinway Piano Gallery Calgary; Village Brewery; Rithet Coffee Company; Mountain View Printing and Graphics Ltd.

9. Using the chart below, please report your 2018 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off. *Please identify through BOLD font, 1-2 measures that are most significant and could be presented in a chart.*

Performance Measure	2016 results	2017 results (Canada 150)	2018 results	What story does this measure tell about your work?
<b>How much did you do?</b>				
<b>VISITOR SERVICES:</b> Operate a successful Museum and Civic Attraction	<b>25,605</b> Annual Visitors	<b>30,646</b> Annual Visitors	<b>24,928</b> Annual Visitors	<b>Fort Calgary is maintaining our position as a valued destination and civic attraction. The New Museum Project is our opportunity to add to our Content Strategy with stories that represent a fuller history of the site.</b>
VISITOR SERVICES: Be a relevant and meaningful attraction for Calgarians	14,276 Calgarians visiting annually	16,746 Calgarians visiting annually	13,999 Calgarians visiting annually	
ACCESSIBILITY: Provide accessible admission via Equal Access Program	\$13,000 Annual Total of Equal Access Pass Discounts	\$17,500 Annual Total of Equal Access Pass Discounts	\$20,500 Annual Total of Equal Access Pass Discounts	The increase in Equal Access discounts is likely due to the ongoing economic downturn in Alberta.
<b>EDUCATION:</b> Offer exceptional educational programs and resource kits to	<b>7,068</b> Students Annually	<b>6,304</b> Students Annually	<b>6,567</b> Students Annually	<b>We had another "SOLD OUT" year, which tells us that the offering provides authentic value, and could</b>

<b>grades K-7</b>				<b>grow should the organization be able to offer more spaces.</b>
<b>FOOD &amp; BEVERAGE:</b> Provide excellent guest care, inspired catering, and an authentic experience to all venue clients	1,180 Private events hosted at Fort Calgary	913 Private events hosted at Fort Calgary	1,362 Private events hosted at Fort Calgary	Fort Calgary is becoming known as a unique venue with heritage character and a regional history, and business is growing even during the downturn and competitive environment.
<b>CULTURAL DEVELOPMENT:</b> Provide exceptional programs that tell the story of our Indigenous roots	N/A	N/A	1+ monthly presentations to businesses and community groups	Fort Calgary is starting to become known as a resource for contemporary Indigenous learning
<b>How well did you do it?</b>				
<b>VISITOR SERVICES</b>	<p><i>"A great historical journey!" - Fort Calgary's Guest Book (2018)</i></p> <p><i>"A very educational [visit] about the start of Calgary. A must see for those who love history." - Facebook Review from Jim W. (March 2019)</i></p>			Fort Calgary is a valued destination and Civic Partner, and there continues to be a need for museums and historical programming in Calgary.
<b>ACCESSIBILITY</b>	<p><i>"The [education] programming is engaging and informational at an appropriate level for grade 1-2's. The hands-on nature and smaller facility make it comfortable for those who may have special needs." – Teacher (2018)</i></p>			Barriers to access are wide-ranging and Fort Calgary must continue to identify, learn about and work to address these barriers.
<b>EDUCATION</b>	<p><i>"Such amazing hands-on learning experiences with huge connections to our social studies curriculum!" – Teacher (2018)</i></p> <p><i>"I love the local story that the students are very fascinated with. The costumes and hands-on part of the Mountie CSI is one of the best and affordable trips around. I highly recommend this trip." - Teacher (2018)</i></p>			Fort Calgary's SOLD OUT school programs continue to be extremely popular and provide meaningful access to the regional history. Curriculum alignment continues to be of crucial importance to teachers.
<b>CULTURAL DEVELOPMENT</b>	<p><i>"I wanted to say thank you for your presentation [last night]. I left with so much energy and new knowledge." - Participant in a Contemporary Indigenous Relations workshop (December 2018)</i></p> <p><i>"A tribute to reconciliation!" – Fort Calgary's Guest Book (2018)</i></p> <p><i>"I think you need to have more programs to bring awareness and fix misconceptions people have about Native culture." – Participant of the 9<sup>th</sup> Annual Walk for Reconciliation (June 21, 2018)</i></p>			There is a growing interest from the public to better contemporary Indigenous relations, and the role they can play in supporting it.
<b>FOOD &amp; BEVERAGE</b>	<p><i>"We had a great event at Fort Calgary and I cannot say enough about the amazing staff who assisted us." – Venue Client (2018)</i></p>			Fort Calgary's Food & Beverage team offers a unique venue and exemplary

	<p><i>"The event went great! Food was great, service was great!" – Venue Client (2018)</i></p> <p><i>"We were so impressed with Fort Calgary! Thank you for taking care of us so well." – Venue Client (2018)</i></p>	<p>client care, and it continues to be well-reviewed despite the economy and growing competition for events.</p>
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### **How are Calgarians better off?**

- **Visitors** are better off, with a deeper understanding of the origins and more recent heritage of the city. "A beautiful piece of local history. The facility is well kept and nicely organized. Everyone should visit to understand more of our heritage." -Visitor review
- **Students** are better off, with an informal learning environment that brings them to history and history to them. "It [Fort Calgary] is an important piece of our community that ties us to the past and is a tangible part of history that the students can experience even in a small way."-Teacher
- **Clients** are better off, having been attending effective meetings and fun events in an authentic Ultimate Host City way. "You're so awesome and so is Fort Calgary! You couldn't have been more accommodating and will shout loud to anyone looking to book a place for an event that you guys are the best place to do so in YYC." -Facility rental client
- **Volunteers** are better off, with a sense of pride and purpose. "In order for our systems, societies and communities to change how we live, work and think, we need to be at this level of leadership within these spaces." -Indigenous advocate encouraging others to consider joining our volunteer Board

## **10. CAPITAL AND ASSET MANAGEMENT (for applicable partners)**

**Asset:** Fort Calgary National Historic Site

### **a) Provide a summary of your organization's 2018 capital development, including specific lifecycle/maintenance projects.**

Lighting upgrades, flooring replacement, landscape upgrades, exterior staining, kitchen equipment replacement, parking lot repaint, kitchen cabinet replacement upgrades, monitored fire panel, and learning center painting.

### **b) What funding did your organization leverage to support capital activities in 2018?**

In 2018 capital funding from the City of Calgary was matched largely out of our capital fund.

## CIVIC PARTNER 2018 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*

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

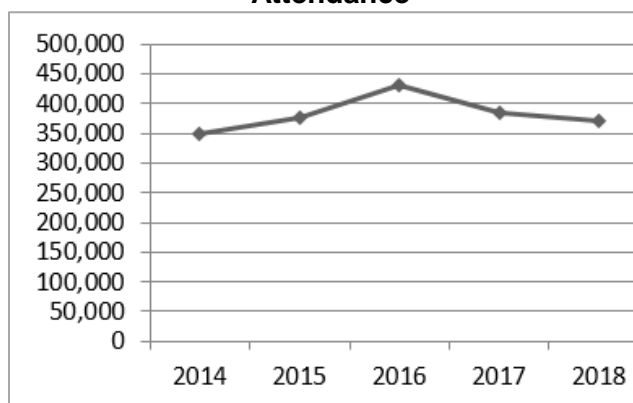
### 2018 City Investment

Operating Grant: \$ 2,212,562

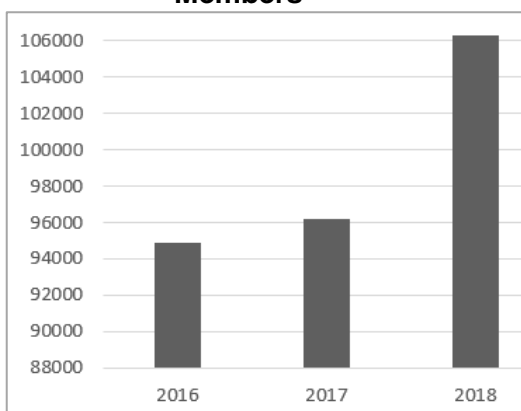
City owned asset? Yes

### 2018 Results

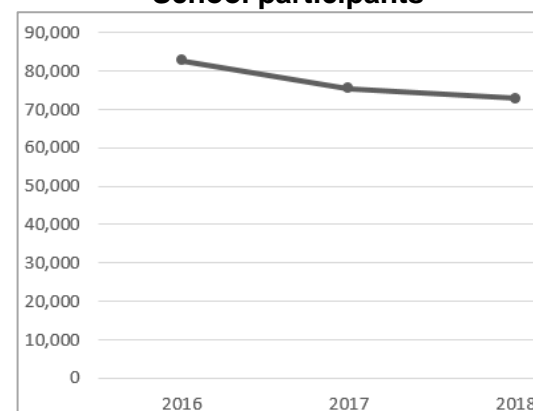
**Attendance**



**Members**



**School participants**



### The story behind the numbers

- While general paid attendance was lower than projected, TELUS Spark had a record number of membership sales in 2018. Attendance included 3,591 new Canadians and 12,724 visitors through the Community Connections Program who may otherwise not have had the opportunity to visit.
- Spark continued to work closely with the Calgary Board of Education, Calgary Catholic School District and Siksika School Board to provide transportation and educational opportunities to more than 3,000 at risk students in 2018.

### Strategic alignment

- Programs support the Innovation stream of *Calgary in the New Economy: An economic strategy for Calgary*. 2018 initiatives included an autonomous vehicle test and display, PwrPak7, and a display about the use of fibre optics in pipeline management.
- Travelling exhibits including *Whales/Tohora* from New Zealand and activation in Olympic Plaza with *Truckstop Circus and Happenings* in partnership with Arts Commons supported the *Cultural Plan for Calgary*.
- Access for low income Calgarians through the Community Connections program and summer camperships support the *Enough for All* poverty reduction strategy.
- The Junkyard Playground supports The City's *Open Spaces Plan*, and the *Recreation Master Plan* by encouraging kids to be active.



## Calgary Science Centre Society (TELUS Spark) Civic Partner 2018 Annual Report

**Organizational Structure:** Independent External Organization

**Fiscal Year End:** December 31, 2018

**Related Subsidiaries or Foundation:** None

**City 2018 Operating Grant:** \$2,212,562

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

#### Mission

Spark brings people together to learn, play and create with science, technology, engineering, art and math (STEAM).

#### Vision

Visitors and the community are transformed by a culture of curiosity, risk-taking and problem solving.

#### Values

- Collaboration: Spark encourages debate and dialogue, embracing diverse perspectives, and that partnership with the communities results in better ideas and outcomes.
- Curiosity: Spark inspires people to be always wondering, always questioning, always seeking to learn.
- Courage: Spark supports innovative thinking and taking risks. We embrace change. Our courage to fail gives us the confidence to succeed.
- Commitment: Spark is deeply passionate about the positive impact of learning, playing, creating and pursue it in everything we do and in how we do it.

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

#### A PROSPEROUS CITY

#### SPARK WAS PART OF CANADA'S FIRST ELECTRONIC AUTONOMOUS VEHICLE AVAILABLE TO THE PUBLIC

In partnership with the City of Calgary, Spark supported the initiative to become the first location to pilot the launch of *ELA*, Canada's first Electric Autonomous Shuttle Bus available to the public. *ELA* was a month-long initiative beginning on September 30, 2018 running between the Calgary Zoo and Spark. Spark prepared a temporary exhibit featuring a number of autonomous vehicle technologies to inspire and imagine the future of transportation advocating for more education about the autonomous vehicle industry. The City of Calgary and Spark hosted tours with school groups, a post-secondary urban planning class, the Municipal Innovation Conference and robotic classes. Over the 22 days of operation, *ELA* had a ridership of 4,500 people.

The key piece of technology that allowed *ELA* to operate was built in Calgary by NovAtel. NovAtel and Infrastructure Mapping & Autonomy sponsored an temporary technology display at Spark, which allowed Calgary to be viewed as a prominent tech-hub and leading voice in the future of transportation. A New York technology magazine flew out to do a story on NovAtel and the trial of *ELA*.



## **INSPIRING NEIGHBOURHOODS**

Spark believes in access and inclusion for all and continues to be a critical component of a Prosperous City. In 2018, 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 more than 12,724 visits from individuals who may not otherwise have the opportunity to access the world of science, technology, engineering, arts and math (STEAM) at Spark.

In 2018, Spark continued to work closely with the CBE, CCSD and Siksika school boards to provide transportation and educational opportunities to more than 3,000 at-promise students during the school year. The program culminates with a Family Science Night where all participating students, their families and teachers come to Spark for a free private function where students can share their learning experiences and a meal with their families. In 2018 over 1,550 students and their families attended this event.

Camperships initiative provided free day-camp spots to children in the community who would not otherwise have the ability to participate in day camps. In 2018, 20 campers came to Spark to participate in Spark's popular Summer Camps through this initiative.

Finally, TELUS Spark is part of the Cultural Access pass program that provides admission to new Canadians. In 2018, more than 3,591 new Canadians were able to come and enjoy Spark.

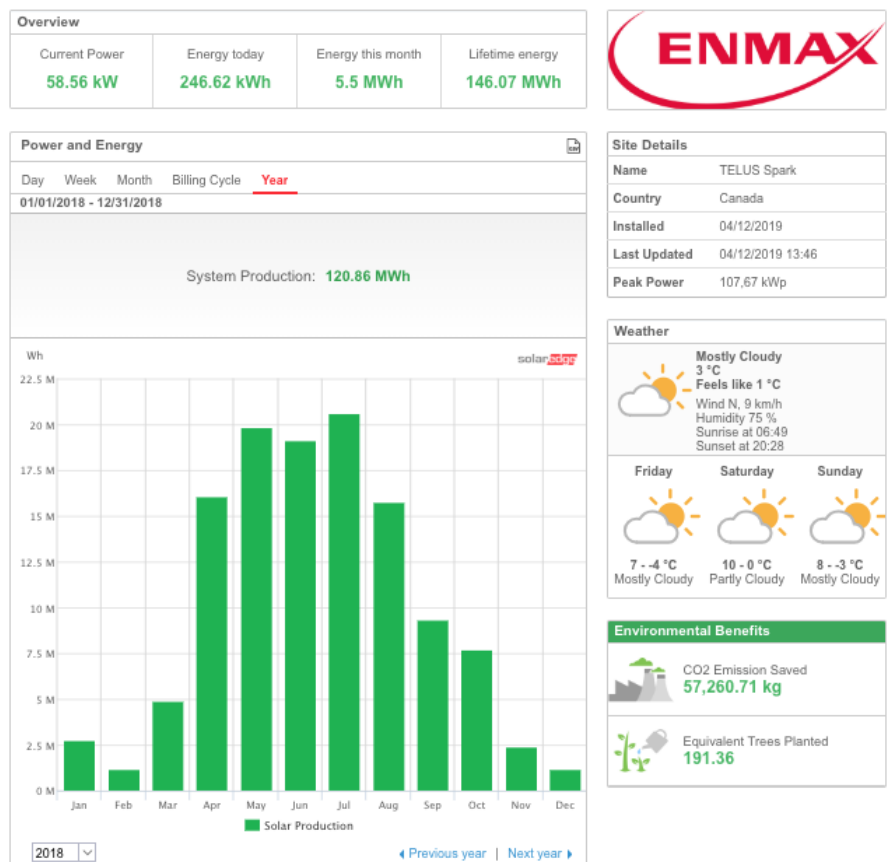
Spark's unique school programs bring together Science, Technology, Engineering, Art and Math (STEAM) in ways that are transformative for youth. For example, 600 students attended the Prototype Project, a

semester-long program that develops critical thinking, problem-solving, and collaboration skills with experiential learning that prepares students for the real world. Another 684 students attended Chevron Open Minds Science School at Spark. Open Minds is a week-long experience that provides students with the opportunity to explore, experience and develop skills which helps them grow. This journey helps students to develop a passion for science and discover the areas that excite them. In addition, there were 1510 school workshop bookings, 72 demo bookings, and 1186 students watched a live-stream of a knee surgery through Spark's program Direct From the Operating Room.

In 2018, Spark launched '*Science of Mental Health*' for Grades K-12. This new workshop delves into mental health and its connections with the brain, heart and neurosystem while debunking the historic stigma associated with mental illness. Using emerging innovative technologies, students engage in hands-on activities to recognize the relationship between mental health and physical health to monitor and manage their well-being beyond the classroom.

## A HEALTHY GREEN CITY

As a LEED Gold building, Spark is committed to creating a space to spark conversations around clean energy technologies, sustainable living and sustainable energy systems in Alberta. This destination is an inspiring hub for conversations around reducing greenhouse gas emissions and energy efficiency and intend to continue encouraging our guests, members, sponsors and donors to find opportunities to foster healthy lifestyles that optimize a healthy green city.



(Solar Panels, 2018 data)

Special 2018 initiatives include:

- Partnered with the City of Calgary's Climate Change Symposium to host two world renowned climate communicators, Katherine Hayhoe and George Marshall as an extension of climate change conversations.
- Designed and showcased exhibits and temporary technology displays related to critical and relevant energy topics to Albertans generating family conversations around energy transitions.
- Collaborated with the City of Calgary and other community partners to become the first location to pilot the launch of *ELA*, Canada's first Electric Autonomous Shuttle Bus available to the public.
- Funded as part of the Community Environment Action grant from the Government of Alberta, Spark launched *Rethink Your Street*, a permanent future-focused exhibit on local transportation. This exhibit was designed to spark conversations around how people's movements affect our city and challenges visitors to design and consider their own modes of transportation and how it impacts the environment.
- Designed and showcased a "made-in-Alberta" display featuring fibre optics as one of the technologies that can identify leakages in pipelines.
- Celebrated our rooftop solar panel installation during Green Great Britain Week with a visit from the British Consulate - General, Calgary to emphasize the importance of clean economic growth. The environmental benefits of these panels resulted in over 57,000 kg of CO2 emissions saved, which is the equivalent of 190.84 trees planted.
- Completed Phase 1 and Phase 2 of the City of Calgary's Climate Change Education Plan. This comprehensive education plan will chart a path to inform, educate and mobilize Calgarians in to climate education and will be included in Calgary's Climate plan. This project could constitute an important tool for engaging Calgarians about climate action.
- We are committed to continue our work on green energy and alternative energy sources and have been working with ENMAX to develop a solar energy battery display in 2019.

Spark is one of the key partners of the Alberta Narratives Project (ANP). ANP is a public engagement that builds skills and better communications to talk about climate change and the oil and gas industry in non-polarized ways while reflecting on shared values and identities of Albertans.

We intend to continue to build strong relationships with strategically-aligned community partners in the community like ANP and including, but not limited to *Energy Disruptors*, *Alberta Ecotrust Foundation*, *Canadian Energy Pipeline Association*, *CAWST (Centre for Affordable Water and Sanitation Technology)*, *Energy Efficiency Alberta*, *ENMAX*, *HiFi-Engineering*, *Infrastructure Mapping and Autonomy*, *Let's Talk Energy*, *NovAtel*, *Pembina Institute*, and *Pacific Western Transportation* as an extension to create more awareness and education around healthy lifestyles and a healthy green city in Alberta.

### **3. What challenges affected your operations in 2018 and how did you adjust?**

In early 2018, it became apparent that trend of lower than expected general paid attendance would prevail throughout the year. We established a risk register to assess the impact of the lower general paid attendance on other revenue streams that we depend on to sustain our business. This allowed us to alter plan expenditures to account for the lower revenues, which ended the year in a surplus of \$97,529 compared to a

loss of \$1,373,403 in 2017. The 2017 the deficit was self-funded by the internal reserves without additional support from the city.

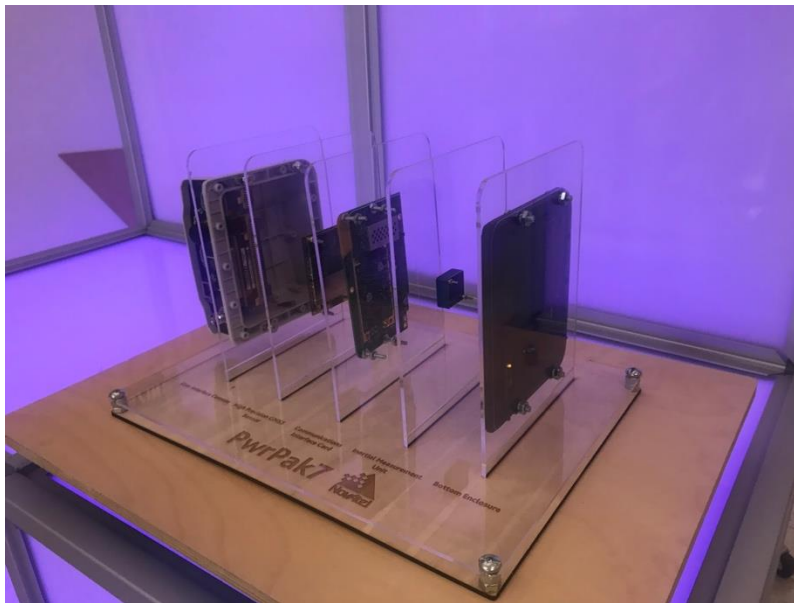
A bright spot to 2018 is that we had a record number of membership sales in 2018. This showed the deep affinity for inspiration and education among Calgarians during an economic downturn. This has led to analysis of and changes to the value proposition for both regular and new attendees. We are excited about future prosperity based on the adjustments we are making.

**4. Briefly describe how your key results in 2018 contributed to the following Council approved strategies (as applicable. Please note if you steward the strategy)**

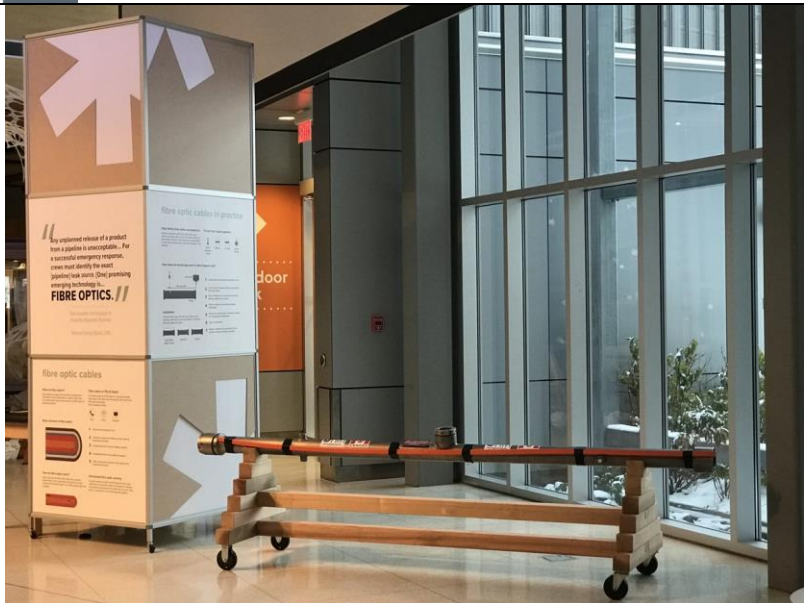
<b>Strategy</b>	<b>Key Results</b>
<u><i>Calgary in the new economy: an updated economic strategy for Calgary</i></u>	<p>As a leading voice for innovation, Spark developed three displays in 2018 to highlight advancements in technology. Spark is home to leading talent in developing innovative and accessible exhibits driven by the technological advances and adaptation to build a better city.</p> <p>Autonomous Technologies</p> <ul style="list-style-type: none"> <li>Spark partnered with Pacific Western Transportation, the City of Calgary and the Federal Government with sponsorships from NovAtel and Infrastructure Mapping and Technologies to design a representation of how driverless autonomous systems work and how the future of autonomous vehicles as an everyday mode of transportation can educate on renewable energy sources. The display featured two different pieces of technology, LiDAR (Light Detection and Ranging) and GNSS (Global Navigation Satellite System). LiDAR technology uses light to create a 3D map of the car's natural and man-made environments in real-time aiding the driverless vehicle to avoid obstacles and pedestrians. Guests were also able to view the GNSS technology (a more accurate version of GPS for navigation and positioning). These two technologies are essential to guiding the pathway of autonomous vehicles. (See photo below)</li> </ul> <p>PwrPak7</p> <ul style="list-style-type: none"> <li>Spark designed a technology display to showcase the different components that make up a GNSS unit which included a user interface console, high precision GNSS sensor, communications interface card and an inertial measurement unit. This display encouraged guests to further explore the potential of autonomous vehicles and its technologies. (See photo below)</li> </ul> <p>Fibre Optics</p> <ul style="list-style-type: none"> <li>The oil and gas industry is prudent to the success of Alberta's economic growth. Sponsored by the Canadian Energy Pipeline Association (CEPA) and Hifi Engineering, Spark built an exhibit to demonstrate how fibre optics can identify and detect leaks in a pipeline. This exhibit fostered conversations around responsible energy transitions and showcased how "high-fidelity dynamic sensing" (HDS) can detect extremely low flow and pinhole sized leaks in pipelines. (See photo below)</li> </ul>



(Autonomous Vehicle Technologies)



(PwrPak7, ELA Technologies)



(Fibre Optics)

<div> <div>Cultural</div> <div>Plan for</div> <div>Calgary</div> </div>	<div> <div>Spark is proud to bring Science, Technology, Engineering, Art, and Math (STEAM) to Calgary. Spark aims to contribute to the energetic vibrancy the city offers by partnering with various communities and organizations to make Calgary an exceptional place to live.</div> <div> <div>Special initiatives include:</div> <ul style="list-style-type: none"> <li>Partnered with Te Papa Tongarewa, the National Museum of New Zealand to bring <i>Whales/Tohora</i> to Calgary. <i>Whales/Tohora</i> is a unique and exclusive cultural travelling exhibition featuring education on conservation of oceans, whale species and other marine animals.</li> <li>Supported the grand opening weekend of the new Central Public Library to elevate the cultural identity of Calgarians and attracting an estimated 20,000 visitors. We engaged guests by developing elevated science experiments for kids of all ages.</li> <li>Participated in <i>Truckstop Circus and Happenings!</i> in partnership with Arts Commons to activate Olympic Plaza during the summertime.</li> <li>Supported science literacy within the community for people of all ages by bringing a customized science program to Beakerhead.</li> </ul> </div> </div>
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## ACCESS PROGRAMS

Spark experiences are accessible to the members of our community who are most in need

Financial hardship should not be a barrier for future innovators to explore educational opportunities in Science, Technology, Engineering, Art and Math (STEAM). The Access Program presented by Crescent Point Energy supports students, families and individuals requiring additional financial assistance in order to access TELUS Spark.

