

APPENDIX 2E

CITY OF CALGARY ORGANIZATIONAL RESEARCH



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For Calgary Bid Exploration Committee

Haskayne Consulting Group

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ABORIGINAL FRIENDSHIP CENTER OF CALGARY

The Aboriginal Friendship Centre of Calgary is a non-profit organization with a mandate to provide social, cultural, education and employment services to the Aboriginal peoples within the Calgary Metropolitan area.

Mission

The Aboriginal Friendship Centre of Calgary is committed to a holistic and traditional approach in the development and provision of services and resources for the Aboriginal peoples of Calgary. They are dedicated to serve in an ethical, community minded organization, respectful of Aboriginal Cultures and Teachings for the benefit of all Aboriginal and non-Aboriginal peoples.

Vision

The Aboriginal Friendship Centre of Calgary is a community leader in the advocacy of Aboriginal social and cultural services, while serving as a support and community resource to other Aboriginal Service Agencies on the local, provincial and national level. It is their community partnerships with existing agencies which enables the provision of culturally relevant services to the urban Aboriginal peoples of the Calgary Metropolitan Area.

Demonstrable Impact on Calgary – Economic, Social/Cultural or Environmental

The Aboriginal Friendship Center of Calgary (AFFC) has a social/cultural impact by playing a regular and significant role in the daily lives of its members in many ways: providing care for children, elderly, and homeless; enabling access to cultural and spiritual care; offering referrals for suitable housing, food, clothing, pursuit of education, skill development and training; and building a resourceful Aboriginal community.

Source: <http://www.afccalgary.org/>

Strategy: N/A

ALBERTA COLLEGE OF ART AND DESIGN (ACAD)

As Alberta's only dedicated art, craft and design college, they play an important role in nurturing creativity and driving innovation in our province and around the world. From academic programs to grass-roots community partnerships, there's a lot going on at ACAD.

Mission

ACAD is a leading center for education and research, and a catalyst for creative inquiry and cultural development. We engage the world and create possibilities.

Vision

Alberta College of Art + Design will be a preeminent catalyst institution for cultural development locally, provincially, nationally, and internationally. We will manifest unconditional excellence in our programs, practices, and policies in a laboratory environment that is committed to unconstrained inquiry and collegiality. As a place of cultural research, we are all colleagues on a journey of discovery while enhancing our leadership role within the cultural field. We aspire only to the highest level of excellence in what we endeavor, measured not by our past accomplishments but by our imaginations and what is humanly possible.

Demonstrable Impact on Calgary – Economic, Social/Cultural or Environmental

Demonstrates a socio-cultural impact by becoming a beacon for many under-represented populations in postsecondary education, providing career pathways to individuals who might not otherwise pursue or flourish within other educational paradigms.

Source: <https://acad.ca/about-acad/history-mission-and-governance/mission-vision-and-values>

Strategy: <https://www.acad.ca/sites/default/files/Documents/2016%20-%2001-%2026%20-%20ACAD%20Strategic%20Academic%20Plan.pdf>

ALBERTA ECOTRUST

Alberta Ecotrust is a unique partnership between the corporate sector and the environmental community. They invest in the people and projects that protect the natural systems our communities rely on for life and prosperity. They this goal through three main programs: environmental grant making, capacity building, and community collaboration.

Mission & Vision

N/A

Demonstrable Impact on Calgary – Economic, Social/Cultural or Environmental

Provide an environmental impact since 1992 where Alberta Ecotrust has invested more than \$7 million in projects that have improved the health of Alberta's environment. Their annual investment has increased from \$126,000 in 1992 to a current average of \$400,000.

Source: <http://albertaecotrust.com/>

Strategy: N/A

ALBERTA ENERGY REGULATOR

The Alberta Energy Regulator (AER) is an industry-funded regulator that is accountable to the Government of Alberta and ensures the safe, efficient, orderly, and environmentally responsible development of hydrocarbon resources over their entire life cycle. This includes allocating and conserving water resources, managing public lands, and protecting the environment while providing economic benefits for all Albertans. Effective March 29, 2014, the Alberta Energy Regulator has taken over jurisdictional responsibility for water and the environment with respect to energy resource activities in Alberta from Alberta Environment and Sustainable Resource Development.