Via our community partnerships, Spark was able to reach thousands of families, students and individuals and provide them with unique, free-of-charge, hands-on educational experiences.

Within the Access Program there are four different initiatives:

### Community Connections

The Community Connections Program allows the science centre to partner with local social service agencies and non-profit organizations, providing access to those who may not otherwise be able to visit. By forming longer-term partnerships with other organizations in the community, TELUS Spark is moving closer to achieving our vision of a community transformed by a culture of curiosity, risk-taking and problem-solving. Our mission to be a force for innovation that drives positive change is the cornerstone of this program.

By partnering with local agencies and organizations, we strive to:

- Offer an introduction to a unique recreational and educational community resource
- Offer learning opportunities for people of all ages
- Inspire visitors to seek other learning opportunities based on their experiences at Spark
- Fuel the drive to explore educational opportunities in the areas of science, technology, engineering, arts and math (STEAM)
- Provide access to more people in our community who are typically without the means to fully participate

As a not-for-profit organization ourselves, please keep in mind that we can only consider requests that have a strong connection to our Mission and Vision. Further, we receive a very high volume of applications and, as such, we are not able to support the following:

- Religious organizations (except where they represent non-denominational support services)
- Individuals
- Fully funded Government agencies
- Projects or organizations that are not located within and do not provide a service to Southern Alberta
- Competitive sports teams
- Political parties
- Advocacy or special interest groups

- Schools or parent association

#### Learning Connections

Learning Connections provides subsidized school programs for students from under-served schools throughout Calgary. The field trips include a school program and bus transportation. Participating schools are identified by the Calgary Board of Education, the Calgary Catholic School District and the Siksika Board of Education. To celebrate the students' learning journey at the end of the school year, participants and their families are invited to a private Family Science Night at TELUS Spark.

#### Summer Campership

Camperships provide free access to children in the community to attend a week of TELUS Spark Summer camps. Participants are selected in collaboration with our Community Connections agencies. Camperships provide participants with the opportunity to experience a week of STEAM-filled activities at no cost, plus a Camps t-shirt. Cultural Access Pass.

This program is delivered in collaboration with the Institute of Canadian Citizenship. Every new Canadian is eligible to receive a Cultural Access Pass for a year from the date they received their citizenship. The program provides pass holders and their families free access to different attractions and parks within the country. TELUS Spark is one of the participant attractions.

#### Open Spaces Plan (Calgary Parks')

#### Junkyard Playground

Operation Explore, Spark's summer program, took a whole new look at risky play. The theme for the summer program was "Kids take the lead" and Calgary's first Junkyard Playground was conceived. The Junkyard Playground was a designated area of the Brainasium where kids were able to play with their parents close-by, but not directly with them. The Junkyard Playground is a space that allows kids to play the way they know best - with lots of fun, endless possibilities and a teaspoon of risk. The play space is like a real-life Minecraft, it's a world that's entirely kid created, resistant to the influence of well-meaning parents or guardians. Kids can build and take things apart using real tools like hammers and saws, all while exploring their limitless imaginations.

#### **Junkyard Playground nominated for a CASCADE award for *Best Program - Large Institution*.**

CASCADE Awards are presented by CASC (Canadian Association of Science Centres) to recognize outstanding people, programs and exhibits in Canada's science centres, museums, aquariums, planetariums and makerspaces. The category of *Best Program* is awarded for the best onsite or outreach educational, interpretative, or public program of a CASC member. We are one of four finalists in this category.

#### Calgary Play Charter

In 2018, Spark was proud to be a signatory of Calgary's Play Charter.



Recreation

Master Plan

SPARK HOSTED 6 DEGREES FOUNDED BY

THE RIGHT HONOURABLE ADRIENNE CLARKSON AND JOHN RALSTON SAUL

6 Degrees is a national charity founded by The Right Honourable Adrienne Clarkson and John Ralston Saul that challenges our unsettled age. It is about what we can do to counter rising nativism and exclusion, and how we can go about doing it. 6 Degrees is about connection, conversation, artistic representation, online engagement, and the power that comes from bringing people together. It is also about language: how better language can make for better thinking; how we can reframe issues to open hearts and change minds.

On April 10, 2018 Spark hosted the conference and it was titled ‘Towards Resilience.’ It was a day full of interactive discussions that sought to find new language, ideas and solutions to arguably the most urgent issue of our time: creating truly inclusive societies.



Calgary Heritage Strategy

**Jane's Walk**

On May 6, 2018 Spark participated in Jane's Walk, a walk to honor and activate the idea of Jane Jacobs. Jane Jacobs (1916-2006) was a writer, urbanist and activist who championed the voices of everyday people in neighbourhood planning and city-building. The walk is a community-based approach to city building that uses citizen-led walking tours to make space for people to observe, reflect, share, question and re-imagine the places in which they live, work and play.

Spark's walk was led by staff who educated attendees on our facilities Leed Certification and the history of the land where our facility resides. In addition to our staff, the walk was lead by Kimberly Williams, Associate Professor and Program Coordinator of Women's Gender Studies at MRU, who spoke about the history of brothels on our site.

5. Do you support any Civic Partner approved strategies? For example, Calgary Arts Development Authority's [Living a Creative Life](#), or Tourism Calgary's [Destination Strategy](#)?

**LIVING A CREATIVE LIFE**

**Sundial**

Robert Oldrich (Canadian, 1920-1983)

Spark had the unique opportunity last year to install a sculpture with historic significance. *Sundial* By Roert Oldrich is part of the City of Calgary Civic Art Collection, and was located at the former home of the Calgary Science Centre at the Calgary Centennial Planetarium. It had been in storage since construction of the LRT through that area in 2006. It had been conserved by the Civic Art Collection and is now again available to the public. Other large-scale public art installations by artist Robert Oldrich include outdoor murals at both the Central Library (metal) and Glenbow Museum (concrete frieze).

**Albertosaurus**

Russel Zeid

In 2018, artist Russell Zeid came to Spark to share with the public his adventures and journeys as he designed, created and built Calgary's famous bronze Albertosaurus. The Albertosaurus was popular as the prominent statue in Chinook Centre and is now proudly at home in Spark's outdoor Brainasium. As a STEAM organization, we celebrate the combination of engineering and art.

**DESTINATION CALGARY**

Spark is a partner in marketing initiatives of Tourism Calgary and is developing enhanced programming and branding to assert itself as a feature tourism destination in 2019 and thereafter.



**Calgary Science Centre Society (TELUS Spark)**  
**Civic Partner 2018 Annual Report**

**6. Please estimate how The City's operating funding was allocated in 2018. 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
<b>40%</b>	Office supplies and expenses
%	Professional and consulting fees
%	Staff compensation, development and training
%	Fund development
%	Purchased supplies and assets
<b>60%</b>	Facility maintenance
%	Evaluation or Research

**7. Did volunteers support your operations in 2018? If yes:**

<b>How many volunteers?</b>	12,724 Volunteers
<b>Estimated total hours provided by volunteers:</b>	18,192 Hours

**8. What resources did your organization leverage to support operations in 2018?**

**Donations**

Spark is fortunate to have a strong network of donors, community partners, and corporate sponsors. The outstanding support and collaboration we receive from our funding network are essential to the sustainability of the organization and amplify our impact with students, families, and corporate guests. Donations and sponsorships are critical components to 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 desired and we are developing new support strategies and campaigns.

**Volunteers**

Volunteers play a key role in supporting all Spark activities. In 2018, volunteers contributed 18,912 hours, largely in professional and skilled roles. This continues to help to manage staffing costs and maintaining a high-level guest experience. Many of our volunteers in 2018 joined the organization after losing work to the recession.

**Facility Operations**

- Donations
- Facility Rentals
- Spark Store
- Paid programs consisting of Adults Only Nights, Sleepovers and Camps

**SPARK HOSTED OVER 72,500**

**STUDENTS AND 1600 CAMPERs in 2018**

**Camps and Youth Programs**

Spark inspires children and youth in many ways including through Spring Break, PD Day and summer camps. In 2018, over 1600 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.

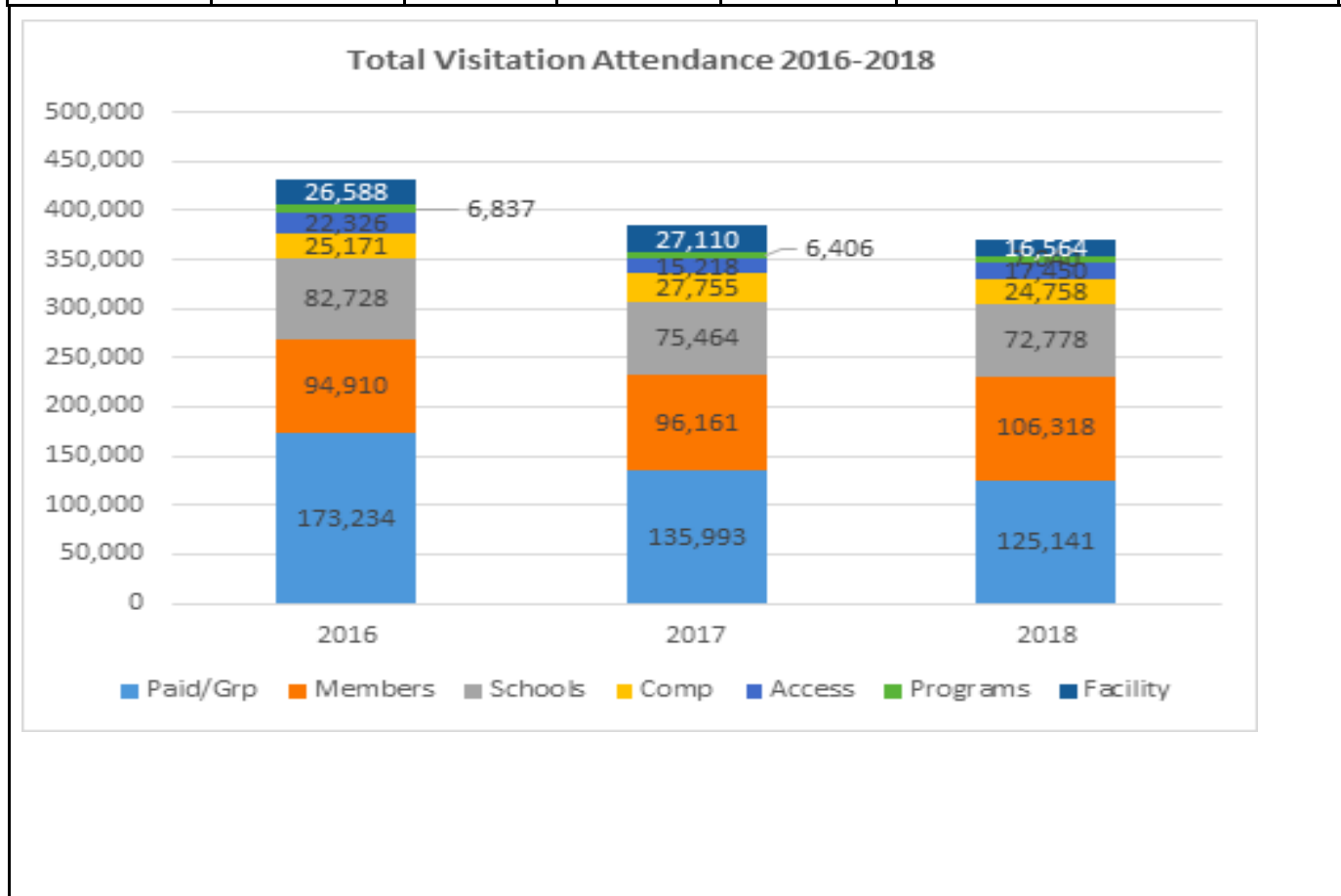
### **School Programs**

Spark is a living lab for innovating in new ways of learning for students of all ages. In 2018, more than 72,500 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.



9. Using the chart below, please report your 2018 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off. *Please identify through BOLD font, 1-2 measures that are most significant and could be presented in a chart.*

	Performance Measure	2016 results	2017 results	2018 results	What story does this measure tell about your work
How much did you do	<b>Total attendance</b>	431,794	384,107	370,256	A new roadmap for Spark is under development to reverse this trend.



## How well did you do it? SPARK HAS A 4.2 RATING ON GOOGLE

### TELUS Spark

220 St Georges Dr NE, Calgary, AB

[Write a review](#)

4.2 ★★★★★ 2,542 reviews ?

Sort by: [Newest](#)



**Kristyn Rousseau**

Local Guide · 22 reviews

★★★★★ 13 hours ago

This place is seriously fun. We come here often for our little kid to play and it is fantastic. Tonight I had the pleasure to attend one of their Adult Nights; I really recommend it. An evening with a cocktail exploring fun science ... [More](#)

[Reply](#) [Like](#)



**Alex Mildenberger**

Local Guide · 7 reviews

★★★★★ 13 hours ago

[Reply](#)



**Dianna Ripley**

3 reviews

★★★★★ 17 hours ago

It is very hands on. My two little ones are 3 and 5 years old. The Circus theme was interesting although not throughout the whole center. With a short lunch we did spend 4 hours there and only maybe 15mins or so in the play place area. The ... [More](#)

[Reply](#) [Like](#)



**Hanna Al-Hage**

★★★★★ 18 hours ago

← Reply



**isoseeker virtu**

Local Guide · 74 reviews · 60 photos

★★★★★ 18 hours ago

Good place to get little kids interested in science. Many types of activities for them to be engaged with rather than watching their tablets. Exhibits seem slow to change over and can get boring if you go back and the same ones are still ... [More](#)

← Reply    Like



**Zelicious Gamer**

Local Guide · 29 reviews · 9 photos

★★★★★ 22 hours ago

A decent STEM and exploring destination for kids and families. One of the most popular places for field trips in Calgary. The tickets might get a little pricy. Not a lot of food options, only one restaurant/fast food bar, it is recommended ... [More](#)

← Reply    Like

### **How are Calgarians better off?**

Visitors to Spark come to “learn, play, and create”, which differentiates Spark from other attractions. Independent research from King’s College indicates that families with high “science capital” have a higher likelihood that children will choose a STEM career. This is exactly what Calgary needs right now. Spark’s impact in the innovation ecosystem is solid and will be expanding actively in 2019. Spark’s impact on the family unit is a vital element in cultivating long-term economic stability and the crucial tech-savvy workforce. In addition, Spark will be playing a greater role in attracting and reflecting the science culture taking root in emerging and mid-career adults. .

Calgarians have voted consistently via the Calgary’s Child Awards including:

1. Best place to take your kids on a crummy day
2. Best museum for families

### **10. CAPITAL AND ASSET MANAGEMENT (for applicable partners)**

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

- a) **Provide a summary of your organization’s 2018 capital development, including specific lifecycle/maintenance projects.**



**b) What funding did your organization leverage to support capital activities in 2018?**



## CIVIC PARTNER 2018 ANNUAL REPORT SNAPSHOT- HERITAGE PARK SOCIETY

### HERITAGE PARK SOCIETY

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

**Vision:** To be recognized as Canada's leading living history museum\*. (\*Revised in 2018)

Registered Charity

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

### 2018 City Investment

Operating Grant: \$3,113,787

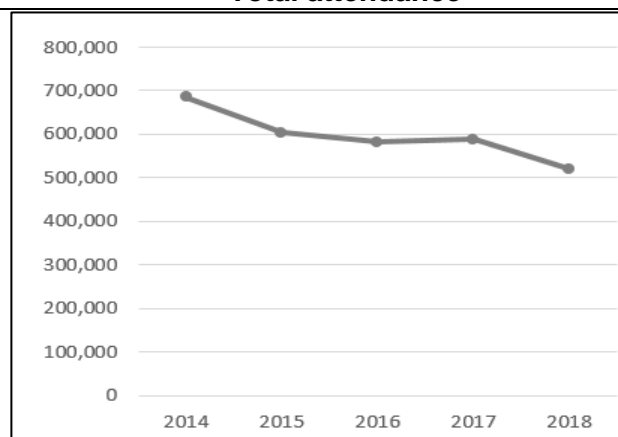
One time funding: \$600,000

Capital Grant: \$2,091,572

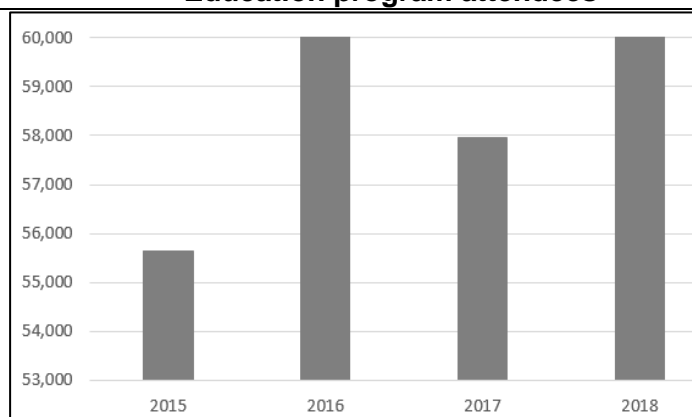
City owned asset? Yes

### 2018 Results:

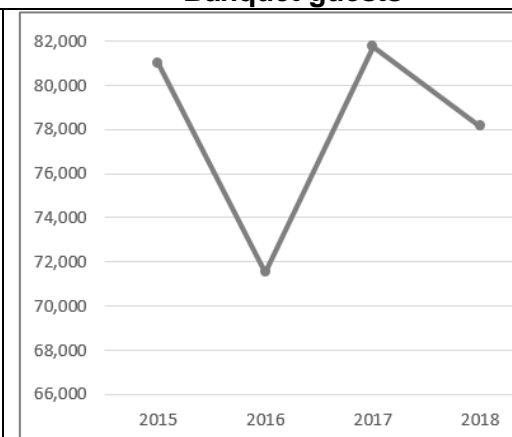
#### Total attendance



#### Education program attendees



#### Banquet guests



### The story behind the numbers

- Attendance was reduced 18 per cent at the gate in 2018, and annual passholder attendance was down 26 per cent following the dry docking of the SS Moyie paddlewheeler.
- Education continues to be a core mandate and Heritage Park continues to find new ways to maximize educational offerings each year.
- Banquet revenue continues to represent 25 per cent of all revenues.

### Strategic alignment

- Heritage Park contributes to *Calgary in the New Economy: An economic strategy for Calgary* by fostering a strong sense of place, contributing to the cultural community, generating tourism revenue, and by being a significant local employer.
- Fee assistant entry rates support low income Calgarians and align with the *Enough for All* poverty reduction strategy.
- Cultural and arts programming and events, and restoration of historical artifacts contributes to the *Cultural Plan for Calgary* and the *Recreation Master Plan*.
- The Bissett Wetlands contribute to The City's *Open Spaces Plan*.
- Preservation of a 65,000 piece artifact collection supports *Calgary's Heritage Strategy*.

**Organizational Structure:** Independent External Organization

**Fiscal Year End:** December 31, 2018

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

**City 2018 Operating Grant:** \$3,113,787

**Additional One time funding:** \$600,000

**City 2018 Capital Grant:** \$2,091,572

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

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

**Vision:** To be recognized as Canada's leading living history museum.\* (\*Revised in 2018)

### 2. What key results did your organization achieve in 2018 that contributed to one or more of the Council Priorities in Action Plan 2015-2018 and created public value?

*(A Prosperous City, A City of Inspiring Neighbourhoods, or A Healthy and Green City)*

The Park protects heritage assets. We completed restoration of a historically significant Canadian cultural artifact, Colonist Car #1202, and cut a ribbon on the exhibit during our annual Railway Days event in September.

Phase 1 of the Natural Resources Area project is successfully underway. With funding support from corporate and private donors, the City, and the Government of Alberta, we are restoring and preserving several exhibits and heritage assets including the park warden's cabin, the Dingman oil well and storage tank, narrow gauge railway, the mine tunnel and miner's office/cabin. We are rebuilding the water wheel, and revitalizing the Indigenous nature trail.

We undertook many energy-efficiency initiatives, including converting incandescent and fluorescent lighting to LED in the goat shed, railway car shop, railway roundhouse, and remaining parking lots. We replaced old furnaces and installed wifi thermostats to allow remote temperature control.

The Park grows heirloom vegetables in our own gardens and has an herb greenhouse. The produce is harvested and used in our menu offerings at the Selkirk Grille, and some is pickled for the winter field-to-fork programs and dinners.

Co-op Seniors' Day celebrates and acknowledges our city's elder residents and provides cost-effective and engaging activities accessible to seniors. In addition, we continued to offer fee-assisted entry rates, allowing more than 6,300 low-income Calgarians to enjoy all that the Park has to offer.

The Park is doing its part to save the honeybee. Our three hives are home to almost 200,000 bees at peak season. We hold workshops throughout the summer to educate guests about beekeeping, and about the critical relationship bees have with us and our environment. Other workshops teach how to use beeswax to make your own skin care products. We have a longstanding partnership with Apiaries & Bees for Communities through the Bees4Communities Program

Our recycling and composting programs kept 100 tonnes of waste out of City landfills.

We brought green spaces to life throughout the Park. The summer saw almost 5,000 people take in free concerts in Heritage Town Square. Our lecture series, "Speaking of the Past," saw large crowds of guests learning about topics of historical and cultural significance delivered by subject experts both from within Heritage Park and externally. Visitors to the First Nations' Encampment inside the village were treated to demonstrations of Plains First Nation traditional "ways of making" stone tools and fire. Guests learned the crafts, lifestyles, and culture of the Métis, and even learned how set up a traditional Blackfoot tipi. Demonstrations of dancing and drumming were a key cultural component of our programming in the

encampment in 2018. We had cowboy comedy, potato sack, egg-in-spoon, and three-legged races. Our rodeo grounds presented mini-chuckwagon races. And our theatrical troupe entertained and educated guests with a variety of street theatre based on actual historical events.

### 3. What challenges affected your operations in 2018 and how did you adjust?

**Minimum Wage and changes to labour law** – The final increase to the minimum wage took effect October 1, 2018. As a result, our wage bill was \$1M more in 2018 than it was just 3 years earlier. The largest impact of this will be felt in 2019 when that jumps to a \$1.7M per year increase. Had the Park not implemented strict mitigating controls starting in 2016, the impact of these cost increases would have been double. We continue to implement these measures (including restructuring our paycodes, leaving vacant positions open, and eliminating some positions altogether to name a few and a reduction in seasonal hiring) in order to alleviate as much of these costs as possible.

**Dry-docking of the S.S. Moyie** – Due to flood mitigation work performed by the City on the Glenmore Dam, the S.S. Moyie paddlewheeler was dry-docked for the 2018 summer season. This is the first extended period since it set sail in 1965 that the Moyie has been unavailable. The result was a sharp decline in attendance (22% down for the summer season) and a year-over-year reduction in gross revenue of \$1.2M. Heritage Park's history has been littered with road construction, economic downturns, and competing attractions. No instance in the past has had as significant an impact on attendance as the loss of the Moyie. 46% of visitors through the gate ride the boat. It is used as a catering venue for weddings and other celebrations, and for ticketed events such as the Captain's Cruises. There was nothing we could do to adjust to a loss of that magnitude.

**BRT construction** – Continued road construction related to the BRT created barriers to entry for guests. The Park kept in close contact with City representatives in transportation to ensure that access to the Park was not fully impeded, especially on our busiest event weekends, although frequent miscommunications resulted in severely restricted ingress and egress on occasion throughout 2018.

**Economy** – 2018 saw reduced corporate sponsorship and banquet sales, lower donor support for operations, and a downturn in consumer spend (retail basket, banquet spend per guest). The trend in banquets is smaller events, and fewer host bars which has a negative impact on overall revenues.

**Carbon tax** – This levy increased operating costs by \$60K. This does not include additional costs added via increases in vendor and contractor pricing. We have taken many steps to reduce our carbon footprint, including energy-efficiency measures where no additional levies are imposed.

### 4. Briefly describe how your key results in 2018 contributed to the following Council approved strategies (as applicable. Please note if you steward the strategy)

Strategy	Key Results
<a href="#"><u>Calgary in the new economy: an updated economic strategy for Calgary</u></a>	<p><b>PLACE</b> – Heritage Park fosters a strong sense of place, and contributes to the rich cultural community of Calgary. In 2018, contributing results include hosting Seniors' Day, bringing green spaces to life, and sharing stories, crafts, and culture of First Nations.</p> <p><b>ECONOMY</b> – Heritage Park is an excellent example of how celebrating heritage can also serve as a significant tourism revenue generator for the City of Calgary.</p> <p><b>EMPLOYMENT</b> – Heritage Park remains a significant employer in Calgary, with a full time staff of 116 and seasonal hiring of more than 600, we provide meaningful employment to Calgarians and are often the first place of work for youth getting into the workforce.</p>
<a href="#"><u>Cultural Plan for Calgary</u></a>	<b>Cultural sector/creative industries</b> – Our free summer concert series, Music in the Plaza, along with other music events held at the Park supports local artists, plus our Speaking of the Past lecture series support the community by

	<p>providing access to cultural events to all citizens.</p> <p><b>Heritage</b> – The Park builds public awareness and understanding of built heritage through restoration of historical artifacts. In 2018 we embarked on the Natural Resources Project. See Capital section below for additional restoration initiatives. We celebrated Indigenous heritage through our partnership with First Nations, demonstrating traditional “ways of making” along with drumming and dancing. Guests got hands-on with crafts and setting up a Blackfoot Tipi. We shared Calgary’s and Western Canada’s intangible heritage with our guests with immersive displays and interactive story-telling.</p>
<a href="#"><u>Enough for All Poverty Reduction Strategy</u></a>	Fee-assisted entry rates (75% reduction over regular admission) allowed more than 6,300 low-income Calgarians access to the Park.
<a href="#"><u>Sport for Life Policy</u></a>	n/a
<a href="#"><u>Foundations for Hope: Calgary’s Corporate Affordable Housing Strategy</u></a>	n/a
<a href="#"><u>Open Spaces Plan</u></a> (Calgary Parks’)	<b>Special Attractions</b> – Heritage Park’s engineered stormwater Bissett Wetlands is open space available to the community, and host to popular curriculum-based school programs at the Park.
<a href="#"><u>Recreation Master Plan</u></a>	<p><b>Vibrant Calgary, cultural literacy, creative literacy</b></p> <ul style="list-style-type: none"> <li>• Music in the Plaza, free concert series</li> <li>• Speaking of the Past, free lecture series</li> <li>• Heritage Workshops (beer brewing, beekeeping, canning, cooking, preserve making, fibre spinning)</li> <li>• Children’s day and overnight camps where participants are immersed in history, and even historical science.</li> </ul>
<a href="#"><u>Calgary Heritage Strategy</u></a>	We maintain and preserve a 65,000-piece artifact collection specific to Western Canadian culture, including the recent preservation of the historically significant Colonist Car #1202. We protect heritage buildings. We conduct constant research to deepen our understanding of historically significant events to enable delivery of authentic programming.

**5. Do you support any Civic Partner approved strategies? For example, Calgary Arts Development Authority’s [Living a Creative Life](#), or Tourism Calgary’s [Destination Strategy](#)?**

**Living a Creative Life** – The Park supports this strategy. We incorporate arts and culture into our programming by presenting concerts and by giving the public access to Indigenous artisan demonstrations and marketplaces. Creativity at the Park spans quiltmaking to music, culinary to fibre arts, including instruction on an old-fashioned spinning wheel.

**Destination strategy** – Heritage Park contributed to development of the City and provincial destination strategies and are a key stakeholder. We partner with Tourism Calgary and Travel Alberta and fully support their strategies as they provides long-term benefits to the park related to tourism and economic development. In 2018, Heritage Park was bestowed one of the first Ultimate Host City Designations under this strategy. We maintain our prestigious designation as a federal Signature Experience, one of only two in the City.

**6. Please estimate how The City’s operating funding was allocated in 2018. 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
<b>100%</b>	Staff compensation, development and training
%	Fund development
%	Purchased supplies
%	Facility maintenance
%	<i>Other, please name:</i>

**7. Did volunteers support your operations in 2018? If yes:**

<b>How many volunteers?</b>	1,898
<b>Estimated total hours provided by volunteers:</b>	73,692

**8. What resources did your organization leverage to support operations in 2018?**

The Park leverages its status as a charity to secure operating gifts-in-kind. In 2018, these donations offset more than \$42K in cash expenses, added \$25K worth of assets and artifacts to our collection, and brought in cash sales of \$82K in the heirloom antique stores.

The Park enlisted the critical assistance of 1,898 volunteers who collectively donated 73,692 hours (the equivalent of 40 person-years). These represent working hours that the Park would otherwise not be able to afford. While attendance through the gate suffered from the absence of the Moyie, our volunteer numbers increased, and total time volunteered went up 3%.

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. While corporate sponsorship is waning significantly due to the economy and operating donations suffered, private donations were strong for the Natural Resources capital campaign.

Of note in 2018, we received \$159K in corporate and private gifts to benefit education programs (down \$33K from prior year), \$147K in sponsorships for special and fundraising events, and \$257K to offset general operations (down \$295K from prior year).

We maximized a Government of Alberta HR grant for summer employment, bringing in \$76K to offset rising employment costs.

**9. Using the chart below, please report your 2018 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off. *Please identify through BOLD font, 1-2 measures that are most significant and could be presented in a chart.***

	Performance Measure	2016 results	2017 results	2018 results	What story does this measure tell about your work?
<b>How much did you do?</b>	<b>Total Attendance</b>	582,182	588,220	520,600	The Park predicted that attendance would drop significantly in 2018 due to the dry-docking of the Moyie due to the City's flood mitigation work on the Glenmore Dam. Our estimate of 14% loss of gate and annual pass attendance was low, as actual losses were 18% and 26% in those categories.

					This underscored what we already know – that the historical replica paddle wheel boat is a favourite with our visitors. Total attendance was buoyed by school groups and Christmas programming.
	Number of banquet guests	71,529	81,772	78,144	This business stream represents 25% of our gross revenues, and contributes to our preservation and restoration mandate.
	<b>Education program attendees</b>	64,863	57,946	60,153	The Park maintains education as one of its core mandates and finds new ways to maximize our offerings each year
<b>How well did you do it?</b>	Increase in annual operating donations and sponsorships	2%	15%	-19%	Several corporate sponsors chose not to renew in 2018 due to continued economic challenges.
<b>How are Calgarians better off?</b>	% of all Calgary school children that attended education programs	38%	33%	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	10%	48%	-19%	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. The reduction in fee assisted admissions is reflective of the overall 18% reduction in paid day gate.

## **10. CAPITAL AND ASSET MANAGEMENT (for applicable partners)**

**Asset:** *Heritage Park*

### **a) Provide a summary of your organization's 2018 capital development, including specific lifecycle/maintenance projects.**

Our main focus in 2018 was phase 1 of the Natural Resource Area project. In addition, we worked on the following lifecycle/maintenance projects:

- Colonist Car restoration – completed the work and cut a ribbon on the finished exhibit
- S.S. Moyie – since the boat was dry-docked for the summer due to the City's flood mitigation work on the Glenmore Reservoir, we completed many projects on the Moyie that were planned to be undertaken over the next three years, including:
  - Steelwork on the hull repaired, sandblasted, and painted
  - Existing electrical system updated and new marine lights installed

- Exterior repainted
- New carpet installed in saloon, new anti slip rubber flooring installed in crew areas
- New hardwood handrail fabricated and stained
- Lifejacket boxes, guest seating, repaired and painted
- New brass hardware installed on doors
- Decks repainted
- Shop Front rebuilds – painted, replaced windows, replaced awnings, insulated, and fixed facades on the shops along Front Street (work continues into 2019)
- Fire system – replaced end-of-life devices to ensure protection of buildings and assets
- Grain elevator – remediated groundwater seepage and repaired water-damaged grain bins
- Train engine 2024 – painted and relettered
- Annual lifecycle maintenance of railway bridges, train and streetcar tracks
- Dangler Swings – 5-year lifecycle as mandated by AEDARSA
- The Big H – repaired and refurbished this iconic landmark
- Technology infrastructure – replaced critical end-of-life equipment (servers and firewall)

**b) What funding did your organization leverage to support capital activities in 2018?**

The main source of capital funding came from the City's CPRiP grant. We secured matching funds from a Government of Alberta grant for the Natural Resources Area project, as well as private and corporate contributions totaling \$619K. In addition, restoration of the Big H was accomplished through donated services and an online fundraising campaign started in 2016. Any shortage in external capital funds was made up with internally restricted funds that resulted from the prior year's operating surplus.



## CIVIC PARTNER 2018 ANNUAL REPORT SNAPSHOT- AEROSPACE MUSEUM ASSOCIATION OF CALGARY

### AEROSPACE MUSEUM ASSOCIATION OF CALGARY (THE HANGAR FLIGHT MUSEUM)

**Vision:** To inspire dreams of flight.

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

*Registered Charity*

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

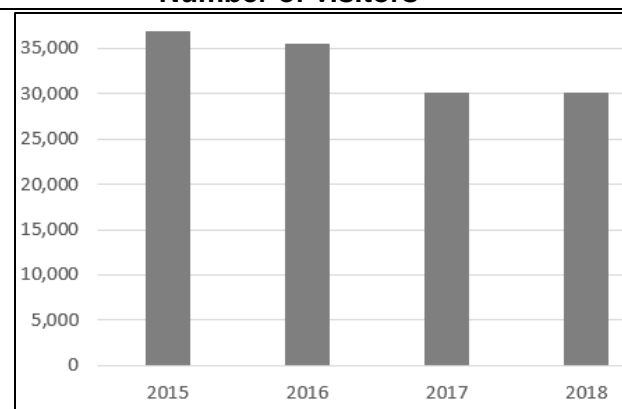
### 2018 City Investment

**Operating Grant:** \$250,358

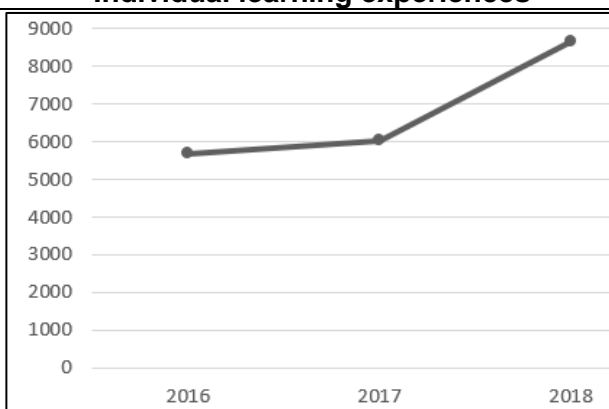
**City owned asset?** Selected airplanes, not museum facility

### 2018 Results

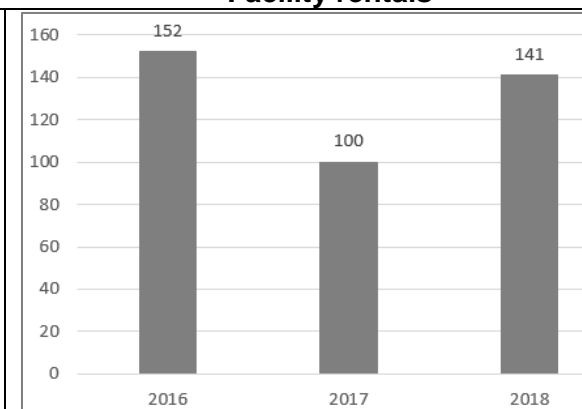
#### Number of visitors



#### Individual learning experiences



#### Facility rentals



### The story behind the numbers

- In 2018, educational programs, facility rentals, and gift shop sales all increased in 2018.
- Individual learning experiences including school and youth programs increased in 2018. Attendance at the Teachers Convention and marketing to schools was successful and staff and volunteers were committed to running more programs.
- Facility rentals have started to rise again following increased marketing and outreach to previous clients.

### Strategic alignment

- The Museum's operations contribute to *Calgary in the New Economy: An economic strategy for Calgary* and the Museum collaborates with Calgary Economic Development, Tourism Calgary, local businesses and organizations to contribute to the local economy.
- The collection and programs support the *Cultural Plan for Calgary* demonstrating how aviation innovations helped settle Western Canada and contribute to the cultural diversity of Canada.
- By participating in the Calgary Public Library Foundation's Sun Life Financial Arts and Culture Pass, the Museum support the *Enough for All* poverty reduction strategy by offering a reduced admission fee to low income Calgarians.



**Aero Space Museum Association of Calgary  
(The Hangar Flight Museum)  
Civic Partner 2018 Annual Report**

**Organizational Structure:** Independent External Organization

**Fiscal Year End:** December 31, 2018

**Related Subsidiaries or Foundation:** None

**City 2018 Operating Grant:** \$250,358

**City 2018 Capital Grant:** \$0

**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 2018 that contributed to one or more of the Council Priorities in Action Plan 2015-2018 and created public value?**

*(A Prosperous City, A City of Inspiring Neighbourhoods, or A Healthy and Green City?)*

**2018 – A Year of Change**

2018 was a year of leadership change for The Hangar Flight Museum. Due to term limits for the previous Chair of the Board, a new Chair was appointed by the Board of Directors following the 2018 Annual General Meeting. In the Fall of 2018, a national search was conducted which led to the hiring of a new Executive Director in October. Through consultations with our Civic Partnership consultants in 2018, we were successful in increasing our operational funding for the next four years from 2019 – 2022. This brought much excitement and inspiration to the Board and staff as we began planning for the next three years.

While the economy continued to struggle in Calgary, the Museum is pleased that visitor admissions did not decrease and remained the same from the previous year. Educational programs, facility rentals, and gift shop sales grew.

**A Prosperous City:**

The Hangar Flight Museum attracts local, national and international visitors to Calgary. Over \$400K in revenue is generated through visitor admissions, school and educational programs, facility rentals, gift shop sales, memberships (including corporate), Honour Wall Plaques program, and donations. In 2018, the Museum introduced a sleepover program that generated new revenue. We continued to grow revenue with innovative marketing, embracing of social media platforms, and connecting with businesses particularly in the airport district. The Museum partnered with destination marketing organizations including Tourism Calgary, Travel Alberta, Calgary Hotel Association, and the Calgary Attractions group.

The Museum provided entertainment, education and learning, and a place for social gathering to over 30,000 Calgarians and visitors to the City in 2018. The Museum continues to participate in the Calgary Library Foundation's Sun Life Financial Arts and Culture Pass that provides low income Calgarians an opportunity to experience the Museum at a reduced admission fee. We also continued to work with the



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Institute for Canadian Citizenship and provided Cultural Access Passes to new Canadians. We are the only venue for this program in north-east Calgary.

We provide support to other not-for-profits through the donation of admission passes and summer camp placements. We provided over 232 family passes to community organizations in support of their fundraising initiatives.

**A City of Inspiring Neighbourhoods:**

The Hangar Flight Museum provides a community place and resource in an area 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 vibrant, international city. The Museum tells this history, expands and inspires visitors' knowledge of the stories surrounding aviation's role in immigration, oil and gas exploration, war and civilian pleasure travel. Many roadways in Calgary are named after renowned aviators such as McKnight, McCall, Barlow and Palmer – who, after serving their country in wartime, went on to develop and support civilian passenger and transport aviation.

Our Open Planes weekends (introduced in 2017), continued to attract more visitors to the Museum. This program gives visitors an added visitor experience and we were pleased with the positive feedback we received.

Our annual Remembrance Day Service attracted over 750 Calgarians even with wintery conditions. This service allows participants an opportunity to honour, remember and recognize the sacrifices of Canada's military personnel. It is a great opportunity for the north-east communities as the majority of Remembrance Day services are located in or near the downtown area. It is the second largest service in Calgary next to The Military Museums.

The Museum hosted the 20th Royal Canadian Air Force Mess Dinner in April bringing together over 150 current and retired air force pilots, government officials and other dignitaries.

The Avro Arrow, Northern Exploration, and Cold War exhibits were finalized in 2018. The Museum began working on a new McCall & McKnight exhibit that celebrates and honours two of Calgary's flying aces. We look forward to completion in 2019.

In late 2018, the Museum began a fundraising campaign to restore the City-owned CF-100 Canuck. The aircraft is one of many City owned assets that we are stewards of. In a short period of time (2 months) we were successful in raising approximately \$65K. Fundraising has continued in 2019 and we are excited to announce that we have exceeded our target of \$82K which, together with approved capital funding from the City of Calgary, will allow us to proceed with a restoration of this important piece of Canada's aviation history. We are currently working on finalizing our RFP for the restoration of this aircraft. This project has resulted in excellent media coverage which has raised awareness for the Museum.

The Museum struck a special Hurricane Committee in 2018 to begin planning a special homecoming in 2019 for the City's Second World War Hawker Hurricane following the anticipated completion of its restoration in the near future. In December 2018, the Executive Director visited the aircraft and reviewed the status of its restoration. Press reporters attended including Global News Calgary and CTV News Calgary, which resulted in tremendous media attention.

In late 2018, we began planning a new corporate membership campaign. While the campaign will be fully launched in 2019, the Museum has already seen success with businesses joining prior to the end of the year. Our goal is to bring corporate members to social events and gatherings at the Museum in 2019. This



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will give us an opportunity to provide businesses with Museum activities and information on fundraising projects.

**A Healthy and Green City:**

The Museum continues to care for and promote a healthy and green city. We recycle pop cans, bottles, paper and cardboard, and metal. In 2018, the Museum began composting in support of the City's new green recycling program.

We ensure that we don't burden landfills by offering our used furniture to charitable organizations, including other museums and non-profit groups. At the same time, we find second-hand and refurbished office furniture to use in our Museum from organizations such as DeliverGood and Habitat for Humanity.

In 2018, we replaced our aging computer work stations through a donation from a local neighbor - Sunwest Aviation. In turn, old computers have been recycled.

The Museum provides a healthy social environment to over 100 volunteers from various backgrounds and age groups. We are a gathering place for volunteers and members to socialize and connect. They use their skills, passion, and expertise to help improve and grow the Museum. For many of our volunteers and guests, this provides valuable opportunities for interaction and building understanding across all ages and ethnicities.

**3. What challenges affected your operations in 2018 and how did you adjust?**

2018 was a year of transition and change for the Museum. The unanticipated resignation of the previous Executive Director presented a challenging situation for the association. The Board mobilized quickly and contracted an Interim Executive Director giving adequate time to conduct a national search for a new permanent ED. The job description for that position was updated with a focus on hiring someone with a strong background in fund development, marketing and communications, media and public relations, tourism and non-profit leadership. The new Executive Director commenced his employment with the Museum in October.

As a result of previous budget constraints, the Museum had operated for many years without a full-time collections manager. In 2018, we were successful in making the case to the City to increase operational funding so that the Museum could hire a new collections manager for 2019. That individual started employment on a full-time basis as of March 2019.

In 2018, the Museum was unsuccessful in an application to the Alberta Museum Association for an Operational Staffing Grant in the amount of \$25K. We have been successful in receiving funds in the past. This grant requires an annual application and had been budgeted as revenue for 2018. This created a difficult situation for the Museum. In the future, grants of this nature will not be budgeted for unless we have a guarantee or confirmation of receiving funds.

The Museum continues to offer more educational and youth programs, and to grow facility rentals. We introduced a sleepover program and hosted 12 groups that generated new revenue. We hosted an aviation themed wedding that was featured in Blush Magazine that is dedicated to bringing the latest in wedding and lifestyles to Alberta couples. As a result, we have already confirmed a number of wedding bookings in 2019.

In late 2018, we began planning a new corporate membership campaign. While the campaign will be fully launched in 2019, the Museum has already seen success with businesses joining prior to the end of the year. We are confident that 2019 will produce excellent results.

We increased marketing activities to promote various events, including Open Plane Weekends, Wings and Wheels (Father's Day weekend) in an effort to generate more revenue. As well, our gift shop offered more products to purchase.

Our tent hangar (built in 2006) is showing its age. The fabric is deteriorating, requiring the Museum to spend more funds on a regular basis to patch tears from the weather. Our main hangar (built in 1941) as part of the British Commonwealth Air Training program, is also requiring more upkeep and maintenance.