Mission

To regulate Alberta's energy resources by protecting what matters most to Albertans— public safety, the environment, and economic value.

Vision

The Alberta Energy Regulator is recognized for regulatory excellence, ensuring the safe, environmentally responsible development of energy resources for the benefit of all Albertans.

Demonstrable Impact on Calgary – Economic, Social/Cultural or Environmental

Demonstrates an environmental impact by regulating 431,000 kilometres of pipeline, 174,000 wells, 21,000 gas facilities and 9 old mines. The AER recovers its operating and capital asset costs through two separate revenue sources: an administration levy and other revenue. The AER collects the orphan well levy, which is paid directly to the Alberta Orphan Well Association (OWA) and is not used to recover the AER's costs.

Source: <https://www.aer.ca/about-aer/who-we-are>

Strategy: https://www.aer.ca/documents/about-us/Strategic_Plan_Overview.pdf

ALBERTA HEALTH SERVICES – CALGARY/BANFF/CANMORE OPERATIONS

Alberta Health Services (AHS) is Canada's first and largest province wide, fully-integrated health system, responsible for delivering health services to the over four million people living in Alberta, as well as to some residents of Saskatchewan, B.C. and the Northwest Territories.

Mission

To provide a patient-focused, quality health system that is accessible and sustainable for all Albertans.

Vision

Healthy Albertans. Healthy Communities. Together.

Demonstrable Impact on Calgary – Economic, Social/Cultural or Environmental

Demonstrates a socio-cultural impact by:

1. Bringing appropriate care to the community.
2. Partnering for better health outcomes.
3. Achieving health system sustainability.

Source: <http://www.albertahealthservices.ca/>

Strategy: <http://www.albertahealthservices.ca/about/Page190.aspx>

ALBERTA SPORT CONNECTION

The Alberta Sport Connection is a non-profit Provincial Corporation. They are dedicated to enhancing the quality of life of Albertans by encouraging active lifestyles, promoting athletic excellence and multi-sport games, partnering with and funding community initiatives.

Mission

To enhance, advocate, and inspire participation and partnerships, as Albertans strive for excellence in sport. Their vision is that Alberta will be the premier sport delivery system in Canada.

Vision

N/A

Demonstrable Impact on Calgary – Economic, Social/Cultural or Environmental

Alberta Sport Connection has a social impact by facilitating and enhancing activities, lifestyles and legacies through developing active partnerships in sport. Alberta Sport Connection (ASC) plays a vital role in advocating and expressing the value of sport. They provide opportunities for developing athletes and seniors to compete in multi-sport events by coordinating the Alberta Summer and Winter Games and the Alberta 55 Plus Games. They have also provided \$7.2 million to 82 provincial sport organizations to help deliver programs to more than 804,000 Albertans.

Source: <http://www.albertasport.ca/>

Strategy: <http://www.albertasport.ca/sport/alberta-sport-plan.aspx>

ALBERTA WILDERNESS ASSOCIATION

Alberta Wilderness Association is the oldest wilderness conservation group in Alberta (since 1965), and has a proven history of being an effective, credible, and independent advocate for wildlands, wildwater, and wildlife.

Mission

To promote the protection of wildland areas, wildlife, and wild rivers in Alberta and to preserve them in their natural state. To safeguard and restore the wild, natural ecosystems of Alberta. To enable Albertans to communicate effectively with government, industry, and other sectors of society on matters concerning the wild, natural ecosystems of Alberta. To educate Albertans on the value, ecologically sustainable use, and conservation of wilderness and of natural lands, water, and wildlife. To foster among Albertans a sense of connectedness to and passion for wild places, wildlife, and Alberta's natural landscapes.