**4. Briefly describe how your key results in 2018 contributed to the following Council approved strategies (as applicable. Please note if you steward the strategy)**

<b>Strategy</b>	<b>Key Results</b>
<a href="#"><u>Calgary in the new economy: an updated economic strategy for Calgary</u></a>	<p>The Museum collaborates with Calgary Economic Development, Tourism Calgary, local businesses and organizations to build upon economic growth. We focus our energy on the Museum being a great location for Calgarians, Albertans, Canadians, and visitors from around the world. The Hangar Flight Museum attracts tourists, creating economic growth in Calgary.</p> <p>In 2018, we loaned a significant aircraft, an Allouette 3 helicopter to the new Calgary Public Library at the Seton YMCA. This was an exceptional example of partnering with our community. It was a unique project that brought together government, business (Hopewell Residential major sponsor of the library) and non-profit – The Hangar Flight Museum.</p>
<a href="#"><u>Cultural Plan for Calgary</u></a>	<p>In 2018, we grew and enriched our cultural and historical education programs to the public by extending the dates of our Now Boarding: Open Aircraft Days during the summer. This program allows visitors to learn how aviation innovations developed the settlement of Western Canada and contributed to the cultural diversity of Canada by stepping inside our aircraft. Developing events and programming increases opportunities in the Museum's neighbourhood. We enjoyed engaging with and connecting Calgary's diverse population all summer long.</p> <p>During 2018, one of our previous summer student completed her Honours Thesis on Indigenous enrollments during wartimes. It was a collaborative effort between this student (from Mount Royal University), local Indigenous leaders, and the Museum. The end result of the Honours Thesis was the development of a traveling exhibit that could be installed in a museum of a similar size to The Hangar. This is a subject that has had little research completed, but it is very important that we recognize, honour and celebrate the contributions of our diverse population and Indigenous heritage.</p> <p>The Hangar Flight Museum is housed in a historical RCAF Drill Hall from the Second World War. As we conserve and preserve our building we are conserving Calgary's built heritage.</p>
<a href="#"><u>Enough for All Poverty Reduction Strategy</u></a>	<p>An increase in summer visitors prompted the Museum to seek additional assistance through partnering with Calgary Immigrant Women's Association (CIWA). CIWA provided us with an intern to help provide our visitors with the best visit possible. The program paid for her internship and we provided the intern with valuable learning experiences to give her on the job training to propel her into a career in Canada. These learning experiences, including learning English vocabulary for the tourism industry, gave her confidence and resulted in her gaining a full-time employment</p>

	position. We worked together with CIWA to develop and support this concrete initiative to reduce poverty.
<a href="#"><u>Sport for Life Policy</u></a>	N/A
<a href="#"><u>Foundations for Hope: Calgary's Corporate Affordable Housing Strategy</u></a>	N/A
<a href="#"><u>Open Spaces Plan</u></a> (Calgary Parks')	The Museum continues to maintain a welcoming environment through our outside grounds and green space area. We offer a unique place for Calgarians and tourists to enjoy picnics and tour exhibits outside of the hangars. In 2019, we are working towards revitalizing and beautification of our open spaces including new picnic areas, shelter to host larger groups, and an aviation playground for families to enjoy.
<a href="#"><u>Recreation Master Plan</u></a>	See above – Open Spaces Plan  In 2019, the Museum looks forward to engaging the City of Calgary Recreation and other like-minded stakeholders to ensure we are aligned with them. This will be part of our annual strategy review and update.
<a href="#"><u>Calgary Heritage Strategy</u></a>	<p>The Hangar Flight Museum are stewards of Calgary's aviation heritage. We manage and preserve significant historic resources in our collections of artifacts, aircraft, archival information, and exhibits that tell the story of Calgary and Canada's role in aviation and future technological growth.</p> <p>The Museum strives to preserve and restore artifacts and aircraft. This builds upon our visitor experience. For example, the Museum began fundraising to restore the CF-100 Canuck, a City of Calgary asset.</p> <p>The Museum continues to work with the City of Calgary to preserve their historical assets.</p> <p>The Museum endeavours to renew and develop new exhibits that speak to Calgary's heritage. For example, we are developing a new McCall &amp; McKnight exhibit that tells the story of two of Calgary's well-known flying aces – Freddie McCall and Willie McKnight. The Museum looks forward to opening the exhibit in 2019.</p> <p>Our educational and learning programs continue to be valuable opportunities to teach youth about Calgary's aviation heritage.</p> <p>In 2018, we completed our new exhibits - Northern Exploration, Avro Arrow, and Cold War era.</p>

**5. Do you support any Civic Partner approved strategies? For example, Calgary Arts Development Authority's [Living a Creative Life](#), or Tourism Calgary's [Destination Strategy](#)?**

**Calgary Arts Development Authority's Living a Creative Life:**

The Museum is a great location for creativity and arts enthusiasts. We host Razzamajazz Big Band – a community big band based in Calgary. They practice weekly in our main hangar and also perform at various special events that we host.

The Rocketry Association, Calgary Balloon Club, and Western Canadian Robotics Society, use our



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Museum to promote their programs and host regular meetings and workshops.

**Tourism Calgary Destination Strategy:**

The Museum enjoys a strong partnership with Tourism Calgary. We value our collaboration with Calgary's destination marketing organization to help us market and raise brand awareness of The Hangar Flight Museum. Our Executive Director has strong connections with senior staff at Tourism Calgary and participates in industry meetings and marketing workshops to ensure strategic alignment. We participate in many of their programs including:

- Frontline Experience Pass program to assist Calgarians to be the best advocates for our city
- Participate in creating a strong year-round event calendar – #LoveYYC Day, Father's Day, Remembrance Day, Tourism Week, etc.
- Working together with other Civic partners and attractions
- Added Tourism Calgary's 'energy' branding to our values that describe the behaviours of our staff and volunteers – we focus our ENERGY to make a difference in Calgary
- Participating on various marketing committees, working groups, and tourism industry meetings
- Participating in various cooperative advertising opportunities (e.g. Calgary Visitor Guide)

The Museum also partners with the Calgary Hotel Association by providing reduced admission passes to hoteliers. In-turn they promote to their clients by inviting more visitors to experience our Museum and encourage their guests to stay in Calgary longer.

The Museum also participates on the Calgary Attractions Committee and collaborates with Travel Alberta, and other stakeholders.

**6. Please estimate how The City's operating funding was allocated in 2018. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.**

In 2018 and previous years, the City's annual operating grant to the Museum provided approximately 28% of the Museum's total revenue. The funds are used for general operations, including staff wages, educational programs, volunteer recognition and collection management (which includes the care and management of nine aircraft and 19 aircraft engines and miscellaneous parts owned by the City of Calgary).

5.55 %	Advertising and promotion
5.02 %	Programs or services
5.11 %	Office supplies and expenses
7.13 %	Professional and consulting fees
46.5 %	Staff compensation, development and training
3.47 %	Fund development
7.99 %	Purchased supplies and assets
14.7 %	Facility maintenance
0 %	Evaluation or Research
4.53 %	Insurance

**7. Did volunteers support your operations in 2018? If yes:**

<b>How many volunteers?</b>	117
<b>Estimated total hours provided by volunteers:</b>	4,936

## **8. What resources did your organization leverage to support operations in 2018?**

The Museum was successful in leveraging the following resources to support operations:

The Federal Young Canada Works program provided 75% of the funding to hire two summer students. The students assisted with educational programs, summer programs, special events, guest services, and other operational areas. We provide an excellent work environment for students to utilize their education and grow their skills.

We received funding from the Government of Alberta's Summer Temporary Employment Program to hire one summer student. This student assisted with collections management and the exhibit refresh.

For the past three years, the Museum has been successful in getting financial support from Fortune Industries Ltd. for our United Space School program. For over 20 years, the Museum has been the only Western Canadian partner of the US Foundation of International Space Education. Each year, a high school student is chosen by a selection committee to travel to Houston, Texas for two weeks to represent and collaborate with other students from around the world in the development of a space project. For the past few years, the project has focused on missions to Mars. Students work with payload specialists, including astronauts, and are billeted with local space agency families for the two week educational experience.

The Museum receives hundreds of artifacts and archival donations each year. We also receive many research requests from other organizations and other stakeholders.

We rely greatly on internal revenue streams, including educational programs, school bookings, facility rentals, gift shop sales, events, movie nights, and more.

We collaborate with government, community organizations, and other civic partners, including Genesis Centre, Calgary Board of Education, Calgary Public Libraries, Alberta Museum Association, Canadian Museum Association, Calgary Robotics, Ultra-Light, Rocketry and Balloon Societies, Royal Canadian Air Force, Buffalo, WestJet and Lynx Air Cadet Squadrons, Calgary Flying Club, Calgary Airport Authority (YYC), The Military Museums, Travel Alberta, Tourism Calgary, Calgary Hotel Association, SKAL Calgary Chapter, Canadian Aviation Historical Society, Calgary Police Service, Calgary Fire Department, Department of National Defence, Calgary Attractions Committee, Eagle Helicopters, Viking Air, Alpine Helicopters, Sunwest Aviation, Best Western Port O' Call, Lakeview Signature Suites, The Glenbow, Telus Spark, Alberta Aviation Museum, various social media groups, Heritage Park, Kenn Borek Air, Nanton Bomber Command Museum, Vintage Wings, The Avro Arrow Museum, Organization of Military Museums of Canada, Institute of Canadian Citizenship, Propellus, Mount Royal University, SAIT, Canadian Space Agency, City of Calgary, and more.

Many of these relationships resulted in revenue, donations of funds, cooperative advertising, in-kind services, and increased brand awareness of The Hangar Flight Museum.

We received remaining funds from Alberta Museum Association for our exhibits refresh project that started in 2017. As well, we were successful in receiving Professional Development funds to support staff in taking graphics design courses and attendance at the Canadian Museum Association Marketing Conference. This allowed staff to network and strengthen marketing plan activities for the Museum.

In 2018, we received over \$30,000 in general donations from numerous individuals, foundations and corporations to support operations and have to date received over \$82,000 in donations towards the restoration of the CF-100 aircraft. .

As mentioned, we began planning a new corporate membership campaign that has already resulted in success for the Museum.

- 9. Using the chart below, please report your 2018 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off. *Please identify through BOLD font, 1-2 measures that are most significant and could be presented in a chart.***

	Performance Measure	2016 results	2017 results	2018 results	What story does this measure tell about your work?
How much did you do?	<b>Number of Visitors</b>	<b>35,441</b>	<b>30,086</b>	<b>30,098</b>	<b>In spite of the local economy (oil &amp; gas industry) continuing to struggle, the Museum remained strong in visitation.</b>
	New Canadians visiting the Museum through the Cultural Access Pass	1,793	570	978	We are pleased to welcome more New Canadians in 2018 than 2017 – we provide the most Cultural Access Passes in western Canada. This speaks to our Museum remaining inclusive and supportive our diverse communities.
	<b>Individual learning experiences</b>	<b>5,688</b>	<b>6,037</b>	<b>8,657</b>	<b>The Museum grew individual learning experiences by 43%. This tells us that we have been very successful in increasing our value significantly to schools and other organizations with programs to learn about aviation as an extension to their curriculums.</b>
	Number of Volunteers	107	104	117	Our volunteers are an important part of the Museum. They are our ambassadors and without them we would not be as successful. Volunteerism provides opportunities for individual growth, and social interaction.
	Facility Rentals	152	100	141	The Museum has been marketing facility rentals and renewing relationships with past organizations and business to host their events and meetings.

	Sleepover Program - NEW	N/A	N/A	12	In our first year of hosting sleepovers we have been quite successful. This has generated new revenue and created more interest in and awareness of the Museum.
How well did you do it?	<b>Number of Visitors</b>	<b>-3.8%</b>	<b>-15%</b>	<b>+0.04%</b>	<b>In spite of the difficult economy there is still a desire and need to learn about aviation history, past historical events, and technological growth for the future. We are pleased that visitation remained the same as 2017 and look forward to growing numbers in 2019.</b>
	New Canadians visiting the Museum through the Cultural Access Pass	+2%	-68%	+71.58%	According to the Institute for Canadian Citizenship, the number of new Canadians has increased (i.e. Syrian Refugees and border crossing from the USA). This has resulted in increased numbers of people using the Cultural Access Pass.
	<b>Individual learning experiences</b>	<b>+2.9%</b>	<b>+6%</b>	<b>+43.4%</b>	<b>Offering of more school and youth programs has increased bookings and interest in learning about aviation. Attendance at the Teachers Convention and marketing to schools has been quite successful. Staff and volunteers have been committed to running more programs.</b>
	Number of Volunteers	<b>-9%</b>	-2.8%	+12.5%	Our Museum continues to be a strong community resource and informal educational location for our volunteers and those they reach through their dedication and passion for flight. Increased brand awareness has encouraged more volunteerism.
	Facility Rentals	N/A	-34.2%	+41%	The Museum experienced strong gains in facility rentals. We were successful with promotions and building of relationships with local businesses and organizations who see our Museum as an excellent venue for events, meetings, workshops, etc.

	Sleepover Program	0	0	100%	We introduced a sleepover program in 2018 to generate new revenue. Calgarians see our Museum as a great place to experience and learn about aviation while sleeping under wings.
How are Calgarians better off?	<b>Number of Visitors</b>	<b>35,441</b>	<b>30,086</b>	<b>30,098</b>	<b>Calgarians are aware of local and national aviation history, civilian and military history, and technological development. They become ambassadors of the Museum with their learning of our aviation history.</b>
	New Canadians visiting the Museum through the Cultural Access Pass	1,793	570	978	New Calgarians visit the Museum and experience aviation history. They are able to learn about Calgary and Canada's role in aviation history and future development.
	<b>Individual learning experiences</b>	<b>5,688</b>	<b>6,037</b>	<b>8,657</b>	<b>The number of Calgarians aware of local aviation history and technological development. An increased knowledge base amongst students and teachers supports future economic growth and diversity in Calgary and helps give a competitive edge in aviation and related fields. In-turn, knowledge is shared with others about our Museum.</b>
	Number of Volunteers	107	104	117	The use of volunteers who are experienced in their fields (i.e. air traffic control, pilots, engineers, etc.) provide Calgarians an opportunity to learn from the volunteer's real life experiences.
	Facility Rentals	152	100	141	Local businesses and organizations learn more about Calgary's aviation history and future by hosting their events at the Museum. In turn, knowledge is shared with others about our Museum.  Local youth and chaperones are able to learn more about Calgary's role in aviation history and future development. In turn,

	Sleepover Program	N/A	N/A	12	knowledge is shared with others about the Museum. By inspiring dreams of flight with our Youth, this will create more interest in aviation and historical Museums. They are our future aviation and Museum professionals.
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## **10. CAPITAL AND ASSET MANAGEMENT (for applicable partners)**

**Asset:** *Various aircraft, engines and other artifacts*

**a) Provide a summary of your organization's 2018 capital development, including specific lifecycle/maintenance projects.**

### **Tent Hangar:**

In 2018, the Museum invested \$38K in a new, and larger, overhead door in the tent hangar so as to facilitate the movement of aircraft. This allows us to function more efficiently in transporting aircraft and service equipment in/out of the tent hangar.

Built in 2006 as a temporary structure, the tent hangar has been deteriorating and is in need of replacement. The fabric covering the tent has been deteriorating over time becoming more brittle with multiple tears requiring ongoing patching and repairs. Lifecycle/maintenance is being managed by ongoing inspections with increased inspections during the winter months to monitor snow loads and temperature.

The Board and senior management are researching opportunities for replacement and potential resizing to provide more space for new aircraft collections (i.e. CF-100 Canuck, Mosquito Bomber, etc.).

### **Main Hangar:**

Built in 1941, the main hangar has also been experiencing some deterioration. In late 2018, the Museum engaged independent engineers to do a full structural review. It has been recommended that it has to be under a higher level of scrutiny. Risk is being managed through monthly inspections by manually monitoring cracks on all wood truss components, and bolts used in the connection of wood components are checked regularly and retightened when necessary.

## **b) What funding did your organization leverage to support capital activities in 2018?**

### **CF-100 Canuck Restoration Project:**

In late 2018, the Museum began actively fundraising to restore the CF-100 Canuck. We were very pleased with raising over \$82K in such a short period of time. We received most of our donations from across Canada (mostly local in Calgary), and also the USA, and the UK. Our largest donations came from The Lecky Foundation (\$10K), Hotchkiss Family Foundation (\$10K), and Avmax Holdings Inc. (\$10K) and, most recently, an anonymous donation of \$29K. We have continued to fundraise in 2019 knowing that the City of Calgary has confirmed \$244K towards the restoration project. We are thankful of the City's support as it has enabled us to be successful in leveraging new capital funds.

The Museum looks forward to working with the City of Calgary and fundraise for other capital projects including the replacement of the existing tent hangar. The Board of Directors thank the City for their ongoing support and we are proud to be a civic partner attracting thousands of Calgarians to experience our aviation heritage.

## CIVIC PARTNER 2018 ANNUAL REPORT SNAPSHOT- CALGARY CENTRE FOR PERFORMING ARTS (ARTS COMMONS)

### CALGARY CENTRE FOR PERFORMING ARTS (ARTS COMMONS)

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

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

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

### 2018 City Investment

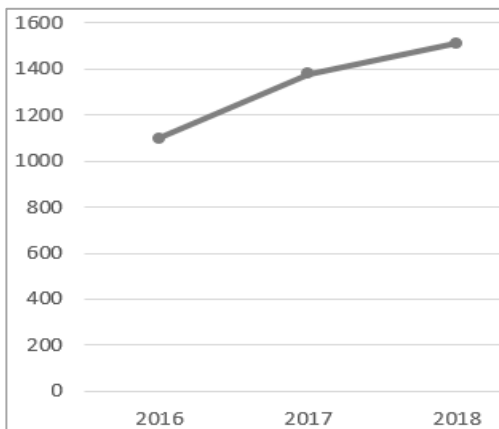
Operating Grant:\$2,564,738

Capital Grant:\$7,069,480

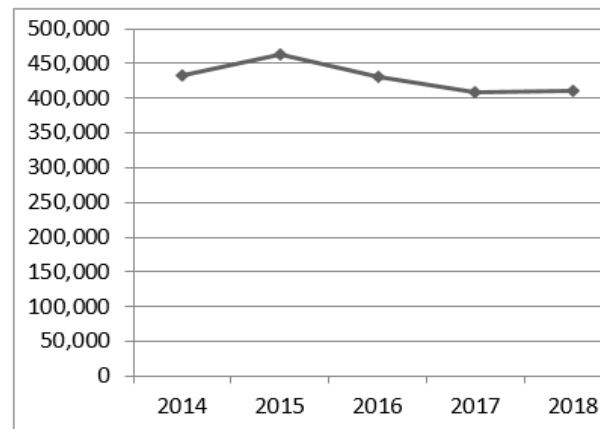
City owned asset? Yes

### 2018 Results:

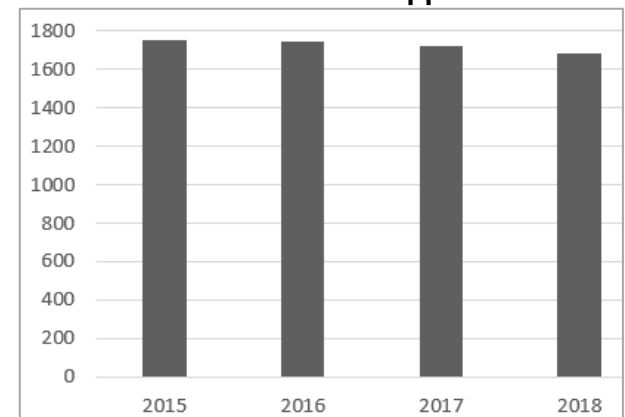
Use of venue



Box office ticket sales



Volunteer Support



### The story behind the numbers

- Arts Commons supported 179 resident companies, not-for-profit and others by maintaining 560,665 gross square feet of space with six performance venues, rehearsal halls, shops, and public engagement and administrative spaces.
- While revenues stayed stable, expenses increased.
- 123 artists were employed in 2017/18 for Arts Commons programming.
- 1,681 active volunteers contributed 25,843 hours to Arts Commons and resident companies in 2018.

### Strategic alignment

- A central venue that delivers on the Place component of *Calgary in the New Economy: An economic strategy for Calgary*.
- Supports the *Cultural Plan for Calgary* by activating the venue and area including Olympic Plaza with arts and cultural events including a Dia de Muertos celebration, artist-in-residence program, and a Pow-Wow in Olympic Plaza to celebrate National Indigenous Peoples Day.

**Organizational Structure:** Independent External Organization

**Fiscal Year:** September 1, 2017 - August 31, 2018

**Related Subsidiaries or Foundation:** None

**City 2018 Operating Grant:** \$2,564,738

**City 2018 Capital Grant:** \$7,069,480

## 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 2018 that contributed to one or more of the [Council Priorities in Action Plan 2015-2018](#) and created public value?

*(A Prosperous City, A City of Inspiring Neighbourhoods, or A Healthy and Green City?)*

- Arts Commons played a critical role in the sustainability of 179 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 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 ten regarding Arts Commons capital and asset management.
- Arts Commons will reduce its greenhouse gas emission output by 29,950 metric tonnes over the life of its new thermal energy solution; equivalent to removing 6,300 vehicles from Calgary roads. In addition, Arts Commons enhanced its operational sustainability through the replacement of its Main Electrical Switch infrastructure, and replacement of theatrical dimmers and stage lighting in the Max Bell Theatre.
- Arts Commons subsidized the cost of venues and facility utilization for its resident companies: Alberta Theatre Projects, Arts Commons Presents, Calgary Philharmonic Orchestra, Downstage, One Yellow Rabbit and Theatre Calgary, and numerous community user groups; serving as incubator and facilitator and increasing access to venues and services to all communities.

- Arts Commons consulted with several representatives from a number of organizations and community groups who have yet to experience Arts Commons as a gathering or presentation space, in an effort to understand how to more effectively allocate existing internal resources to assist these groups engage with the organization's venues and programs. An example is Arts Commons relationship with Action Dignity; with whom Arts Commons 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 partnered with a significant number of artists and organizations to present visual and media arts throughout the facility via Lightbox Studio, Broadcast Lab, Window Galleries, Ledge Gallery, +15 Galleries, and the +15 Soundscape. In the 2017/18 year, Arts Commons engaged 283 visual and media artists.
- 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, Classic Albums Live, *National Geographic Live*, PCL Blues, TD Jazz, and a number of other single engagements, and welcomed 38,717 audience members.
- Arts Commons is a significant employer of performing artists; with 123 artists engaged for Arts Commons Presents programming in the 2017/18 year.
- Arts Commons played a key role in fostering and promoting the development and delivery of arts education programs, including partnerships with the Calgary Board of Education, the Calgary Catholic School District and the provision of performance tickets for youth through the TD Arts Access Pass program for the Calgary Association for the Development of Music Education. Arts Commons *National Geographic Live* Student Matinees, One Day Art School, Artist-in-Residence, and the ConocoPhillips Hub for Inspired Learning engaged 10,665 students and teachers in 2017/18.

### **3. What challenges affected your operations in 2018 and how did you adjust?**

Arts Commons continues to see increases in its expenses and decreased revenues. In the 2017/18 fiscal year, overall costs went up an additional 2% (facility operating costs up 4%), with revenues from operations remaining flat, and revenue from food and beverage sales continuing to trend downwards. The organization believes that this trend will continue into the coming fiscal year, and so has taken the decision not to replace vacant positions at this time, and is continuing to analyze all expenditures to find additional savings.

4. **Briefly** describe how your key results in 2018 contributed to the following Council approved strategies (as applicable. Please note if you steward the strategy)

Strategy	Key Results
<a href="#"><u>Calgary in the new economy: an updated economic strategy for Calgary</u></a>	<p>Of the four pillars identified within Calgary Economic Development's Strategic Framework (talent / innovation / place / business environment), Arts Commons key results in 2018 contributed to the pillar of "place".</p> <p><i>"Place – Calgary has put a focus on safe communities; being a global centre for business, arts, culture and recreation; and being a city that welcomes people."</i></p> <p>In 2018, Arts Commons:</p> <ul style="list-style-type: none"> <li>• Launched new music series, Classic Albums Live, and garnered such favourable response as to make it an ongoing series.</li> <li>• Raised \$8.9M in addition to operating revenue, in support of Arts Commons' life-cycle and infrastructure projects.</li> <li>• Generated a 3% increase in contributed revenues in a difficult economic climate.</li> <li>• Created a new organizational portfolio, "Producing and Engagement", which implemented programs and community engagement initiatives that provides and supports equitable and inclusive opportunities for diverse communities to converse, create, and celebrate, while providing access to Arts Commons venues.</li> </ul>
<a href="#"><u>Cultural Plan for Calgary</u></a>	<p>Arts Commons key results in 2018 that align with or contributed to the Cultural Plan for Calgary:</p> <ul style="list-style-type: none"> <li>• 18,951 people attended a free community engagement event put on by Arts Commons.</li> <li>• Partnered with Casa Mexico to host a special celebration of Dia de Muertos and foster a deeper knowledge and understanding of Mexican culture.</li> <li>• Artist-in-Residence program reached two new communities – a music residency in Oyen, Alberta which had no official music program, and a puppet residency in Grande Prairie, Alberta.</li> <li>• 38,717 total attendance to ticketed Arts Commons Presents performances.</li> <li>• Exhibit in Lightbox Studio by Tamara Lee-Anne Cardinal exploring the fate of our nations within nations, including First Nations, LGBTQ2+, and immigrant communities.</li> <li>• Celebrated National Indigenous Peoples Day with a Pow-Wow in Olympic Plaza, free to the public and open for public participation and engagement; along with workshops, discussion panel, films and musical performances.</li> </ul>

	<ul style="list-style-type: none"> <li>• Students from Twelve Mile Coulee School contributed to the Pina Bausch Nelken Line project; learning and then filming their dance contribution in the hallways of Arts Commons.</li> <li>• 1,734 people were introduced to Arts Commons Presents performances at no cost, through the TD Arts Access Pass Program.</li> <li>• Hosted a new partnership with the Treaty 7 Film Collective in the Broadcast Lab.</li> <li>• Held Youth Empowerment Program initiative to bring Filipino and non-Filipino youth closer to Philippine heritage and celebrate multiculturalism.</li> </ul> <p>Of the five strategic priorities identified within the City of Calgary's Cultural Plan for Calgary, the Arts Commons key results in 2018 outlined above contributed to:</p> <ul style="list-style-type: none"> <li>• <i>"Grow Calgary's cultural sector and creative industries recognizing the economic and creative potential of Calgary's not-for-profit cultural sector and for-profit creative industries.", and,</i></li> <li>• <i>"Reinforce Centre City as the cultural heart of the city realizing Centre City area's conversion into Calgary's 'Living Room' that supports thriving cultural, tourism and creative industry sectors."</i></li> </ul> <p>Secondly, of the ten priority actions outlined in the City of Calgary's Cultural Plan for Calgary, Arts Commons contributed to:</p> <ul style="list-style-type: none"> <li>• <i>"Build connections between ethno-cultural communities, Indigenous communities and Calgary's cultural organizations to develop new programming, funding and exchange opportunities."</i></li> <li>• <i>"Implement programming in Centre City that responds to the diverse interests and needs of the community, including low-cost and family-friendly events, for Indigenous and ethno-cultural communities and for disadvantaged residents. Ensure access to low-cost venues."</i></li> </ul> <p>Lastly, Arts Commons key results were able to contribute to the following "Diversity of People" recommendations:</p> <ul style="list-style-type: none"> <li>• <i>"Recommendation A1.1 – Build interactions and exchange between ethno-cultural communities, Indigenous communities and Calgary's cultural organizations to develop new programming, funding and exchange opportunities."</i></li> </ul>
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	<ul style="list-style-type: none"> <li>• “Recommendation A 1.3 – Increase awareness of and support low-cost access to exhibitions, performances and events, particularly targeting families, ethno-cultural and Indigenous communities.”</li> <li>• “Recommendation B 1.1 – Deepen engagement with youth, seniors and LGBTQ communities when developing cultural programs and facilities.”</li> <li>• “Recommendation B 1.2 – Enable the voice and cultural expression of youth through engagement, leveraging current programming, mentoring and targeted programming.”</li> </ul>
<a href="#">Enough for All Poverty Reduction Strategy</a>	N/A
<a href="#">Sport for Life Policy</a>	N/A
<a href="#">Foundations for Hope: Calgary's Corporate Affordable Housing Strategy</a>	N/A
<a href="#">Open Spaces Plan (Calgary Parks)</a>	N/A
<a href="#">Recreation Master Plan</a>	N/A
<a href="#">Calgary Heritage Strategy</a>	N/A

**5. Do you support any Civic Partner approved strategies? For example, Calgary Arts Development Authority's [Living a Creative Life](#), or Tourism Calgary's [Destination Strategy](#)?**

Arts Commons supports both Calgary Arts Development's 'Living a Creative Life', and Tourism Calgary's 'Destination Strategy'. Arts Commons was directly referenced multiple times within the Living a Creative Life report, and Arts Commons has been designated with Tourism Calgary's 'Ultimate Host City Designation'.

**6. Please estimate how The City's operating funding was allocated in 2018. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.**

%	Advertising and promotion
5 %	Programs or services
%	Office supplies and expenses
%	Professional and consulting fees
%	Staff compensation, development and training
%	Fund development

10 %	Purchased supplies and assets
85 %	Facility maintenance
%	Evaluation or Research
%	<i>Other, please name:</i>

7. Did volunteers support your operations in 2018? If yes:

How many volunteers? (Arts Commons Only)	551
Estimated total hours provided by volunteers:	1,884

8. What resources did your organization leverage to support operations in 2018?

Arts Commons received an operating grant of \$2,540,066 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 \$9,968,765 in ticket sales and other earned revenues; contributions from other levels of government; and community support through corporate sponsorship, foundation partnerships, and philanthropic gifts from corporations and individuals in support of Arts Commons' operations (ratio of 1:4).

9. Using the chart below, please report your 2018 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off. ***Please identify through BOLD font, 1-2 measures that are most significant and could be presented in a chart.***

	Performance Measure	2016 results	2017 results	2018 results	What story does this measure tell about your work?
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,	1,097 performances concerts or events held by 191 community organizations	1,379 performances concerts or events held by 175 community organizations	1,510 performances concerts or events held by 179 community organizations	<b>These results demonstrate that Arts Commons' facility and assets are of demonstrable value to the community.</b>

	<b>The Hub, and Rehearsal Halls.</b>				
	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).	408,984 tickets distributed	389,363 tickets distributed	410,221 tickets distributed	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.	46,567 students attended youth-oriented programs performances or events.	43,661 students attended youth-oriented programs performances or events.	40,253 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 its resident companies, listed above.	1,741 active volunteers providing 20,931 volunteer hours	1,724 active volunteers providing 23,599 volunteer hours	1,681 active volunteers providing 25,843 volunteer hours	These results demonstrate that the programs offered by Arts Commons and its resident companies inspire significant volunteerism among Calgarians.
<b>How well did you do it?</b>	Revenue Generation as a result of venue maximization and revenue diversification.	\$5,764,991	\$6,043,181	\$6,192,045	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.	\$1,349,414*  * Grant revenue captured in deferred contributions	\$4,152,740*  * Grant revenue captured in deferred contributions	\$7,170,451*  * Grant revenue captured in deferred contributions	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.	\$9,817,805	\$9,874,723	\$9,968,765	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.
<b>How are Calgarians better off?</b>	<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"> <li>• <i>"It is so valuable for students to have authentic learning opportunities in their own city focused on the arts. Often students do not feel empowered to take on exciting tasks "until they grow up". The Hub for Inspired Learning is more than just a field trip; it empowers students to explore the city, become passionate, and step out of their comfort zone to create, right now!" ~ Teacher</i></li> <li>• <i>"We loved the way the music transported us to another place and culture." ~ Patron</i></li> <li>• <i>"This (National Geographic) presentation kicked off a huge conversation about what can we do to make Canada a better place." ~ Teacher</i></li> <li>• <i>"The upgrades to the heating system, in a building this size, will have significant positive environmental impact." ~ Founders Circle Member</i></li> <li>• <i>"This is such a wonderful program that our students may not have seen otherwise. It has sparked a sense of curiosity in them!" ~ Teacher</i></li> <li>• <i>"Absolutely amazing, engaging, energetic and just beautiful and fun. Loved it. Beyond my expectations. Couldn't have been more enjoyable." ~ Patron</i></li> <li>• <i>"I loved bringing my students downtown to experience new and exciting things. I feel that I am much more connected to my students after this week, as well as the parent volunteers who were there. Our classroom community is so much stronger as a result of participating in this program, and I am forever grateful for the experience we had as a class!" ~ Teacher</i></li> <li>• <i>"There are no words in English or any other language to describe how outstanding this show was. Utterly amazing and mesmerizing performance!!! On a scale of 0 to 10, 10 being best, I give it a 20!!" ~ Patron</i></li> </ul>				

	<ul style="list-style-type: none"> <li>• <i>"Seeing the way others live around the world and learning more about their cultures as well as all the beautiful photographs of the wild life were inspiring." ~ Teacher</i></li> <li>• <i>"Before I came here I thought there was no point of this field trip – but this week was so much fun! Our teachers were so nice!" ~ Student</i></li> <li>• <i>"All the students were engaged in all of the activities. Their families said each of them would wake up early and get ready to go hours before they needed to because they wanted to return to the Hub (for Inspired Learning)." ~ Teacher</i></li> <li>• <i>"This was my first visit to the Engineered Air Theatre. I loved the warm cozy atmosphere. You feel more connected to the artists in these smaller concert events. Especially so, when the performer chats with the audience between songs." ~ Patron</i></li> <li>• <i>"Students were impressed with the photography of the various animals. They asked lots of questions about the animals, photography, and geography." ~ Teacher</i></li> <li>• <i>"The arts play a pivotal role in building vibrant communities and strengthening economies, and Arts Commons is a terrific partner that provides artists, from every genre, opportunities to bring their talent and vision to life." ~ Sponsor</i></li> <li>• <i>"In the three years that we have been attending, I have had a number of students point out that they changed their life's focus due to something they heard or saw during a National Geographic Live presentation." ~ Teacher</i></li> <li>• <i>"One of my students has been having difficulty in class. They participated at The Hub (for Inspired Learning), and asked / answered many complex questions. This is trickling over into class now that we are back!" ~ Teacher</i></li> <li>• <i>"The National Geographic Live program is invaluable in offering another voice that shows my Natural Science kids the opportunities and wonder that still exist in our world beyond the digital domain. The event has the power to reconnect kids to the importance and value of the natural world." ~ Teacher</i></li> </ul>
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## **CAPITAL AND ASSET MANAGEMENT (for applicable partners)**

### **10. Asset: Arts Commons (Calgary Centre for Performing Arts)**

- a) Provide a summary of your organization's 2018 capital development, including specific lifecycle/maintenance projects.**

The following highlights a few of the significant lifecycle/maintenance projects undertaken during the 2017/18 Season. 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 inefficient and obsolete boiler infrastructure with environmentally responsible thermal energy technology from District Energy for the benefit of Calgary and its citizens, and the sustainable operations of Arts Commons.
- Replacement of the electrical 'complex', comprised of the main electrical switch unit and all of its primary distribution systems. This electrical equipment is imperative to Arts Commons' operational infrastructure, as it is an immense circuit breaker for the entire performing arts building; ensuring ongoing operations for Arts Commons and its resident companies, for the benefit of patrons, school children, visitors, staff and citizens of Calgary.
- Replacement of antiquated theatrical dimmer systems in the Max Bell Theatre with new equipment, and replacement of existing incandescent stage lighting in the same venue with more versatile, and energy efficient LED stage lighting.

**b) What funding did your organization leverage to support capital activities in 2018?**

In 2018, Arts Commons leveraged \$7,004,250 in grant funding provided by The City of Calgary through the Capital Civic Partner Grant Program (CCPGP) to secure a \$1,000,000 grant from the Province of Alberta through the Community Facility Enhancement Program, a \$400,000 grant from Infrastructure Canada through the New Building Canada Fund, and a \$500,000 grant from the Government of Canada through the Canada Cultural Spaces Fund.

Please note that while these grants were awarded during the 2017/18 Season, Arts Commons only recognized a portion of the Civic Partner grant as revenue in the fiscal year ending August 31, 2018, in accordance with GAAP:

- The City of Calgary (Capital Civic Partner Grant Program) - \$7,004,250 grant, booked \$5,002,877
- Province of Alberta (Community Facility Enhancement Program) - \$1,000,000 grant, booked \$1,000,000
- Infrastructure Canada (New Building Canada Fund) - \$400,000 grant, booked \$400,000
- Government of Canada (Canada Cultural Spaces Fund) - \$500,000 grant, booked \$500,000

## CIVIC PARTNER 2018 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.

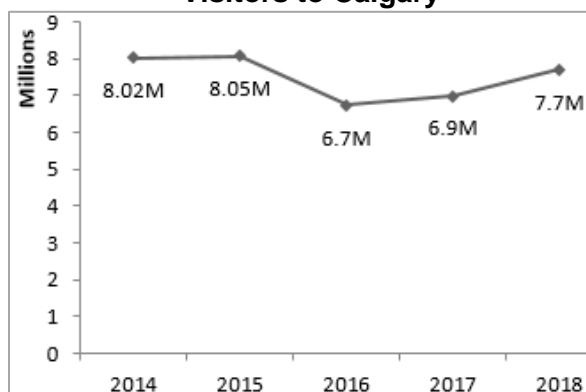
### 2018 City Investment

Operating Grant:\$2,961,665

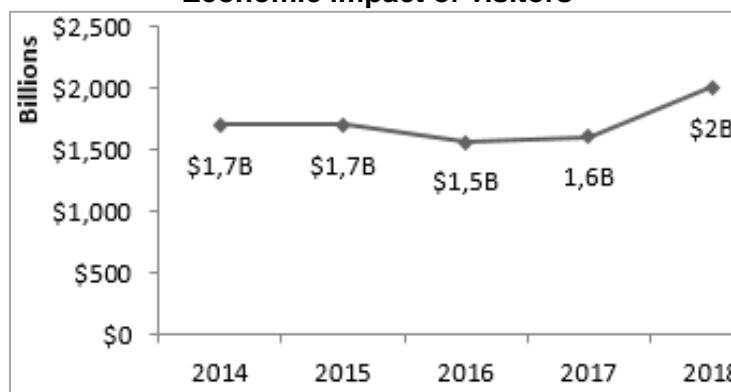
City owned asset? No

### 2018 Results

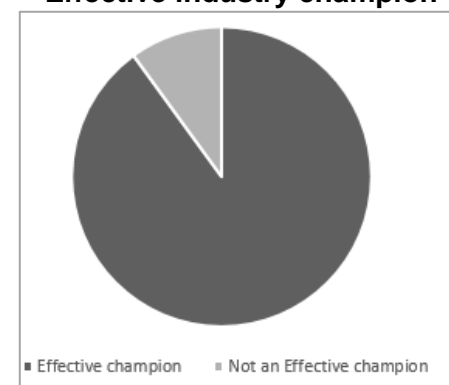
Visitors to Calgary



Economic impact of visitors



Effective industry champion



### The story behind the numbers

- Leisure travel is once again growing in Calgary.
- In 2018 Tourism Calgary supported attracting and hosting a record 89 sport, cultural and special events which contributed \$108 million to the economy and evolved the Calgary Sport Tourism Authority to Calgary Sport & Major Events Committee.
- Tourism Calgary made a record 1,181,416 referrals to industry partners.
- Developed cooperative marketing campaigns with partners that attracted over \$1.3 million per year in industry investments to increase regional and national marketing reach.

### Strategic alignment

- Tourism Calgary is a key partner in implementing *Calgary in the New Economy: An economic strategy for Calgary*, sits on the advisory committee and contributes through its own organizational strategy: the *Destination Strategy*.
- Support implementation of the *Cultural Plan for Calgary* by sitting on the Cultural Leadership Council, and incorporating cultural considerations into events and activations.
- Support the City's *Sport for Life* policy through the Calgary Sport & Major Event committee.
- Aligns with the *Open Spaces Plan*, *Recreation Master Plan*, and *Calgary Heritage Strategy*.



**TOURISM CALGARY CONVENTION & VISITORS BUREAU  
(TOURISM CALGARY)  
Civic Partner 2018 Annual Report**

**Organizational Structure:** Independent External Organization

**Fiscal Year:** Ended December 31, 2018

**Related Subsidiaries or Foundation:** No

**City 2018 Operating Grant:** \$2,961,665

**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 2018 that contributed to one or more of the Council Priorities in Action Plan 2015-2018 and created public value?**

In 2018, Calgary welcomed 7,788,192 visitors who contributed \$2 billion to the local economy, thanks to a strong strategic focus on generating incremental visitation and spend from regional, national and international travellers.

Ongoing collaboration with industry partners resulted in:

- 28% of Canadians planning to visit Calgary within the next two years;
- 85% of Calgarians believing tourism is an important contributor of Calgary's economy and quality of life;
- 90% of stakeholders believing Tourism Calgary is an effective champion for industry;
- 66% of Canadians and 84% of Calgarians believing Calgary offers shareable experiences;
- Supporting of a record 88 sport, cultural and special events which contributed \$108 million to the economy;
- Signing 30 joint marketing agreements with international tour operators;
- Hosting a wildly successful Go Media Canada which resulted in Calgary being featured in the New York Times list of 52 Places to visit in 2019;
- Making a record 1,181,416 referrals to industry partners;
- Undertaking Phase 2 of the Brand Evolution project, in collaboration with CED;
- Advocating for the hosting infrastructure and major events that will benefit Calgary's tourism industry and visitor economy.

Tourism Calgary continues to implement Calgary's Destination Strategy: Ultimate Hosts. Ultimate Host City. in meaningful ways, with 10 initiatives advanced in 2018.

**3. What challenges affected your operations in 2018 and how did you adjust?**

Ongoing economic challenges continued to affect Calgary's tourism industry in 2018. With a focus on actualizing benefits for visitors and Calgarians by marketing the city locally, nationally and internationally, and advocating for its ongoing development as a destination. The organization was also instrumental in hosting and attracting events, with the evolution of the Calgary Sport Tourism Authority to Calgary Sport & Major Events. Tourism Calgary also activated the city by fostering shareable, memorable experiences.

**4. Briefly describe how your key results in 2018 contributed to the following Council approved strategies (as applicable. Please note if you steward the strategy)**

<u>Strategy</u>	<u>Key Results</u>
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<a href="#"><u>Calgary in the new economy: an updated economic strategy for Calgary</u></a>	As a key partner in the Place pillar, Tourism Calgary sits on the advisory committee and contributes through the ongoing stewardship of the Destination Strategy, which resulted in advocacy for all aspects of the development of the destination.
<a href="#"><u>Cultural Plan for Calgary</u></a>	As a key partner in the implementation of the Cultural Plan, Tourism Calgary sits on the Cultural Leadership Council, and continuously works to incorporate cultural considerations into events and activations, year-round.
<a href="#"><u>Enough for All Poverty Reduction Strategy</u></a>	Tourism Calgary advocated for funding for this strategy, based on the objectives of the Destination Strategy.
<a href="#"><u>Sport for Life Policy</u></a>	Tourism Calgary is a key partner of the Sport for Life policy, working with the City, Sport Calgary and others through the Calgary Sport & Major Event committee as we work to attract, host and activate sport events in city for the benefit of Calgarians and visitors.
<a href="#"><u>Foundations for Hope: Calgary's Corporate Affordable Housing Strategy</u></a>	<b>N/A</b>
<a href="#"><u>Open Spaces Plan</u></a> (Calgary Parks')	Tourism Calgary supports Calgary Parks' plans, particularly through advocacy and considerations for events and experiences, and preservation of Calgary's parks that contribute to our destination.
<a href="#"><u>Recreation Master Plan</u></a>	Tourism Calgary supports the Recreation Master Plan in multiple ways, particularly through the attraction, implementation and hosting of 89 annual sporting events that contribute \$108 million in economic development, annually.
<a href="#"><u>Calgary Heritage Strategy</u></a>	The Calgary Heritage Authority is a partner of Tourism Calgary's and the organizations are beginning to work together to find more ways to collaborate.

**5. Do you support any Civic Partner approved strategies? For example, Calgary Arts Development Authority's [Living a Creative Life](#), or Tourism Calgary's [Destination Strategy](#)?**

Tourism Calgary stewards the Destination Strategy and advanced 10 strategic initiatives in 2018.

As a key partner, Tourism Calgary and CADA work in lockstep to support both Living a Creative Life and the Destination Strategy. Tourism Calgary participates in many of CADA's committees and initiatives, and likewise, CADA are key participants in many Tourism Calgary-led initiatives.

**6. Please estimate how The City's operating funding was allocated in 2018. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.**

<b>25%</b>	Advertising and promotion
<b>25%</b>	Programs or services
<b>6.6%</b>	Office supplies and expenses
<b>5.5%</b>	Professional and consulting fees
<b>34.4%</b>	Staff compensation, development and training

%	Fund development
%	Purchased supplies and assets
%	Facility maintenance
.5%	Evaluation or Research
3%	Travel to promote Calgary as a destination

**7. Did volunteers support your operations in 2018? If yes:**

<b>How many volunteers?</b>	46
<b>Estimated total hours provided by volunteers:</b>	1,100 hours

**8. What resources did your organization leverage to support operations in 2018?**

- Developing cooperative marketing campaigns with partners that attracted over \$1.3 million per year in industry investments to increase regional and national marketing reach;
- Leveraging industry support and City dollars with Travel Alberta funding to market Calgary regionally, nationally and internationally;
- Partnered with Travel Alberta to host Go Media Canada, which garnered 18 million online impressions of Calgary and landed our city on the New York Times Top 52 Places to Go in 2019 list;
- Partnered with Calgary Hotel Association to secure \$50,000 in funding for the Ultimate Host 2026 industry advocacy campaign;
- Securing key sponsorships and in-kind donations for partnership events, educational seminars and the City's celebration of western hospitality – the annual Calgary White Hat Awards;
- Partnering with multiple Destination Strategy stakeholders to advance key strategic initiatives toward the vision of Ultimate Host City;
- Leveraging investments from City and Province to host major events including Grey Cup (2019) and Canadian Country Music Awards (2019).

**9. Using the chart below, please report your 2018 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off. *Please identify through BOLD font, 1-2 measures that are most significant and could be presented in a chart.***

	Performance Measure	2016 results	2017 results	2018 results	What story does this measure tell about your work?
<b>How much did you do?</b>	Number of annual visitors to Calgary	6.7 million	6.9 million	7.7 million	Leisure travel to Calgary is growing
<b>How well did you do it?</b>	Stakeholders believe Tourism Calgary is an effective champion for our industry	N/A	N/A	90% of stakeholders	Tourism Calgary has overwhelming support of its stakeholders and achieved a record number of paid partners (715) in 2018.
<b>How are Calgarians better off?</b>	\$2 billion contributed to Calgary's economy from visitor spending	\$1.56 billion	\$1.6 billion	\$2 billion	Additionally, 85% of Calgarians believe tourism is an important contributor to Calgary's economy and



**TOURISM CALGARY CONVENTION & VISITORS BUREAU  
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Civic Partner 2018 Annual Report**

					quality of life.
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**CAPITAL AND ASSET MANAGEMENT (for applicable partners)**

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

- a) Provide a summary of your organization's 2018 capital development, including specific lifecycle/maintenance projects.**

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- b) What funding did your organization leverage to support capital activities in 2018?**

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## CIVIC PARTNER 2018 ANNUAL REPORT SNAPSHOT- CALGARY CONVENTION CENTRE AUTHORITY (CALGARY TELUS CONVENTION CENTRE)

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

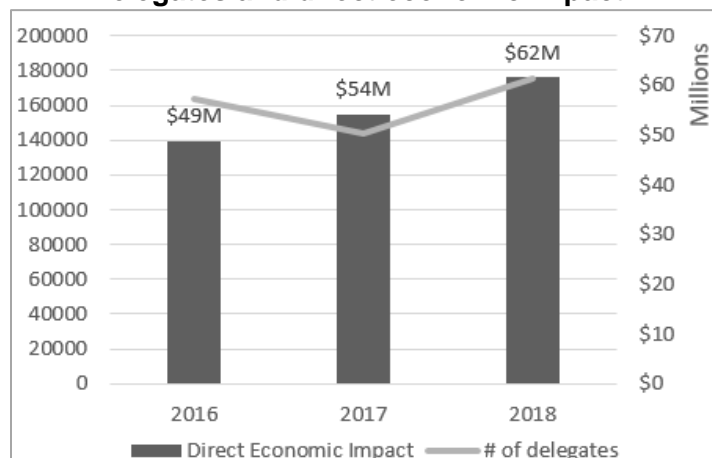
**Mandate:** To manage, market and operate the Calgary TELUS Convention Centre in an efficient and market-competitive manner in order to maximize overall economic benefits to the city of Calgary while maintaining financial performance with an acceptable range.