Vision

1. Protected Wilderness:
 - a. There will be a comprehensive system of protected wild areas.
2. Decision-making Society:
 - a. There will be a society with decision-making processes, policies, and laws that recognize the value of nature for its own sake.
3. Effective and Credible Advocates:
 - a. AWA will be an effective and credible advocate that fosters awareness and helps Albertans protect wild areas and wildlife.
4. Independent:
 - a. AWA will have sufficient resources to speak independently on wilderness issues.

Demonstrable Impact on Calgary – Economic, Social/Cultural or Environmental

Alberta Wilderness Association has an environmental impact by advocating for wild lands, wildlife, and wild waters throughout Alberta. They represent a wide diversity of more than 7,000 members and supporters throughout 198 Alberta communities.

Source: <https://albertawilderness.ca/>

Strategy: <https://albertawilderness.ca/publications/annual-reports/>

ARTS COMMONS

Arts Commons is an inspirational gathering place for all Calgarians and visitors alike. They are a space, both physical and metaphorical, that stimulates senses, triggers emotions, challenges assumptions, starts conversations, and opens minds.

Mission

A creative and compassionate society, inspired through the arts.

Vison

"To bring the arts...to life."

Demonstrable Impact on Calgary – Economic, Social/Cultural or Environmental

Arts Commons has a social/cultural impact by promoting the arts within Calgary. They host many programs and had 10,056 students engage in Arts Commons Presents Arts Learning programs during 2015. They host many shows free of charge and aim to get Calgarians involved in the arts.

Source: <https://www.artsccommons.ca/>

Strategy: <https://www.artsccommons.ca/whoweare/artsccommons/reporttocommunity>

ASPEN FAMILY AND CATHOLIC NETWORK SOCIETY

Aspen is a non-profit, established human services agency that has been helping children, teens, adults and families in Calgary for more than 30 years

Mission

Aspen partners with you to unlock potential and transform lives.

Vision

Together, we will lead the way as agents for action and sustainable change.

Demonstrable Impact on Calgary – Economic, Social/Cultural or Environmental

Today, Aspen's staff serve 236 communities through more than 20 different programs. They provide more than 3,000 formal clinical services every year, with tens of thousands of separate interactions during the same period. These programs are supported by \$6 million in annual revenue.

Source: <http://www.aspenfamily.org/>

Strategy: <http://www.aspenfamily.org/assets/publications/Aspen-Strategic-Plan-FINAL.pdf>

BANFF CENTRE FOR ARTS AND CREATIVITY

Founded in 1933, Banff Centre for Arts and Creativity is a learning organization built upon an extraordinary legacy of excellence in artistic and creative development. What started as a single course in drama has grown to become the global organization leading in arts, culture, and creativity across dozens of disciplines. From their home in the stunning Canadian Rocky Mountains, Banff Centre for Arts and Creativity aims to inspire everyone who attends their campus – artists, leaders, and thinkers – to unleash their creative potential.

Mission

Banff Centre exists to inspire artists and leaders to make their unique contribution to society. They aspire to be the global leader in arts, culture, and creativity.

Vision

Human potential is realized at Banff Centre. As a unique creative and learning experience, they curate innovative programs that develop artists and leaders, inspiring them to conceive and create powerful works and ideas that are shared with the world. Banff Centre is a catalyst for knowledge and creativity through the power of our unique environment and facilities in the Canadian Rocky Mountains, their rich learning opportunities, cross-disciplinary and cross- sectoral interactions, outreach activities, and performances for the public.

Demonstrable Impact on Calgary – Economic, Social/Cultural or Environmental

Banff Centre has a social/cultural impact by hosting art programs that are offered each year to all sorts of artists. They offer artists a variety of developmental experiences to advance their work and careers. Banff Centre for Arts and Creativity welcomes artists, leaders, researchers, conference guests, and more than 80,000 audience members to its campus every year.

Source: <https://www.banffcentre.ca/>

Strategy: <https://www.banffcentre.ca/articles/our-strategic-plan>

BANFF LAKE LOUISE TOURISM

Banff Lake Louise Tourism is the destination marketing organization for Banff National Park, which means they promote the destination as a whole to potential visitors around the world. When a business becomes a member, they become part of the story. They leverage their members' investment with a destination marketing budget and that of their partners, increasing visitation and repeat visitation year round.