### 2018 City Investment

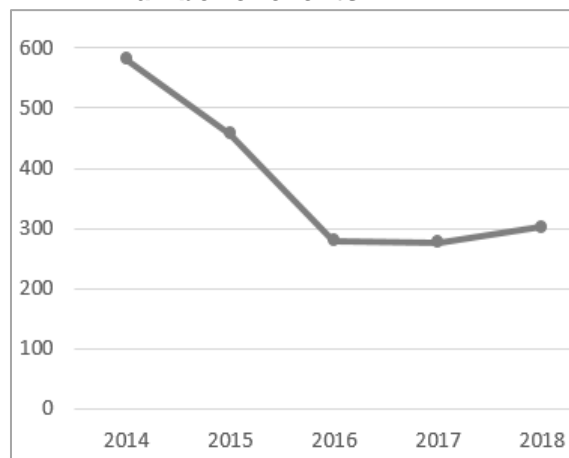
Operating Grant: \$2,381,309  
Capital Grant: \$953,795  
City owned asset? Yes

### 2018 Results

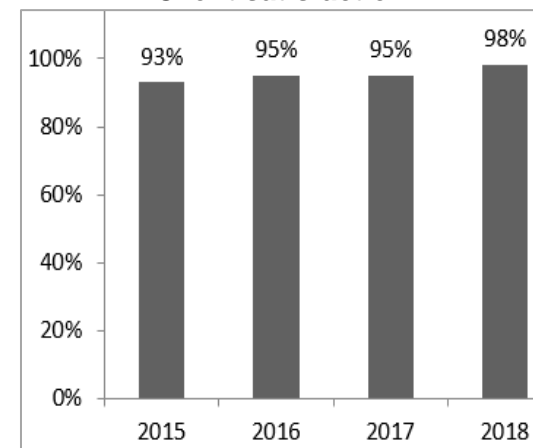
#### Delegates and direct economic impact



#### Number of events



#### Client satisfaction



### The story behind the numbers

- International delegates increased 8 per cent in 2018, and these visitors spend on average four times more than a leisure visitor.
- When indirect and induced economic impact is added to direct, CTCC operations injected \$133.8 million into the local economy in 2018.
- While the economic conditions continue to affect the number of events there was a 10.5 per cent increase in activity in 2018.

### Strategic alignment

- Key partner in implementing *Calgary in the New Economy: An economic strategy for Calgary*, and its operations contribute significantly to the local economy. The organization has aligned its internal strategies with the four pillars in the economic strategy, and marketing efforts focus on the industries prioritized in the strategy.
- Located on the historic Stephen Avenue, the facility supports implementation of the *Cultural Plan for Calgary*.
- Supports and showcases Calgary Arts Development Authority's *Living a Creative Life* strategy as a vibrant arts community supports the Calgary brand that attracts delegates to Calgary.
- Endorses Tourism Calgary's *Destination Strategy* and works collaboratively with them to align marketing and communications, and bring more visitors and businesses from around the world to Calgary.



**Calgary Convention Centre Authority  
(Calgary TELUS Convention Centre)  
Civic Partner Annual Report 2018**

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

**Fiscal Year End:** December 31, 2018

**Related Subsidiaries or Foundation:** None

**City 2018 Operating Grant:** \$2,381,309

**City 2018 Capital Grant:** \$953,795

**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 2018 that contributed to one or more of the [Council Priorities in Action Plan 2015-2018](#) and created public value?**

**A Prosperous City:** 2018 was a transformative year at the Calgary TELUS Convention Centre. Our new strategic plan was in full force driving increased activity into the Centre and by extension into the Downtown core. The CTCC's 10.5% increase in activity helped to animate our neighbourhood and inject sales revenue into Calgary's retail shops, restaurants, and by extension adding to a prosperous city. Our international delegate count increased as well, driving more fresh dollars into Calgary to stimulate prosperity. These visitors spend on average four times that of a leisure visitor and we increased this group by 8% over 2017 numbers.

The CTCC assists in promoting Calgary's reputation by positioning its many attributes to business travelers from international destinations. As well, we provides a central meeting space for local groups. It is a gathering place for high profile political events and annual general meetings for the oil and gas sector as well as other industries. It is a space where people gather to network, to educate themselves and to celebrate achievements.

**A City of Inspiring Neighbourhoods:** The CTCC embraced this City Priority with vigor in 2018. Building on our 2017 success in establishing key partnerships with our stakeholder community, the CTCC initiated the coordination of a "Convention District" concept. This initiative has developed a compelling partnership that, together will activate, energize and spark our neighbourhood and by extension Calgary's downtown core. Working as a collective, our partners will share opportunities, cross-market and deliver a more comprehensive service offering to our Professional Convention Organizers. This will engage our buyers and meet Calgary's strategic markets in a new, exciting way. This is an especially effective strategy in the European market, which is looking for unique, engaging turnkey experiences.

Despite turbulent times in the local economy, the CTCC achieved the goals and objectives set for 2018. Targeted and aggressive marketing efforts in partnership with Meetings and Conventions Calgary and the Calgary Stampede continued to pay dividends. These efforts, coupled with CTCC's reputation for high

standards of service and performance as a centre for national and international business – attracted more events to CTCC than in 2016 or 2017.

**A Healthy and Green City:** The CTCC upgraded a number of items and systems in the Centre with a vision of reducing our environmental footprint and increasing our operational efficiency.

**Upgrades to facility to increase energy efficiency**

- Replaced 497 lighting fixtures with LED compatible fixtures and deployed occupancy sensors into large consumption spaces.
- Installed a new commercial dishwasher creating a 30% reduction in energy and 20% reduction in water consumption and diverted the old dishwasher from landfill by recycling (2,400lbs).
- Upgraded 562 MIRV8 Fan Filters enabling less waste, longer life, better filtration and a 3% reduction in energy.
- South Building Exterior Entrance Door System Replacement – 40 Doors – Higher efficiency glass and weather stripping.
- 8 Skylight Replacements – Higher efficiency glass and seals.
- Installed motion sensors in areas of low traffic frequency.

**Recycling**

- Diverted 8,000 chairs from landfill
- Diverted 45 - 45 Gallon Drums (plastic and metal) from landfill
- Diverted 420 2'x4' Gypsum Ceiling Tiles from landfill
- Diverted 400 Pallets from landfill
- Diverted 20 4'x8' Riser Units from landfill
- Diverted 475 Tablecloth Linen from landfill
- Diverted 747 Meeting room chairs from landfill (Donated to Deeper Life Church)
- Recycled 397 Lighting Fixtures
- Recycled Dishwasher (2,400lbs)
- Recycled 120 Toner Cartridges

**Waste Diversion**

- Recycling Diverted 71,147 lbs
- Compost Diverted 21,266 lbs
- Total Diversion 92,415 lbs
- Waste 41,130 lbs
- Current Waste Diversion Rate is 69%

**3. What challenges affected your operations in 2018 and how did you adjust?**

- 1) Our operations were fortified in 2018. With many new staff settling into a new organizational structure, the CTCC developed KPIs and Performance reviews for all staff.
- 2) The approval of the BMO Centre Expansion has become a formalized challenge and increased our competitive environment. This has also caused questions in the community around how we will work together and in fact the future use of our facility.

At its Board retreat on September 12, 2018, the CCCA approved the motion that:

- I. We fundamentally believe there is not room for two competitive convention centres

- |      |   |  |
|------|---|--|
| II.  | Do believe there are synergies in a joint convention, trade centre strategy for Calgary |  |
| III. | The CCCA is willing to commence discussions and negotiate                               |  |

4. **Briefly describe how your key results in 2018 contributed to the following Council approved strategies (as applicable. Please note if you steward the strategy)**

Strategy	Key Results
<p><a href="#">Calgary in the new economy: an updated economic strategy for Calgary</a></p> <p>Convention marketing is in fact a business-to-business process. This fact aligns us well with Calgary Economic Development and the strategies embedded in Calgary's Economic strategy. The CTCC has aligned its marketing focus to the industry pillars of this strategy and established an event creation initiative that also works to align events we are building to the industry strengths of Calgary.</p> <p>In fact, our approach to selling Calgary is also focused on our industries of expertise.</p> <p>We have also embraced the focus in the strategy on "Place", working with our neighbours to engage in new ways to activate the area and present it as an experiential opportunity unique in North America.</p>	<p>With increased support from the City, the CTCC leveraged the attraction of key events that align with the city's economic strategy and create economic impact and jobs for Calgarians. We deployed the funding to create new jobs in the hospitality sector and sustain our ratio of 19:1 (\$19 of economic impact for Calgary for every dollar invested with the CTCC). For clarity, this impact tracks new dollars coming into our city that would not arise without these strategic events being attracted to the Convention Centre.</p> <p>In 2018 the CTCC achieved the following;</p> <ul style="list-style-type: none"> <li>• Built Experience Rooms</li> <li>• Created Social Spaces</li> <li>• Updated Meeting Technology</li> <li>• Enhance Food Services</li> <li>• Increased Visibility &amp; Accessibility</li> <li>• Focused on selling in new markets – settling on Europe</li> </ul>
<p><a href="#">Cultural Plan for Calgary</a></p> <p>The CTCC resides on the National Historic Site of Stephen Avenue. We are proud of this heritage and proud of our location, straddling one of Canada's signature turn of the century shopping districts. Building on this history and the fact that the CTCC was Canada's first purpose built convention centre, it is important that we connect with the culture surrounding us. "This involves engaging with the Glenbow Museum, Arts Commons and the Calgary Tower to provide Delegate experiences that are one of a kind.</p>	<p>The CTCC is the backbone of our community and has been here supporting businesses and community minded individuals since 1974. We have been through the economic highs and lows and have thrived through both. This has been thanks to the world-class talent, the competitive cost of doing business and a lifestyle that provides terrific work-life balance for employees.</p>

5. **Do you support any Civic Partner approved strategies? For example, Calgary Arts Development Authority's [Living a Creative Life](#), or Tourism Calgary's [Destination Strategy](#)?**

In March of 2018, the CTCC formally acknowledged support to Calgary Arts Development Authority's Living a Creative Life as follows;

Calgary's TELUS Convention Centre benefits greatly by being connected to the arts community in our city.

The Convention Centre hosts delegates from the province, country and around the world who linger in our city either before or after their conventions and meetings. The artists and performers in our community play a vital role in creating exceptional experiences for our delegates and guests.

The arts in Calgary adds to the mosaic and the impact of Calgary on our visitors. This then translates into direct, indirect and induced economic impact for Calgary.

When we market Calgary to the world, it is important to be able to say that we have a vibrant arts scene and a community that supports and engages with these artists. This message allows us to add to the brand that is Calgary and attract more and more convention delegates to our city. We are a great supporter of Creative Calgary!"

CTCC's endorsement of Tourism Calgary's Destination Strategy states as follows;

"Building on Tourism Calgary's Destination Strategy, our vision for working with TC is to align our communications and marketing strategies and to look for opportunities for further collaboration. Leveraging our unique perspectives and talents, combined with our shared goal of marketing our city and region, we will work to find ways to shine the spotlight on Calgary and bring more visitors and businesses from around the globe to our doorstep."

In general, the CTCC has been leading collaboration by

- Advocating for Convention District coordination
- Advocating for community hub for activation of downtown
- Advocating for Calgary at the Destination Canada Advisory Committee Meetings
- Advocating against two competing convention centres
- Advocating for Calgary to become the 2<sup>nd</sup> largest convention city in Canada
- Advocating for Calgary at Meetings Mean Business Canada Meetings nationally
- Advocating for awareness of the meetings business in Canada
- Advocating for CTCC to be a destination of choice for Innovative Canadian Conventions
- Advocating to Calgary Hotel Association, Tourism Calgary, Meetings + Conventions Calgary
- Advocating for the meetings industry in Calgary globally
- Advocating for a City Convention attraction strategy
- Advocating for financial support for the CTCC Rejuvenation plans
- Advocating for the awareness of the Conventions industry
- Advocating for a new approach to the Destination Marketing Fund

**6. Please estimate how The City's operating funding was allocated in 2018. 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
0%	Staff compensation, development and training
0%	Fund development
0%	Purchased supplies and assets
100%	Facility maintenance
0%	Evaluation or Research



Calgary Convention Centre Authority  
(Calgary TELUS Convention Centre)  
Civic Partner Annual Report 2018

0%	Other, please name:
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**7. Did volunteers support your operations in 2018? If yes:**

<b>How many volunteers?</b>	125
<b>Estimated total hours provided by volunteers:</b>	2,250

**8. What resources did your organization leverage to support operations in 2018?**

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 \$1,941,309 operating grant received from the City of Calgary helped to offset the cost of building maintenance

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

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

**9. Using the chart below, please report your 2018 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off. *Please identify through BOLD font, 1-2 measures that are most significant and could be presented in a chart.***

Performance Measure	2016 results	2017 results	2018 results	What story does this measure tell about your work?
<b>Number of Events</b>	279	277	303	Facility utilization; continued awareness for the city; assisting the struggling local economy.
<b>Number of Delegates</b>				Calgarians and non-Calgarians

<b>Local</b>	144,179	120,094	149,614	spending money in and gaining exposure to downtown Calgary; making connections;
<b>Non-Local</b>	<u>19,756</u>	<u>23,691</u>	<u>25,578</u>	
<b>Total</b>	163,935	143,785	175,192	
<b>Economic Impact</b>				Direct economic impact registers spending tied to the delegates specifically. Indirect and Induced impact refers to spending by businesses which are affected by the meetings and conventions happening at the CTCC.
<b>Local<sup>1</sup></b>	21.6M	18.0M	22.4M	
<b>Non-Local<sup>2</sup></b>	18.2M	26.2M	28.2M	
<b>Exhibitor<sup>2</sup></b>	9.0M	9.9M	10.9M	
<b>Total Direct</b>	48.8M	54.1M	61.6M	
<b>Indirect<sup>3</sup></b>	32.2M	35.7M	40.7M	
<b>Induced<sup>3</sup></b>	25.0M	27.7M	31.5M	
<b>Grand Total</b>	106.0M	117.5M	133.8M	
<b>Number of fulltime equivalents</b>	90	91	89	Providing employment for Calgarians; personal service for clients.
<b>Quarterly Client Satisfaction Surveys</b>	95% overall experience (good/excellent)	95%	98%	City reputation enhanced; experience leaves good impression with visitors.

## 10. CAPITAL AND ASSET MANAGEMENT (for applicable partners)

**Asset:** Calgary TELUS Convention Centre

**a) Provide a summary of your organization's 2018 capital development, including specific lifecycle/maintenance projects.**

Calgary TELUS Convention Centre Capital Expenditures to December 31, 2018		
Additions	December 31, 2018	December 31, 2017
Main Breaker Replacement S Bldg.	4,050.00	23,350
Glen 201-204 Lighting Dimming System Replacement	150.00	101,287
Exterior Doors & Skylights	125,358.77	663,513
Carpets Replacement	56,197.60	771,693
Banquet and Meeting Chairs	-	1,253,768
In House Sound System Refresh		

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

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

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

	7,902.27	142,346
Rejuvenation Projects TELUS 111	32,648.40	-
Public Spaces Audio	-	15,000
Rejuvenation Projects Ideation Chinook 4	7,632.53	
Rejuvenation Projects Ideation Chinook 1	13,657.69	
Rejuvenation Projects Ideation Chinook Foyer	1,303.80	
Rejuvenation Projects TELUS 112	11,396.58	
Rejuvenation Projects Glen 210	68,199.60	
Phone System Replacement	134,460.26	
Breaker Replacement South Building	86,352.40	
Loading Dock Expansion Joint	53,900.00	
North Building Lighting Control System	320,855.00	
Security CCTV / Access Upgrade	518,235.05	
North Building Ceiling and Fixtures	57,662.71	
Rejuvenation Projects Arts Commons +15 Walkway	26,287.66	
Dishwasher Replacement	281,964.50	
Building - Misc.	201,003.58	7,899
Security Equipment - Misc.	10,584.03	-
Communication Equipment - Misc.	-	4,480
Computers - Misc.	77,570.84	60,780
Event Services Equipment - Misc.	11,081.46	74,994
Event Services Equipment Under Capital Lease	385,747.59	-
Housekeeping equipment - Misc.	3,600.43	-
Housekeeping equipment Under Capital Lease	41,366.94	

Shop Equipment - Misc.	-	31,424
Software - Misc.	37,058.18	26,117
Total Additions	<b>2,576,228</b>	<b>3,176,650</b>
<b>Disposals</b>		
Communication Equipment	-	(12,325)
Computer Equipment	-	(57,482)
Event Services Equipment	-	(401,553)
Renovations	-	(541,134)
Software	-	(218,095)
Total Disposals	-	<b>(1,230,589)</b>
<b>Funding</b>		
Major Replacement Reserve	-	174,912
City of Calgary - CPRiiPs	953,796	1,336,716
Leased	427,115	-
Operating Reserve	1,195,318	1,665,022
	<b>2,576,228</b>	<b>3,176,650</b>

**a) What funding did your organization leverage to support capital activities in 2018?**

Operating Reserves

- Operating surpluses are transferred to the reserve fund. \$28,630 was transferred in 2018, and \$1,195,318 funded capital expenditures.

City of Calgary

- CPRiiPs \$953,796

Leases

- Furniture and Equipment valued at \$427,115 was leased



## CIVIC PARTNER 2017 ANNUAL REPORT SNAPSHOT-CALGARY TECHNOLOGIES INC. (INNOVATE CALGARY)

### CALGARY TECHNOLOGIES INC. (Rebranding as Platform Calgary)

**Vision:** Building shared prosperity by working together to make Calgary a global hub for startups and innovation.

**Mission:** Empowering people building the next economy.

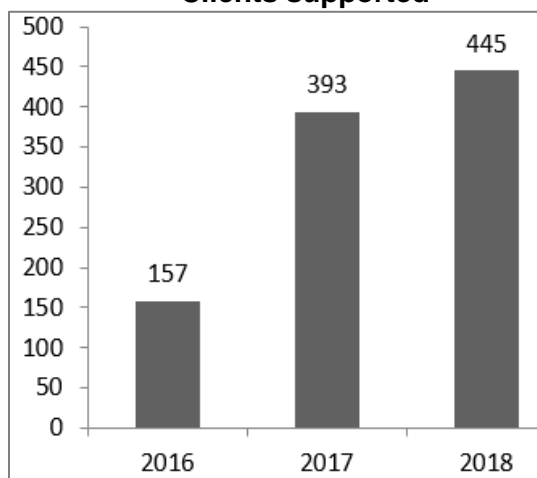
### 2018 City Investment

Operating Grant:\$829,459

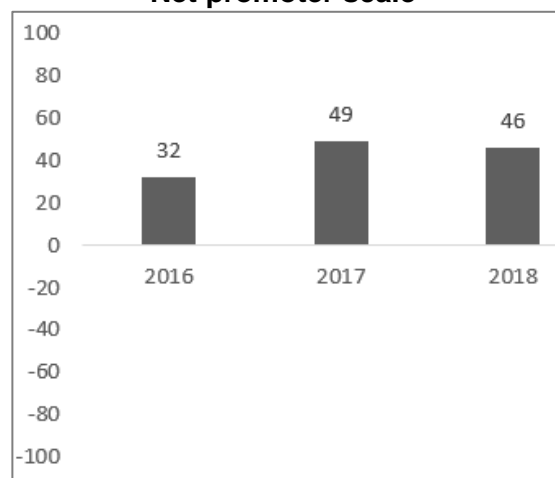
City owned asset? No

### 2018 Results

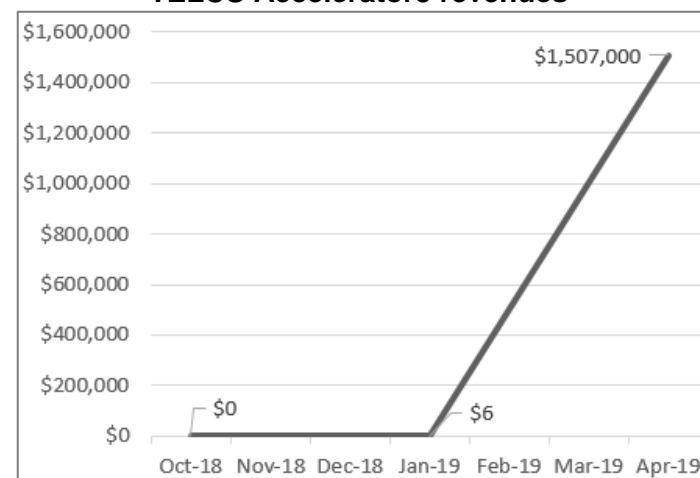
Clients supported



Net promoter scale



TELUS Accelerator3 revenues



### The story behind the numbers

- CTI has progressively served more entrepreneurs, startups and enterprises through classroom programs, an incubator, accelerators, and advisory and mentorship programs. "The Inc" incubator space in the Alastair Ross Technology Centre had 113 members across 64 startups in 2018.
- CTI's 2018 net promoter score is 46 which is rated as "Good" on a scale of -100 to +100. The score measures a client's experiences and their level of satisfaction with CTI's programs and services.
- CTI's third Accelerator program funded by Telus generated \$1.5M in revenue for Calgary companies over a 6 month period.

### Alignment with City strategies and plans

- CTI is a lead organization, and chair of the Innovation pillar of *Calgary in the new economy: An economic strategy for Calgary work*. CTI plays a key role in the Calgary Innovation Coalition, and development of a joint Calgary-Edmonton Innovation Corridor marketing initiative. In 2018, it was announced that CTI will operate the new Platform Innovation Centre under construction in the East Village, slated to open in early 2021.



## Calgary Technologies Inc. (Platform Calgary) Civic Partner Annual Report 2018

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

**Fiscal Year End:** April 1, 2018 to March 31, 2019

**Related Subsidiaries or Foundation:** None

**City 2018 Operating Grant:** \$829,459

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

Calgary Technologies Inc. continues to undergo significant change as an organization. Rebranded as “Platform Calgary” in early 2019, we are focused on building shared prosperity in the face of massive disruption in how Calgary’s economy creates value and jobs.

**Vision:** Building shared prosperity by working together to make Calgary a global hub for startups and innovation.

**Mission:** Empowering people building the next economy.

Platform Calgary will:

- increase the rate of company startup formation, growth and corporate innovation (“Acceleration”);
- lead a movement that builds profile and community for Calgary (“Advocacy”);
- operate places that promote and support innovation, including the Alastair Ross Technology Centre (ARTC) and the under-construction Platform Innovation Centre in the East Village (“Placemaking”), and
- focus on service and organizational excellence (“Execution”).

### 2. What key results did your organization achieve in 2018 that contributed to one or more of the [Council Priorities in Action Plan 2015-2018](#) and created public value?

*(A Prosperous City, A City of Inspiring Neighbourhoods, or A Healthy and Green City?)*

Our organization contributes most towards the Council Priority “A Prosperous City”, especially priorities P1 and P2 as follows :

P1 Strengthen Calgary's position as a global energy centre and location of choice for international talent, investment and innovation through enhanced business development, marketing and place-making initiatives.

P2 Advance purposeful economic diversification and growth.

Platform Calgary supported these two priorities through our Acceleration, Advocacy, and Placemaking services. FY2018/19 results included the following:

#### **Acceleration :**

- 1) Across all programs, we served 445 innovation-driven entrepreneurs, startups, and enterprises in classroom programs, our incubator, accelerators, advisory and mentorship programs. Our Net Promoter Score across all services was 46 which is rated “Good”. The 62 clients who responded to our annual survey reported the creation of 107 new hires in their companies for the year.