Mission

To inspire the world to experience the indelible awe of Banff & Lake Louise.

Vision

N/A

Demonstrable Impact on Calgary – Economic, Social/Cultural or Environmental

Banff Lake Louise provides both an economic, and cultural impact generating 3.6 million annual visitors in 2014. This number can be expected to increase as the park moves to a free entrance model to support their anniversary in 2017. Banff Lake Louise is also a tourist hub and is not really a town on its own, but rather a base to explore the Banff National Park.

Source: <https://www.banfflakelouise.com/about-us>

Strategy: N/A

BANFF, CANMORE, & JASPER

The Canadian Rockies (Jasper, Banff, & Canmore) collectively form Alberta's most iconic attraction, and are one of Canada's most widely-recognized destination on the international tourism stage. The three Alberta communities collectively account for 0.68% of Alberta's population, and act as the hosts for 13% of Alberta's visitors, translating into 15% of total tourism expenditure, and 24.8% of tourism revenue in Alberta.

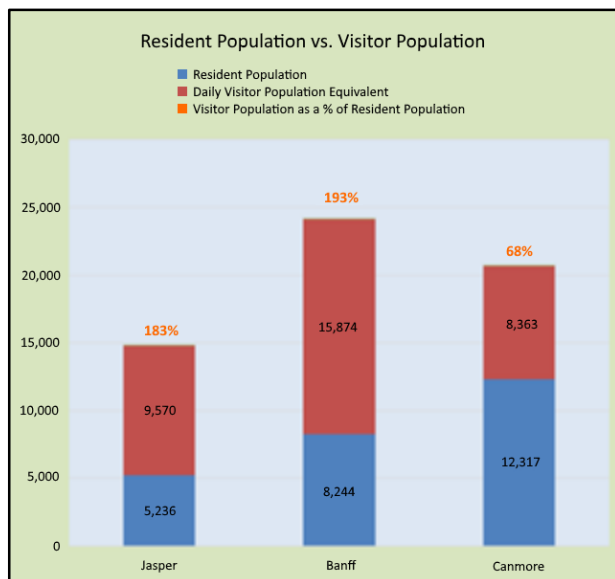
Tourism makes its largest direct contribution to the income of Banff (51.5%) with Jasper and Canmore following respectively at 27.5% and 10.2%. This reflects the relative diversification of the local economies.

Traditional Alberta municipal revenue sources, such as property tax, fail to directly capture the goods and services consumed by visitors. Provincial grant funding formulas (i.e. Municipal Sustainability Initiative) tend to be based on the permanent population, not visitor populations.

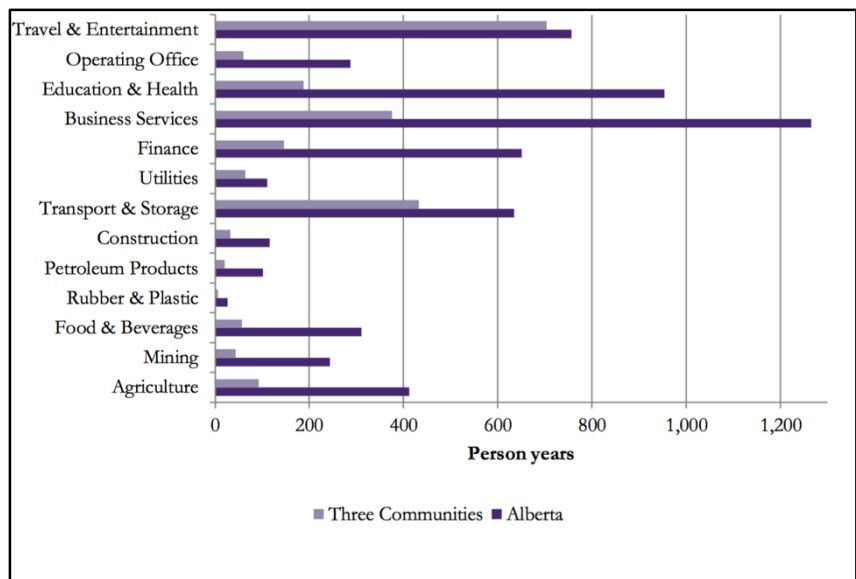
Unique service demands of tourism communities:

1. Waste water services
2. Water service supply
3. Transit services
4. Marketing and revenue services
5. Housing services
6. Parking services

Resident vs Visitor Population



Tourism Employment Impact by Sector



Key Partners

1. Parks Canada
 - a. As a provider of significant recreational opportunities surrounding the town.

- b. Providing trail construction, maintenance and signage around the town and providing information for users.
 - c. A major landholder, employer and owner of staff housing.
 - d. As the steward of the protected environment that makes us attractive to visitors and as the custodian of regulations and plans that govern our operation.
- 2. Banff and Lake Louise Tourism
 - a. As the business-run marketing organization for our destination.
- 3. Provincial & Federal Funders (Alberta Health Services, Citizen and Immigration Canada)
- 4. Town of Canmore:
 - a. Partnering with Banff on a variety of initiatives, such as low-income regional transit.

Priorities

- 1. 15% increase in the use of alternative transportation & overall reduction of traffic congestion.
- 2. Continue to protect the environment when economic activity increases.
- 3. Annual visitor spending increases over 2014 levels.
- 4. Increase ridership on the Banff-Canmore public transit route by 30% over 2014 levels.

Banff

Located 126km west of Calgary, Banff is the most prominent and popular of the national parks. Major employers include: Fairmont Banff Springs Hotel, Sunshine Village Corporation, Banff Centre and Parks Canada. 85.9% of residents work locally, reflecting the “need to reside” clause for living in Banff National Park.

Canmore

Originally a coal mining town, Canmore began its transformation to an outdoor adventure mecca following the 1988 Winter Olympic Games. A key venue built was the Canmore Nordic Centre which got \$16.5M reinvested in 2005 for a major facility upgrade. It is now a premier venue for cross country skiing and mountain biking. Canmore’s outdoor attributes, facilities, services and Olympic heritage makes it home to a large number of Olympic athletes.

Jasper

Jasper is the smallest of the three towns with a population of 4,432 (2011). The majority of the population works locally as a result of the Parks Canada “need to reside” clause. Tourism and hospitality remains the main economic driver. Major employers include: Hotels/tourism companies, CN Rail, Parks Canada, and ski hills.

Source: <http://canmore.ca/documents/benchmarking-documents-reports/975-tourism-economic-impact-study-2016>

BOW VALLEY COLLEGE

Bow Valley College is a public, board-governed college operating as a comprehensive community institution under the Post-Secondary Learning Act of Alberta. Operating in Calgary and throughout the surrounding region, the multi-campus college provides broad programming, including certificates, diplomas, foundational learning, and upgrading programs.

Mission

Where people live and work, Bow Valley College will contribute to the vitality of communities and the strength of the economy through innovative adult education programs and services which equip people for successful living, lifelong learning, and work in a global, knowledge-based economy.

Vision

To be an innovative world-class college, rooted in communities enabling people to learn a better living and live a better life.

Demonstrable Impact on Calgary – Economic, Social/Cultural or Environmental

Bow Valley College is the largest and fastest growing comprehensive community institution in Alberta. As at June 30 2016, the College had 6,309 Full Load Equivalents. In 2015-16, the College's total revenue of \$102.5 million was higher than the prior year by \$6.9 million, while total expenses of \$90.7 million grew by \$3.3 million.

Source: <http://bowvalleycollege.ca>

BOW VALLEY NATURALISTS

For almost 50 years, Bow Valley Naturalists have been active in learning about local ecosystems and advocating for their protection.

Mission & Vision

N/A

Demonstrable Impact on Calgary – Economic, Social/Cultural or Environmental

Demonstrate an environmental impact by recording trends in data and growth in species among Alberta's wildlife, including that in Banff National Park.