- 2) We launched a pre-seed accelerator program named “Junction” that helps first time founders develop a solid foundation for their business. We ran two cohorts in the past year : cohort #1 had 13 companies while cohort #2 had 11. We will host Pitch Day for this second cohort on May15, 2019 as part of Platform Calgary’s Report to Community event at the New Central Library.
- 3) TELUS has sponsored the TELUS Technology Accelerator for the third consecutive year. In the third cohort, 9 Canadian startups added 26 jobs, 125 new customers, generated \$4M revenue and raised \$3M capital. Three of the nine startups (33%) signed commercial agreements with TELUS, up from 17% on the second cohort. TELUS also funded the first cohort of the TELUS Technology Incubator with 16 IoT startups developing solutions enabled by TELUS’s recently launched LTE-m network.
- 4) Our incubator space in the Alastair Ross Technology Centre, called “The Inc.”, had 113 members across 64 startups, as of year end. The members are startup co-founders and early employees. They receive programming, advisory, and mentorship support as well as space to start and grow their business (see also “Placemaking”).
- 5) The Venture Mentoring Service of Alberta supported 29 scaling companies last year. The goal of the program is to improve entrepreneur capabilities via “team mentoring” from multiple seasoned entrepreneurs and mentors.

**Advocacy :**

- 1) To start putting Calgary on the global tech startup map, Platform Calgary and CED partnered in 2018 to sponsor Startup Genome to benchmark our city’s innovation ecosystem. The results will be included in their 2019 Global Startup Ecosystem Report which will be globally launched in May 2019 and typically downloaded by 800,000 unique visitors. We anticipate that Calgary will be rated as being in the “Activation” or earliest phase of ecosystem development. The visibility of the report allows us to highlight bright spots in our ecosystem, acknowledge its relative early maturity, and thus galvanize broader support and momentum to improve it.
- 2) Platform Calgary has been playing a lead role in discussions about forming an Edmonton-Calgary Innovation Corridor to improve coordination and profile of Alberta’s urban innovation ecosystems. This work will raise the profile and increase the capacity of both ecosystems and their combined populations, necessary to stack up closer to global mega-regions. In the short-term, we are participating in a CED-led initiative to create joint presence with Edmonton during Collision 2019 being held in Toronto May 20-23.
- 3) Terry Rock, President and CEO of Platform Calgary, together with CED Board Director Judy Fairburn co-chair the Innovation Leadership Team implementing the Innovation pillar of the City’s economic strategy. Part of that team’s objectives include advocating for Calgary on provincial and federal programs and funding allocations.
- 4) We hosted 13 companies from India who won the Next Big Idea contest at an event we called Alberta



## Calgary Technologies Inc. (Platform Calgary) Civic Partner Annual Report 2018

Bound to showcase Calgary and Alberta to these international tech companies touring Vancouver, Toronto, and Calgary. One of the 13 have decided to move their company to Calgary.

- 5) We look for opportunities to advocate on clients' behalf to influence government policy (e.g. procurement). As an example, Justin Riemer, Senior Provincial Director Innovation Partnerships at Alberta Health Services (AHS), graciously accepted an invitation for an informal chat with several of our clients in the digital health space so they can learn about opportunities to partner with AHS.

### **Placemaking :**

- 1) Platform Calgary owns the Alastair Ross Technology Centre. At this 120,000 square foot facility, as of year end, we housed 49 tech companies/organizations, hosted an additional 43 with a virtual address, as well as 64 startup companies in our incubator.
- 2) Our organization has announced that we will operate the Platform Innovation Centre currently under construction in the East Village and slated to open in early 2021. The Innovation Centre is on the first two floors of a parkade, as part of a collaborative project with CMLC and the Calgary Parking Authority. This 42,000 square foot facility, sharing the intersection with City Hall and the new Central Library, will become a very prominent node along the city's Innovation Corridor that is part of the economic strategy. We intend to make this Innovation Centre a landmark destination for locals and visitors alike that signals our ambitions to make Calgary a global hub for startups and innovation.
- 3) In preparation for running the Platform Innovation Centre, we continued to also operate out of the Nucleus space (dubbed "Platform Alpha") and have leased the Hillier Block (dubbed "Platform Beta") in order to prototype the eventual operations in the Platform Innovation Centre.
- 4) Especially to support our Advocacy and Placemaking efforts, we have rebranded and now operate as Platform Calgary. Our corporate legal name remains Calgary Technologies Inc..

### **3. What challenges affected your operations in 2018 and how did you adjust?**

Previously operating as Innovate Calgary in conjunction with University Technologies Inc., 2018 began with a split from this operating organization and a major rethinking of CTI's mission and values as an organization focused solely on the city's startup and innovation ecosystem. Shortly thereafter, CTI's management team was re-formed with Terry Rock as CTI's new President and CEO. It has been a time of change with a high rate of employee turnover as well as organizational restructuring.

In the current economic climate, continued government funding for the organization may be shrinking. CTI continues to seek new sources of government funding and to rely on unrestricted cash reserves to support the organization's transition. CTI also diversified its revenue streams with more private company innovation partnerships and private funding dollars. To reduce fixed costs, CTI has been utilizing more contractors and consultants so that spending can scale with government funding levels.



**Calgary Technologies Inc. (Platform Calgary)  
Civic Partner Annual Report 2018**

4. **Briefly describe how your key results in 2018 contributed to the following Council approved strategies (as applicable. Please note if you steward the strategy)**

<b>Strategy</b>	<b>Key Results</b>
<a href="#"><u>Calgary in the new economy: an updated economic strategy for Calgary</u></a>	Across all our programs, we served 445 innovation-driven entrepreneurs, startups, and enterprises in classroom programs, our incubator, accelerators, advisory and mentorship programs. Our Net Promoter Score across all services was 46 which is rated "Good". The 62 clients who responded to our annual survey reported the creation of 107 new hires in their company for the year. See section 2 above for more details.
<a href="#"><u>Cultural Plan for Calgary</u></a>	
<a href="#"><u>Enough for All Poverty Reduction Strategy</u></a>	
<a href="#"><u>Sport for Life Policy</u></a>	
<a href="#"><u>Foundations for Hope: Calgary's Corporate Affordable Housing Strategy</u></a>	
<a href="#"><u>Open Spaces Plan</u></a> (Calgary Parks')	
<a href="#"><u>Recreation Master Plan</u></a>	
<a href="#"><u>Calgary Heritage Strategy</u></a>	
Other:	

5. **Do you support any Civic Partner approved strategies? For example, Calgary Arts Development Authority's [Living a Creative Life](#), or Tourism Calgary's [Destination Strategy](#)?**

We are in the earliest stages of exploring how Platform Calgary might contribute to increasing startup and innovation activity in the creative industries and tourism, both identified as priority clusters in the 10 Year Economic Strategy.

6. **Please estimate how The City's operating funding was allocated in 2018. 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



**Calgary Technologies Inc. (Platform Calgary)  
Civic Partner Annual Report 2018**

%	Office supplies and expenses
%	Professional and consulting fees
<b>100 %</b>	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 2018? If yes:**

<b>How many volunteers?</b>	24 experienced entrepreneur mentors + 12 volunteer Board members = 36 volunteers
<b>Estimated total hours provided by volunteers:</b>	714 mentor hours + 290 Board member hours = 1,004 hours

**8. What resources did your organization leverage to support operations in 2018?**

Platform Calgary continued to leverage the City of Calgary's \$829,459 annual operating grant to secure other government funding by a factor of over 4 to 1 in 2018-19. A net positive cash flow of approximately \$300,000 from the operation of the Alastair Ross Technology Centre also contributed towards operating expenses for programming.

Platform Calgary also utilizes a collaborative community model that leverages volunteers and resources of other service providers. For example, entrepreneur mentors volunteer their time towards the Venture Mentoring Service managed by Platform Calgary.

**9. Using the chart below, please report your 2018 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off. Please identify through **BOLD font**, 1-2 measures that are most significant and could be presented in a chart.**

	Performance Measure	2016	2017	2018	What story does this measure tell about your work?
How much did you do?	<b>Clients supported</b>	157	393	445	Calgary lags other jurisdictions with respect to the number of high potential ventures per capita. We need at least a five fold increase in these types of companies within ten years just to match where other jurisdictions are today. We need to significantly increase the number of people trying to start such companies. The steady growth of clients we support is a good start but we need at least 10x these numbers to meet the 5-fold increase noted above.
How well did	<b>Net</b>	77	49	46	Client traction (e.g. revenue) would be the best



**Calgary Technologies Inc. (Platform Calgary)  
Civic Partner Annual Report 2018**

you do it?	<b>Promoter Score</b>				measure of clients' business growth and success. Since most of our clients are pre-revenue, we use client satisfaction regarding our programs (Net Promoter Score) as a proxy for how well we are helping these clients start and grow their businesses. The scale is from -100 to 100, with "Good" rated as 0 to 49, "Excellent" as 50-69 and "World Class" as 70-100.
How are Calgarians better off?	<b>New hires</b>	248	236	107	<p>According to a Kaufmann Institute study, most job creation comes from companies under 5 years old (i.e. startups). In order to grow employment in our city, we need to support the formation and growth of high potential startups and ventures. Although this process takes years, the jobs created by these startups are a good indicator of the benefit derived by Calgarians from our efforts.</p> <p>The New Hires data is extracted from our Annual Client Survey of which there were 99 responders for 2016, 115 for 2017 and 62 for 2018. The New Hires number is not cumulative and also reflects different clients responding each year. Based on the varying number of responders, New Hires per client averages 2.5 for 2016, 2.0 for 2017 and 1.7 for 2018.</p>
	<b>Accelerator success</b>				Over the third Telus Accelerator cohort period of October 1, 2018 to April 30, 2019, Calgary companies created 5 new jobs, acquired 69 new customers, raised \$158,000 in capital and generated \$1,507,000 in revenues.

**CAPITAL AND ASSET MANAGEMENT (for applicable partners) N/A**

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

- a) Provide a summary of your organization's 2018 capital development, including specific lifecycle/maintenance projects.**

- b) What funding did your organization leverage to support capital activities in 2018?**



## CIVIC PARTNER 2018 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.

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

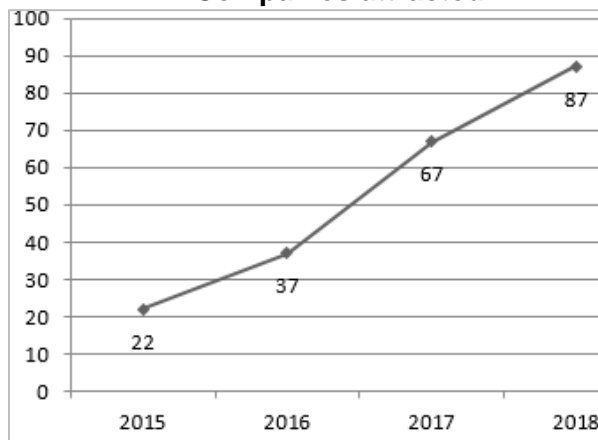
### 2018 City Investment

Operating Grant:\$5,808,765  
One Time Funding: \$1,200,000

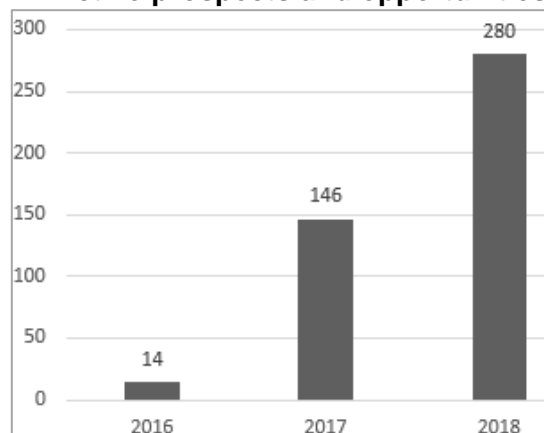
City owned asset? No

### 2018 Results:

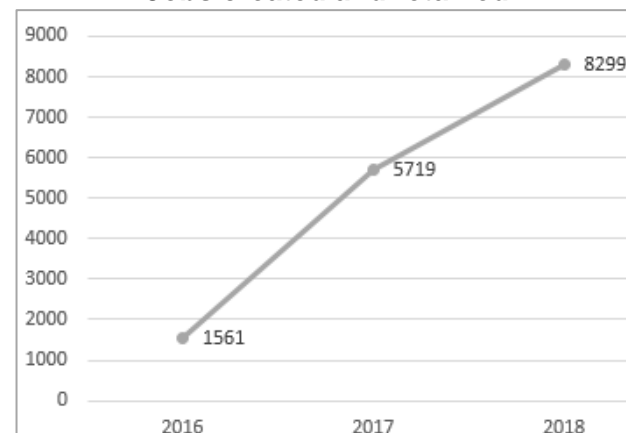
#### Companies attracted



#### Active prospects and opportunities



#### Jobs created and retained



### The story behind the numbers

- Supported the attraction/retention of 87 companies and 4,600 direct jobs, up from 67 companies and 2,700 direct jobs in 2017.
- The increase in the number of direct/indirect jobs created/retained reflects success of initiatives such as the Trade Accelerator Program (TAP), OCIF, StartUp Calgary and the Calgary Film Centre.
- A pipeline of qualified leads is maintained to attract, expand and retain companies and some qualified leads support the attraction and expansion of companies in future years.

### Strategic alignment

- As the steward of *Calgary in the New Economy: An economic strategy for Calgary*, Calgary Economic Development's work is aligned with most City strategies and plans, including the *Cultural Plan for Calgary*, and *Enough for All* poverty reduction strategy.
- In 2018, Calgary Economic Development established committees for each pillar of the economic strategy, including a Talent Committee, Innovation Committee, and Place Committee to increase the level of collaboration and alignment between The City, Civic Partners, and other key stakeholders.



## Calgary Economic Development Ltd. Civic Partner 2018 Annual Report

**Organizational Structure:** Wholly Owned Subsidiary

**Fiscal Year:** Ended December 31, 2018

**Related Subsidiaries or Foundation:** No

**2018 Operating Grant:** \$5,808,765

\$1,200,000 One time funding

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

**Vision:**

Calgary is the city of choice in Canada for the world's best entrepreneurs. We embrace innovation and create solutions to meet the world's needs in food, health, energy and transportation.

**Mission:**

We champion Calgary's economic growth by focusing on our clients, embracing diversification and promoting our city.

**Mandate:**

Calgary Economic Development ("CED") collaborates with business, government and community partners to accelerate growth and build prosperity by promoting Calgary as the location of choice to invest, live, work, start and grow a business.

### 2. What key results did your organization achieve in 2018 that contributed to one or more of the Council Priorities in Action Plan 2015-2018 and created public value?

*(A Prosperous City, A City of Inspiring Neighbourhoods, or A Healthy and Green City?)*

In 2016, CED developed a 3-year Corporate Strategy for the organization with clear metrics represented in our Balanced Scorecard. Over the three years, CED supported the attraction and retention of 191 companies and film and TV productions. These companies, in turn, are estimated to have created or retained 8,000 direct jobs and supported a further 7,500 indirect jobs. In 2018, the following results were tracked monthly through the Balanced Scorecard to complete the final year of the 3-Year Corporate Strategy.

- Supported the attraction and retention of 87 companies and 4,600 direct jobs, up from 67 companies and 2,700 direct jobs in 2017;
- Curated over 400 qualified leads, up almost four-fold from the start for the strategy;
- Participated in 44 inbound and outbound missions;
- Supported over \$180 million in film and television production (up from \$178 million in 2017);
- 26 Startup Clients received (VC/Government of Alberta) funding (up from 16 in 2017) and over 4,000 people participated in StartUp programming;
- Responded to over 700 research inquiries;
- Completed or made considerable progress on 88 per cent of the 32 specific actions in the six focus areas of the economic strategy approved by City Council in 2014;
- Collaborated with The City of Calgary to launch OCIF, receiving and reviewing 187 applications and announced the funding of two beneficiaries;
- Supported the launch of EvolveU, a full stack developer education program which had 10 people enrolled in the initial cohort of the program in 2018; and
- Continued to support the Calgary Film Centre in growth of Calgary's creative industries achieving a 60% occupancy rate.

### **3. What challenges affected your operations in 2018 and how did you adjust?**

In addition to the continued economic situation in Calgary and the CEO's leave of absence, Senior Management effectively managed several challenges that affected the organization's operations in the 2018 including:

- 1) The City of Calgary's Budget Cycle – In 2018, one of CED's main operational challenges was The City of Calgary's 2019-2022 budget cycle. With over 30% of CED staff on contract, the timing of the budget cycle created uncertainty whether the organization would have sufficient funding to retain contract staff. To address this issue, CED extended contracts on a short-term basis until the organization was able to determine its funding availability and was in frequent communication with the CED team throughout the process. The certainty City Council provided by their approval of CED's budget in 2018, allowed us to convert the contract staff to permanent positions enabling us to continue to provide services that City Council and the community ask of our organization in these challenging economic times.
- 2) Opportunity Calgary Investment Fund Ltd. ("OCIF") – In April 2018, The City of Calgary approved and incorporated OCIF, a \$100 million fund which invests in catalytic opportunities for economic growth, diversification, increased employment, and expansion of the property tax assessment base in Calgary. CED created the governance, internal controls and organization structure, developed due diligence, intake structure, and contracting and compliance processes. CED successfully processed three applicants through to the contribution agreement phase, of which two were announced in 2018.
- 3) Calgary Film Centre Ltd. ("CFCL") – Since opening in May 2016, CFCL, a wholly-owned subsidiary of CED governed by a Management Services Agreement, was encumbered with a heavy third-party debt from escalated construction and land costs, and no contingency funds. As a result of fluctuating occupancy rates due to low warehouse prices, uncompetitive provincial incentives, and cash flow shortfalls, CFCL was funded by CED through a loan up to \$900,000. In 2018, CFCL sold the Calgary Film Centre to The City of Calgary, which eliminated all the debt and will enable a sustainable funding model and competitive pricing.

### **4. Briefly describe how your key results in 2018 contributed to the following Council approved strategies (as applicable. Please note if you steward the strategy)**

<b>Strategy</b>	<b>Key Results</b>
<a href="#"><u>Calgary in the new economy: an updated economic strategy for Calgary</u></a>	CED is the steward of the economic strategy for Calgary. In 2018, CED engaged over 1,800 Calgarians including a CEO Roundtable to create a shared economic vision for the city, <i>Calgary in the New Economy</i> . The updated economic strategy was unanimously approved by City Council in June 2018. Since the strategy was approved, the organization has been updating processes to align with the four areas of focus. This included a revised 4-year Corporate Strategy and a revised Business Plan and Balanced Scorecard to reflect the goals of <i>Calgary in the New Economy</i> . In 2018, CED also launched new committees for each pillar of the economic strategy, including a Talent Committee, Innovation Committee, and Place Committee. CED also stewards the Leadership and Implementation Committee which includes representation from all four of the pillars to oversee the overall implementation of the strategy.
<a href="#"><u>Cultural Plan for Calgary</u></a>	In 2018, CED developed a Digital Media Strategy and committed to the implementation and participation of both the Digital Media Strategy and the Music Strategy for Calgary. In addition, the Manager of Arts and Culture for The City of Calgary participates on the Place Committee for the economic strategy.
<a href="#"><u>Enough for All Poverty</u></a>	CED supported the Steering Committee for the Enough for All Poverty Reduction

<a href="#"><u>Reduction Strategy</u></a>	Strategy and continues to participate as part of a Business Advisory group for the strategy. The CEO of Vibrant Communities Calgary participates on the Place Committee for the economic strategy.
<a href="#"><u>Sport for Life Policy</u></a>	In 2018, CED stewarded an economic impact study for amateur sport for Sport Calgary, Calgary Sport Tourism Authority, and The City of Calgary.
<a href="#"><u>Foundations for Hope: Calgary's Corporate Affordable Housing Strategy</u></a>	The Calgary Housing Affordability Collective also participates in the Place Committee as part of the implementation of <i>Calgary in the New Economy</i> to ensure alignment between the two strategies.
<a href="#"><u>Open Spaces Plan</u></a> (Calgary Parks')	
<a href="#"><u>Recreation Master Plan</u></a>	As part of the implementation of the economic strategy, the Acting Director Recreation sits on the Place Committee as well.
<a href="#"><u>Calgary Heritage Strategy</u></a>	
Other:	

**5. Do you support any Civic Partner approved strategies? For example, Calgary Arts Development Authority's [Living a Creative Life](#), or Tourism Calgary's [Destination Strategy](#)?**

CED is a strong advocate and supporter of Calgary Arts Development Authority's ("CADA") *Living a Creative Life* and Tourism's Calgary's *Destination Strategy*. During the 2018 budget cycle at The City of Calgary, CED supported the increase in funding for CADA in order to grow Calgary's arts and culture. The Vice President of Research and Strategy at CED meets with the President and CEO of CADA on a regular basis to ensure alignment of strategies between *Living a Creative Life* and *Calgary in the New Economy*.

In 2018, CED worked closely with the Tourism Calgary on evolving the brand identity for Calgary to position our city as the ultimate host city and as a great place to make a life. The synergies between *Calgary in the New Economy* and the *Destination Strategy* are strong and highlight how collectively we can ensure Calgary's tourism economy is maximized as we mature as a destination of choice for business and leisure travelers.

On top of supporting CADA's *Living a Creative Life* and Tourism Calgary's *Destination Strategy*, CED works with Calgary Technologies Inc. ("CTI"), Calgary TELUS Convention Centre ("CTCC") and the Calgary Municipal Land Corporation ("CMLC") as Civic Partners. In 2018, CED collaborated with CTI through the Calgary Innovation Coalition and the Rainforest Initiative, ensuring consistency between the organizations in order to group Calgary's innovation ecosystem. The CTCC has played a part of the economic strategy for Calgary and continues to do so through participation in CED's Place and Leadership Committees. In 2018, CED also worked in partnership with the University of Calgary to launch the Life Sciences Innovation Hub ("LSIH") and the CMLC on several initiatives including an economic impact study of the Rivers and Entertainment District and establishing the presence University of Calgary's Faculty of Environmental Design in the old library.

6. Please estimate how The City's operating funding was allocated in 2018. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.

City Base Grant	Non-Core City <sup>1</sup>	Non-Core Other <sup>2</sup>	CED Total	Expense Category
3%	51%	21%	18%	Advertising and promotion
3%	16%	20%	11 %	Programs or services
1%	0%	0%	1%	Office supplies and expenses
4%	10%	14%	8%	Professional and consulting fees
75%	21%	32%	50%	Staff compensation, development and training
0%	0%	0%	0%	Fund development
2%	0%	0%	1%	Purchased supplies and assets
5%	0%	1%	3%	Facility maintenance
2%	2%	10%	4%	Evaluation or Research
6%	1%	1%	3%	Other, please name: Technology
100%	100%	100%	100%	

7. Did volunteers support your operations in 2018? If yes:

How many volunteers?	140
Estimated total hours provided by volunteers:	Approximately 4,500

8. What resources did your organization leverage to support operations in 2018?

The Base Operating Grant was \$5.8 million, of which 75% is used for staff compensation. CED partnered with other orders of government and businesses to leverage The City of Calgary's Base Operating Grant to generate additional revenue to support our business plan activities. This includes:

- Economic resiliency funding from The City of Calgary is \$2.5 million (2017 - \$2.4M);
- Revenue recognized from other orders of government was \$1,530,000 (2017 - \$2,258,000);
- Action Calgary (AC) revenue earned was \$660,000 (2017 - \$721,000);
- Other sponsorship revenue (incl. funding for Startup Calgary Initiatives) was \$677,000 (2017 - \$402,000); and
- Approximately \$613,875 of in-kind services received, primarily focused on marketing activities.

CED targets a 35-40% ratio of revenue from outside the base grant, in 2018 the actual is 52% or \$6.2 million (2017 - \$6.8M, or 55%). Maintaining this ratio of outside funding is going to prove particularly challenging as these grants will be fully utilized in early 2019.

<sup>1</sup> Non-Core City funding includes Economic Resiliency Grant.