Source: <http://www.bowvalleynaturalists.org>

Strategy: N/A

CALGARY ARTS DEVELOPMENT AUTHORITY

Calgary Arts Development Authority (CADA) is a not for profit organization incorporated under the Alberta Business Corporations Act in 2015. CADA is the City of Calgary's arts development authority that promotes and direct investment in the arts to increase the sectors public and artistic impact on behalf of the citizens of Calgary. The Calgary civic Arts Policy also directs CADA to create arts development strategy for Calgary.

Calgary Arts Development's Community Investment team provides programs to the arts community. In line with the 2004 Calgary Civic Arts Policy, Calgary Arts Development has the responsibility to establish arts investment programs for capital projects, annual operations of organizations, individual artists and other purposes that meet Calgary Arts Development's strategic objectives including direct monetary support through grant investments as well as fostering long term resilience through capacity-building in the arts sector.

Mission

A creative, connected Calgary through the arts.

Vision

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

Demonstrable Impact on Calgary – Economic, Social/Cultural or Environmental

As the city's designated arts development authority, Calgary Arts Development supports and strengthens the arts to benefit all Calgarians. They 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. Their programs support hundreds of arts organizations, individual artists, artist collectives and ad hoc groups in Calgary.

Source: <http://calgaryartsdevelopment.com/>, 2014 Financial Statement

BOYS AND GIRLS CLUB OF CALGARY

Boys and Girls Clubs of Calgary is a leading provider of quality programs to children and youth that support the healthy physical, educational and social development of young people and their families with over 40 programs at countless locations in every quadrant of Calgary.

Mission

To provide a safe, supportive place where children and youth can experience new opportunities, overcome barriers, build positive relationships and develop confidence and skills for life.

Vision

All children and youth discover and achieve their dreams and are healthy, successful and active participants in society.

Demonstrable Impact on Calgary – Economic, Social/Cultural or Environmental

The Boys and Girls Club has a social impact on Calgarians. In 2014, the collective agency supported approximately 22,250 children, youth and families. This number does not include individuals who participated in onetime events, presentations or other such activities.

Source: <http://www.boysandgirlsclubsofcalgary.ca>

CALGARY BILD

BILD Calgary Region is a not-for-profit organization representing the Calgary and region building industry. The Association has a membership base that includes all facets of residential home and commercial construction, breaking down to 216 builders, 27 developers, 273 suppliers and 57 renovators. Represents \$2.5M in revenue and 38,000 annual users.

Mission & Vision

BILD Calgary Region's mandate is to be the respected voice advocating for the building industry.

Demonstrable Impact on Calgary – Economic, Social/Cultural or Environmental

Calgary BILD provides a socio-cultural impact by focusing on providing value for its members through information sessions, streamlined building processes, new programs and fee reductions.

Source: <http://www.chbacalgary.com/strategic-plan> | <http://www.chbacalgary.com/news-pdf-uploads/2014-2015/June/Final%20Report%20May%2029.pdf>

Strategy: <http://www.chbacalgary.com/strategic-plan/>

CALGARY BOARD OF EDUCATION

Calgary Board of Education is a school system who educates more than 119,000 students in over 235 schools. More than 13,000 employees work together to provide learning as unique as every student.

Mission

Each student, in keeping with his or her individual abilities and gifts, will complete high school with a foundation of learning necessary to thrive in life, work and continued learning.

Vision

N/A

Demonstrable Impact on Calgary – Economic, Social/Cultural or Environmental

Demonstrates a socio-cultural impact by providing a diverse range of 119,000 stable education platforms through a 92% provincially funded budget.

Source: <http://www.cbe.ab.ca/about-us/about-the-cbe/Pages/default.aspx>

Strategy: <http://www.cbe.ab.ca/FormsManuals/Three-Year-Education-Plan.pdf>

CALGARY BUSINESS REVITALIZATION ZONES (BRZ) AND BUSINESS IMPROVEMENT AREAS (BIA)

A Business Revitalization Zone (BRZ) or Business Improvement Area (BIA) is established by businesses in an area to jointly raise and administer funds for projects and promotional activities within the zone throughout the year.