<sup>2</sup> Non-Core Other funding includes: Western Economic Diversification Grant, Government of Alberta Grant, Action Calgary corporate partnership program, CARES grants and other grants and sponsorships.

9. Using the chart below, please report your 2018 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off. *Please identify through BOLD font, 1-2 measures that are most significant and could be presented in a chart.*

	Performance Measure	2016 results	2017 results	2018 results	What story does this measure tell about your work?
How much did you do?	<b>Accelerate sector development &amp; increase diversification</b>				<p>CED maintains a pipeline of qualified leads that helped support the attraction, expansion and retention of 97 companies and an estimated 4,600 direct jobs in 2018. Given the life cycle of some of the files in pipeline, the qualified leads also support the attraction and expansion of companies in future years.</p> <p>In 2018, CED reviewed 187 OCIF applications through a rigorous process that involved internal industry experts, senior management, the Board of Directors, and external consultants, which led to the announcement of funding for two projects.</p> <p>In market advertising, pitched sector related stories, and the ongoing Be Part of the Energy campaign generated \$5.6M in media value in 2018, increasing the awareness of Calgary both nationally and internationally in order to attract investment, talent, and companies.</p>
	Qualified Leads	211	377	414	
	Connectors with Connector Program (program completed in 2017)	118	153	N/A	
	Film scouting and FAM tours	22	14	20	
	Outbound trade missions	11	13	27	
	Inbound trade missions	26	29	17	
	Workforce 'Best Practice' events	5	7	8	
	Global Business Centre events	159	162	239	
	Careers in Calgary tours	12	49	39	
	OCIF Applications received	N/A	N/A	187	
	Startup Calgary Ideation Events	N/A	24	39	
	<b>Stakeholder relations</b>				
	Soul of the City events	3	2	N/A	
	Action Calgary partner events hosted by CED	6	10	10	
	<b>Authentic brand for CED</b>				
How well did you do it?	Number of participants at signature events (Economic Outlook, Report to the Community, and Startup Launch Party)	2,900	3,250	2,981	<p>In 2018, CED hosted 160 potential investors in Calgary during events and B2B meetings, which led to the engagement/attraction of 29 companies and 414 qualified leads.</p> <p>In 2018, CED launched the Trade Accelerator Program (TAP) and hosted three separate cohorts that led to the graduation of 45 companies. Six of the graduates participated in export</p>
	Research requests fulfilled	769	866	715	
	Research reports initiated	5	13	10	
	<b>Enhance Calgary's image</b>				
	Media value generated	~\$11M	\$5.3M	\$5.6M	
	National Be Part of the Energy promotional campaign launched	Q3	Ongoing	Ongoing	
	Sector-related stories written	108	108	130	
How well did you do it?	<b>Accelerate sector development &amp; increase diversification</b>				<p>In 2018, CED hosted 160 potential investors in Calgary during events and B2B meetings, which led to the engagement/attraction of 29 companies and 414 qualified leads.</p> <p>In 2018, CED launched the Trade Accelerator Program (TAP) and hosted three separate cohorts that led to the graduation of 45 companies. Six of the graduates participated in export</p>
	Active Prospects & Opportunities	14	146	280	
	Visits by potential investors (incl. Stampede Investment Forum)	63	124	160	
	Successful OCIF Applicants Announced	N/A	N/A	2	
	TAP Cohorts	N/A	N/A	3	
	TAP Graduates	N/A	N/A	45	
	<b>Stakeholder relations</b>				
	Percentage Economic Strategy	87%	87%	88%	

	<p>tactics initiated or completed</p> <p>Awareness of Economic Strategy</p> <p>New Action Calgary Partners</p> <p>Retention Rate Action Calgary Partners</p> <p><b>Authentic Brand for CED</b></p> <p>Percentage businesses believing CED is delivering excellent experiences</p> <p>Percentage businesses likely to:</p> <ul style="list-style-type: none"> <li>- express overall positive impression of CED</li> <li>- Continue working with CED</li> <li>- Recommend CED to others</li> </ul> <p>Aided Awareness of CED</p> <p>Unaided Awareness of CED</p> <p>CED Client usage Research</p> <p><b>Enhance Calgary's image</b></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><b>Build Organizational Excellence</b></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>35%</p> <p>7</p> <p>90%</p> <p>51%</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>39%</p> <p>8</p> <p>85%</p> <p>59%</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>48%</p> <p>61%</p> <p>8%</p> <p>3</p> <p>86%</p>	<p>26%</p> <p>3</p> <p>95%</p> <p>59%</p> <p>79%</p> <p>88%</p> <p>81%</p> <p>77%</p> <p>28%</p> <p>67%</p> <p>N/A</p> <p>5</p> <p>1</p> <p>\$51,277</p> <p>60%</p> <p>65%</p> <p>8%</p> <p>4</p> <p>N/A</p>	<p>missions to Japan and Seattle in early 2019.</p> <p>Over that past few years, the organization has grown adding more talent in order to reach increased forecasts for the organization. This has led to an increase in the internal use of space in the GBC and a decrease in external use.</p>
<b>How are Calgarians better off?</b>	<p><b>Accelerate Sector Development &amp; Diversification</b></p> <p>Companies won</p> <p>Trade &amp; 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><b>Inspire Stakeholder Collaboration</b></p> <p>Economic Strategy Core indicators improved</p> <p>Non-core funding</p> <p><b>Enhance Calgary's Image</b></p> <p>Canadians have a favourable perception of Calgary</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>16</p> <p>50%</p> <p>\$2.4M</p> <p>79%</p>	<p>87</p> <p>7</p> <p>8,299</p> <p>\$181M</p> <p>26</p> <p>N/A</p> <p>\$2.5M</p> <p>N/A</p>	<p>In 2018, CED exceeded the organization's forecasted jobs numbers and the previous year's metrics. The increased in metrics demonstrate the team's hard work and dedication, as well as the success of initiatives such as the Trade Accelerator Program (TAP), OCIF, StartUp Calgary and the Calgary Film Centre.</p> <p>Through 39 Startup Calgary Ideation Events including monthly meet ups, office hours, StartUp Weekend etc., CED helped 26 companies receive government grants at the provincial and federal levels.</p> <p>In 2018, CED engaged over 1,800 Calgarians on the updated economic strategy for Calgary. <i>Calgary in the New</i></p>



**Calgary Economic Development Ltd.  
Civic Partner 2018 Annual Report**

					<p><i>Economy</i> was unanimously approved by City Council in June 2018, at which point CED shifted to the refreshed economic strategy which does not use the same indicators.</p> <p>The Spring 2019 National Perception Survey will be conducted in May 2019.</p>
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\*N/A - Not applicable due to the commencement or completion of program and initiatives.

**10. CAPITAL AND ASSET MANAGEMENT (for applicable partners)**

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

- a) **Provide a summary of your organization's 2018 capital development, including specific lifecycle/maintenance projects.**

N/A

- b) **What funding did your organization leverage to support capital activities in 2018?**

N/A

## CIVIC PARTNER 2018 ANNUAL REPORT SNAPSHOT- CALGARY FILM CENTRE LTD. (CFCL)

### CALGARY FILM CENTRE LTD. (CFCL)

**Mission:** To become a centre of innovation and excellence in the creative and digital media industries, consolidating leading edge activity while driving project production in the Calgary Film Centre and sector acceleration in Alberta.

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

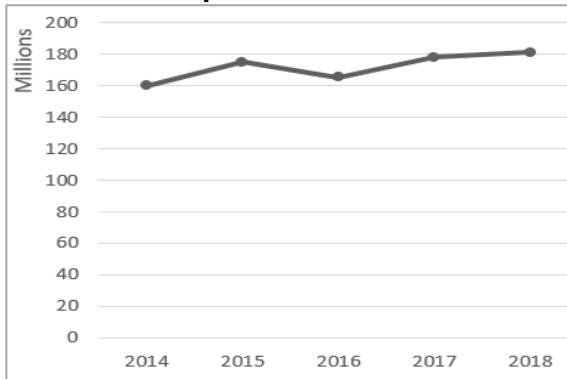
### 2018 City Investment

City owned asset? Yes

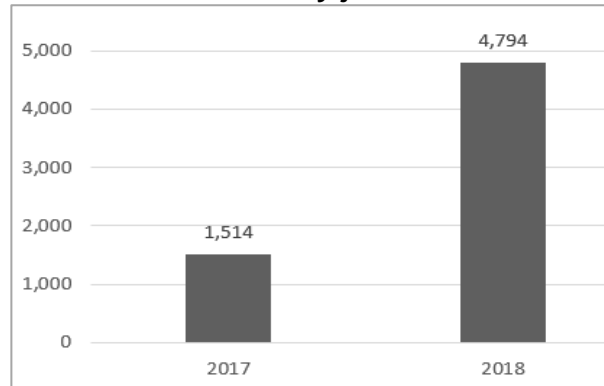
*Wholly Owned Subsidiary of  
Calgary Economic Development*

### 2018 Results

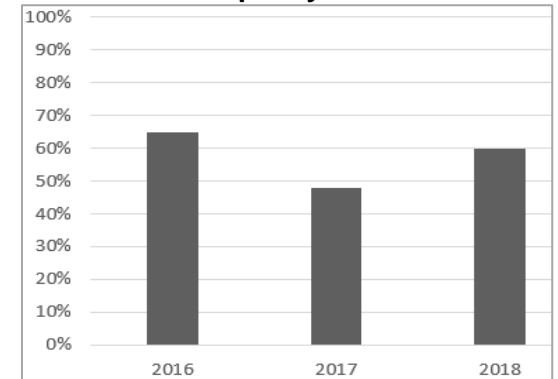
#### Film production



#### Film industry jobs



#### Occupancy levels



### The story behind the numbers

- In 2018, CFCL hosted two international television series - Fargo Season 3 and Tin Star Season 1 and 2, and four high-profile international television commercials. The facility also attracted three foreign productions and supported local productions.
- Supported the creation of 4,794 screen industries jobs and 30 companies by attracting and retaining film production projects.
- Responded to 83 inquiries, delivered 18 quotes, secured 16 leases, 14 partnerships, and 5 sponsorships.

### Strategic alignment

- Creative Industries are identified in *Calgary in the New Economy: An economic strategy for Calgary* as an emerging and growth cluster, of which CFCL is an integral part.
- CFCL's work aligns with the *Cultural Plan for Calgary*, and the organization, along with Calgary Economic Development is identified as a lead for Culture under the strategy.
- The Project Lab initiative aligns with Calgary Arts Development Authority's *Living a Creative Life* strategy by supporting Alberta's emerging filmmakers through finance, venue, mentorship, equipment, and in kind services.
- CFCL supports Tourism Calgary's *Destination Strategy* through sales and marketing initiatives; and by attracting, developing and promoting events.



**Calgary Film Centre Ltd.  
Civic Partner 2018 Annual Report**

**Organizational Structure:** Wholly Owned Subsidiary of Calgary Economic Development Ltd.

**Fiscal Year:** Ended December 31, 2018

**Related Subsidiaries or Foundation:** No

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

**Vision:**

The Calgary Film Centre aims to be recognized as the location of choice for screen production globally by growing its reputation through exceptional facilities, services and screen content production support and expertise.

**Mission:**

To become a centre of innovation and excellence in the creative and digital media industries, consolidating leading edge activity while driving project production in the Calgary Film Centre and sector acceleration in Alberta.

**2. What key results did your organization achieve in 2018 that contributed to one or more of the Council Priorities in Action Plan 2015-2018 and created public value?**

*(A Prosperous City, A City of Inspiring Neighbourhoods, or A Healthy and Green City?)*

In 2016, Calgary Economic Development Ltd. ("CED") initiated a new 3-year Corporate Strategy with clear metrics represented on a Balanced Scorecard. The metrics for Calgary Film Centre Ltd. ("CFCL") and Creative Industries are included in CED's Balanced Scorecard. In 2018, the following results were tracked monthly through the CED Balanced Scorecard to complete the final year of the Corporate Strategy.

- Supported the creation of 4,794 screen industries jobs and 30 companies through attraction and retention of film production projects in Calgary;
- Achieved a 60% utilization rate for the Calgary Film Centre; and
- Supported the generation of \$181 million dollars of film production in Calgary and region.

The activity and metrics of CFCL and the Creative Industries team contributed to the strategic actions of *A Prosperous City* by contributing to the film and TV production, and digital media sectors in the following ways:

- Hosted five industry panels, seven training initiatives with post-secondary institutions, unions, and guilds, and seven industry events to service the growing film industry;
- Distributed a sales video to 50 opportunities through business to business meetings;
- Generated five quality leads and opportunities through billboard and advertising campaign during American Film Market;
- Completed 10 location scouting tours and 38 facility tours promoting Calgary and the region as a location of choice for screen industries in the United States, Europe, and India;
- Participated in the Advisory Committee that drafted the cultural plan for Calgary to support creative industries with a long-term strategy and growth plan;
- Participated in or supported a total of 350 meetings to attract local and global investment to Calgary in specific local industries and communities;
- Responded to 83 inquiries, delivered 18 quotes, secured 16 leases, 14 partnerships, and 5 sponsorships;
- Awarded 12 Project Lab grants in 2017 and 2018;
- Hosted 7 local training workshops; and
- Sponsored and participated in 19 local film, television and digital media sector events.

**3. What challenges affected your operations in 2018 and how did you adjust?**

Since opening in May of 2016, the CFCL was encumbered with a heavy debt load resulting from escalating costs due to land use requirements by The City of Calgary and relatively high construction costs due to the tail end of the boom. In addition, the lack of competitive incentives on a provincial level put significant pressure on cash flow. These factors combined restricted CFCL's ability to negotiate competitive pricing and combat lower-cost warehouse space in order to meet debt payments. Ongoing cash flow challenges required a loan from the parent company (CED) to sustain operations and restricted the number and level of facility enhancements and upgrades. In 2018, the facility was sold to The City of Calgary, executing a strategy for elimination of debt and interest, and creating sustainable operations.

Furthermore, in 2018 third-party consultants were engaged to provide a situation assessment and viable business plan to align insights and recommendations to optimize growth opportunities for the Calgary Film Centre. The new strategy aims to diversify the range of clients by refocusing the mix of marketing and sales efforts to new markets increasing lead generation and conversion rates. CFCL is in the process of implementing the new sales strategies and has a renewed strategic and business plan in 2019.

**4. Briefly describe how your key results in 2018 contributed to the following Council approved strategies (as applicable. Please note if you steward the strategy)**

<b>Strategy</b>	<b>Key Results</b>
<a href="#"><u>Calgary in the new economy: an updated economic strategy for Calgary</u></a>	<p>CED is the steward of the economic strategy for Calgary, <i>Calgary in the New Economy</i>. In 2018, CED engaged over 1,800 Calgarians to create a shared economic vision for the city. After an in-depth consultation process, City Council unanimously approved in June 2018.</p> <p>As a wholly-owned subsidiary of CED, CFCL was involved in the refresh of the economic strategy and its current implementation. Creative Industries is identified in <i>Calgary in the New Economy</i> as an emerging and growth cluster, of which CFCL is an integral part.</p>
<a href="#"><u>Cultural Plan for Calgary</u></a>	In 2017, key executives of CED and CFCL commenced their participation in the Advisory Committee that drafted the Cultural Plan for Calgary and are identified as the lead of the economic opportunities for culture. In 2018, CED developed a Digital Media Strategy and committed to the implementation and participation of both the Digital Media Strategy and the Music Strategy for Calgary. In addition, the Manager of Arts and Culture for The City of Calgary participates on the Place Committee for the economic strategy.
<a href="#"><u>Enough for All Poverty Reduction Strategy</u></a>	N/A
<a href="#"><u>Sport for Life Policy</u></a>	N/A
<a href="#"><u>Foundations for Hope: Calgary's Corporate Affordable Housing Strategy</u></a>	N/A
<a href="#"><u>Open Spaces Plan</u></a> (Calgary Parks')	N/A
<a href="#"><u>Recreation Master Plan</u></a>	N/A
<a href="#"><u>Calgary Heritage Strategy</u></a>	N/A
Other:	

5. Do you support any Civic Partner approved strategies? For example, Calgary Arts Development Authority's [Living a Creative Life](#), or Tourism Calgary's [Destination Strategy](#)?

**Calgary Arts Development Authority's Living a Creative Life**

*Living a Creative Life* is built on four Focus Areas and CFCL's Project Lab is a perfect example of how our organization supported the vision of Calgary as "a place that empowers every resident to live a creative life, fueling a vital, prosperous and connected city."

CFCL received a grant from the Government of Alberta which was used for funding Project Lab applicants in 2017 and 2018. Project Lab supported Alberta's emerging filmmakers by providing them with grants to launch their projects into the global marketplace. Supported by the Government of Alberta, CFCL via Project Lab offered support in the areas of finance, venue, mentorship and equipment services, along with in-kind resources. The program engaged seasoned Alberta producers, storytellers and others who will use their skills to train and mentor the new generation of talent. Project Lab was a successful investment of \$465,000 across all aspects of film and TV development, production, post-production and marketing.

Project Lab supported the four Focus Areas of Living a Creative Life in the following ways:

- 1) Arts Incubation – Boosted business to business activities in the city as filmmakers employed high skilled labour and specialized businesses to complete their projects. Discounts were arranged for the production to use the very best equipment.
- 2) Youth and Education - Offered opportunities for recent SAIT graduates and new talent entering the job market to work on professional projects with skilled mentors to strengthen the crew depth and real working skills.
- 3) Artistic Exchange – Supported diversity in production resulting in employment of a more inclusive nature and diversifying the current arts business environment.
- 4) Centre City Arts District – Supported local filmmakers with local stories for the international festival market. Productions shot across Calgary, highlighting the unique geographical landscape, culture and livable city.

**Tourism Calgary's Destination Strategy**

CFCL supported and continues to support the Destination Strategy in the following areas:

- 1) Articulate and emotionalize Calgary's unique personality – As part of CFCL's sales and marketing initiatives, we utilize the clever voice of Calgary to make the reach unique and memorable. CFCL played a role in the "Be Part of the Energy" campaign with a billboard, and two advertisements in Los Angeles as part of the American Film Market. All advertising and collateral for global markets and business to business meetings promote the city and the province, as well as the Calgary Film Centre.
- 2) Attract, develop, promote and activate events year-round – The Calgary Film Centre was built to support year-round film screen industry production in Calgary from local, regional, national and international markets. In 2018, the Film Commission, Creative Industries and the Calgary Film Centre conducted 350 meetings to attract, develop, promote and activate screen production in the facility in Calgary and of the \$181M in film production in the Calgary region, \$53M was produced in the Calgary Film Centre.

- 6. Please estimate how The City's operating funding was allocated in 2018. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.**

Operations <sup>1</sup>	Non Core <sup>2</sup>	Total Funding	Expense Category
0%	0%	0%	Advertising and promotion
22%	0%	22%	Programs or services
1%	0%	1%	Office supplies and expenses
3%	0%	3%	Professional and consulting fees
21%	0%	21%	Staff compensation, development and training
0%	0%	0%	Fund development
0%	0%	0%	Purchased supplies and assets
37%	0%	36%	Facility maintenance
0%	0%	0%	Evaluation or Research
16%	1%	17%	Other, please name: <ul style="list-style-type: none"> <li>- General Travel</li> <li>- Travel, conferences, events for film festivals (via CED Non-Core funding)</li> <li>- Finance &amp; interest expense</li> </ul>
99%	1%	100%	

Footnotes:

1. Revenue generated from Leases, Operating Costs Chargebacks, and Programming.
2. Costs were covered by CED's Opportunity Calgary Funding for Creative Industries sector.

- 7. Did volunteers support your operations in 2018? If yes:**

<b>How many volunteers?</b>	Seven
<b>Estimated total hours provided by volunteers:</b>	252 hours

- 8. What resources did your organization leverage to support operations in 2018?**

CFCL's operations are supported by revenue generated from lease opportunities. In 2018, the Calgary Film Centre executed 16 lease agreements and achieved an occupancy rate of 60% inclusive of our anchor tenant, William F. White. The Calgary Film Centre recovers operations costs through tenant chargebacks for services, such as utilities and technology.

Funding through CED's Opportunity Calgary was utilized to support travel of the General Manager for key activations such as the Association of Film Commissioners International, American Film Market, and the Toronto International Film Festival. CFCL utilized programming funds from the Government of Alberta which supported all programming initiatives including Project Lab.

In 2018, the Calgary Film Centre continued a Management Services Agreement with Calgary Economic Development utilizing executive, senior management, marketing, research, and business development through the creative Industries.

In October 2018, The City of Calgary purchased the Calgary Film Centre in which proceeds were used to eliminate debt.

9. Using the chart below, please report your 2018 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off. *Please identify through BOLD font, 1-2 measures that are most significant and could be presented in a chart.*

	Performance Measure	2016 results	2017 results	2018 results	What story does this measure tell about your work?
<b>How much did you do?</b>	Operations Plan Facility Enhancement Plan Rental rate structure Long term Strategic Plan  Global online access/brand Promote CFCL/AB - location of choice via meetings  Industry engagement Partnerships: <ul style="list-style-type: none"> <li>• Local</li> <li>• regional</li> <li>• national</li> </ul> Executed Project Lab programs Workforce training	N/A*	Developed Developed Developed Developed  Website launch 250 meetings  8 events  6 3 2 6 grants  2 Workshops	Sustained \$25K Implemented Implemented  Social Media Plan 350 meetings  7 events  8 4 2 6 grants  7 Workshops	CFCL continues to grow its reputation and brand in alignment with Calgary's brand towards attracting major film production and growing local film production in the region.  CFCL executed programming initiatives for a grant program for emerging filmmakers, industry training and events, and the growth and development of strategic partnerships on an international level.  Project Lab projects have received six international awards and 8 nominations for Rosie's from AMPIA. The web series have garnered global attention and two Calgary-shot and produced feature films have been accepted in international film festivals (Berlin, Los Angeles, Whistler, Calgary International Film Festival). One feature has been picked up for distribution in Europe and North America for the 2019 Christmas season.
<b>How well did you do it?</b>	Global online access/brand via website Promote CFCL/AB - location of choice  Programming  Workforce training  Facility Tours	N/A*	5,574 Views  367 leads  \$323,910  28 attendees  55	52,731 Views  925 leads 5 Sales Campaigns  \$316,311  179 attendees - SAIT, unions and guilds expanded programs  38	Increased sales and marketing campaigns achieved higher profile, increased awareness, and qualified leads in 2018. In 2018, two films shot in Calgary were on the International Film Festival Circuit and 1 Alberta web series won 6 international awards.

<b>How are Calgarians better off?</b>	Occupancy Rate of Calgary Film Centre	65%	48%	60%	<p>Productions in the film centre in 2018 included two international television series - Fargo Season 3 and Tin Star Season1 and 2 – and four high-profile international television commercials.</p> <p>In 2018, CFCL attracted 3 foreign productions and supported local productions.</p> <p>CFCL programs support local filmmakers in taking high quality Calgary production to the international screen market.</p>
	Film Production	\$165.5M	\$178M	\$181M	
	Creative Industries Jobs	N/A	1,514	4,794	
	Creative Industries Companies	12	13	30	

\*The Calgary Film Centre opened in May of 2016 and operated June to December. While stabilizing operations, the facility achieved a 65% occupancy rate over the six-month period.

## **10. CAPITAL AND ASSET MANAGEMENT (for applicable partners)**

**Asset:** Calgary Film Centre

### **a) Provide a summary of your organization's 2018 capital development, including specific lifecycle/maintenance projects.**

Capital assets acquired in 2018 were limited by funding available. Cash flow challenges allowed for a total of \$25,000 for capital expenditures in 2018.

Annual and quarterly maintenance and inspections were undertaken by external service providers.

### **b) What funding did your organization leverage to support capital activities in 2018?**

No funding was leveraged to support capital facilities in 2018.

The City of Calgary agreed to purchase the facility in 2018. The facility was sold in October of 2018 and is undergoing a Building Condition Assessment which will inform and determine capital activities in 2019.