Each BRZ/BIA's Board of Directors establishes an annual budget to fund their activities. A tax rate is established for each BRZ/BIA to raise the required revenue to meet their budget requirements. City Council approves the establishment of BRZ/BIAs, their annual budgets, and the annual tax rates.

Demonstrable Impact on Calgary – Economic, Social/Cultural or Environmental

The economic impact BRZs and BIAs of Calgary represent 5,139 businesses and an annual budget of \$3,781,373 as shown below:

BRZ or BIA	Number of Businesses	Budget (\$)
Mainstreet Bowness BIA	62	45,100
The Calgary Downtown Association (BRZ)	2,641	1,586,825
Chinatown District BIA	336	160,000
4 th Street South West BIA	233	205,800
Inglewood BRZ	208	245,000
International Avenue BRZ	410	267,000
Kensington BRZ	260	220,000
The Marda Loop BRZ	140	188,986
Montgomery on the Bow BIA	114	74,000
17 th Avenue Retail & Entertainment District	356	404,600
Victoria Park BIA	365	384,062
First Street Improvement Area	14	Included in Victoria Park
TOTAL	5,139	3,781,373

Source: <http://www.calgary.ca/CA/fs/Pages/Business-Tax/Business-Revitalization-Zone-Tax-Rates.aspx>

CALGARY CATHOLIC IMMIGRATION SOCIETY

Calgary Catholic Immigration Society is a non-profit organization which provides settlement and integration services to all immigrants and refugees in Southern Alberta.

They are a community leader with over 35 years of solid experience in the design and delivery of comprehensive resettlement and integration services to refugees and immigrants. They pride their selves in delivering these services through a dynamic multicultural, multilingual and multidisciplinary team of professionals, who collectively speak over 60 languages. This diversity enables them to provide their clients and the community with optimum assistance. They have over 1,500 volunteers who devote their time to helping newcomers.

Mission

In partnership, we empower immigrants and refugees to successfully resettle and integrate.

Vision

A society where immigrants and refugees can reach their potential.

Demonstrable Impact on Calgary – Economic, Social/Cultural or Environmental

Calgary Catholic Immigration Society has an economic and social/cultural impact through providing resources and programs to immigrants and refugees that help them resettle in Calgary. They have a variety of specialized services designed to aid and enhance the integration process. They provide programs for employment, training, community development, family services, and resettlement.

Source: <https://www.ccisab.ca/>

Strategy: <https://www.ccisab.ca/about/annual-reports.html>

CALGARY CHAMBER OF VOLUNTARY ORGANIZATIONS

CCVO gives voice to critical issues affecting charities and nonprofits.

Mission

CCVO promotes and strengthens the nonprofit and voluntary sector by developing and sharing resources and knowledge, building connections, leading collaborative work, and giving voice to critical issues affecting the sector.

Vision

A vital, dynamic nonprofit and voluntary sector that is recognized and respected as an integral partner in building strong, healthy communities.

Demonstrable Impact on Calgary – Economic, Social/Cultural or Environmental

Provides a socio-cultural impact by connecting job-seekers to 200,000 opportunities, and hosting a conference with 36 speakers and 17 sessions in 2015. Revenue stream is comprised 70% of grants, and pays out 66% of that in salaries and benefits.

Source: <https://www.calgarycvo.org/who-we-are/about-ccvo/>

Strategy: <http://www.calgarycvo.org/what-we-do/ccvo-publications/>

CALGARY CONSTRUCTION ASSOCIATION

The Calgary Construction Association (CCA) is a non-profit voluntary membership association which is involved in the fostering and advancement of the interests of those who are engaged in, or who are connected with the institutional, commercial, industrial (ICI) sectors of the construction industry in Calgary and surrounding area.

It is a resource to Calgary's institutional, commercial and industrial construction community. Members of the Calgary Construction Association represent industry professionals in the categories of general contracting, trade contracting, manufacturers and suppliers, and allied professional services.

The CCA is affiliated with the Alberta Construction Association and the Canadian Construction Association.

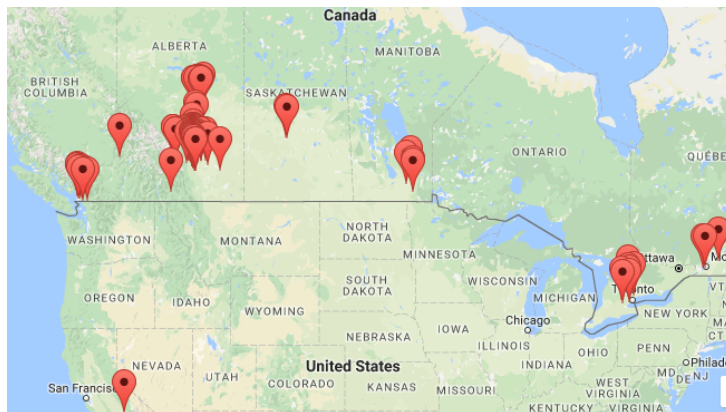
Mission & Vision

The Calgary Construction Association will:

- Create opportunities.
- Deliver the best leading edge services.
- Be the effective voice for the construction industry.

Demonstrable Impact on Calgary – Economic, Social/Cultural or Environmental

CCA represents approximately 850 member companies located as indicated below. Their impact is predominately economic with social benefits achieved by their committees.



CCA Active Committees:

Construction Site Safety & Advisory, City of Calgary Liaison, COOLNet Alberta, CCA Education Fund, Construction Career EXPO, Construction Career Development, Women in Construction, Young Construction Leaders.

Source: <https://www.cca.cc>

CALGARY ECONOMIC DEVELOPMENT

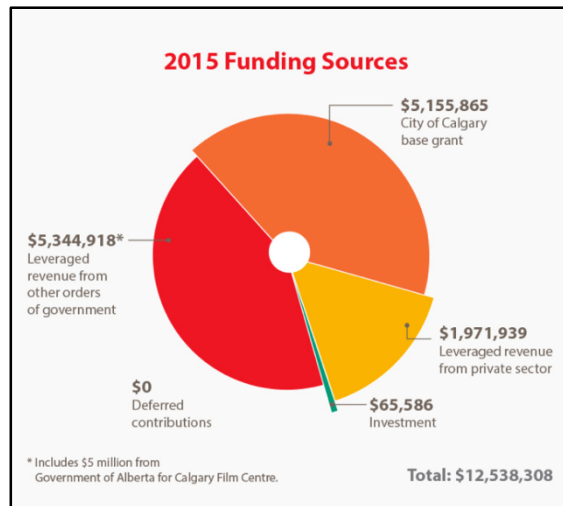
Managed by an independent Board of Directors, Calgary Economic Development is a not-for-profit corporation funded by the City of Calgary, community partners, other orders of government, and the private sector through the Action Calgary program. CED represents 2.7M in total assets and supports 59,565 business in Calgary.

Mission

N/A

Vision

Sustainable growth, shared prosperity and a strong community, we are the stewards of a strategy that's directed by a leadership and implementation team made up of civic partners, governments, private sector and post-secondary institutions.



Demonstrable Impact on Calgary – Economic, Social/Cultural or Environmental

Consistently demonstrates a socio-cultural impact by:

1. Establishing strategic relationships with Canada China Business Council, Council for the Americas Alberta and Kinetica Ventures.
2. Supported 24 inbound trade and investment missions and five outbound missions including trips to China, Brazil and Europe.
3. Hosted 8 sold out sessions on workforce best practices to support the changing needs of the local workforce.

Source: <http://www.calgaryeconomicdevelopment.com/ar2015/pdf/ced-annual-report.pdf>

Strategy: <http://www.calgaryeconomicdevelopment.com/economic-strategy-for-calgary>

CALGARY EMERGENCY MANAGEMENT AGENCY

CEMA works with more than 30 City of Calgary departments and agencies both before and during a disaster to ensure the well-being of Calgarians, businesses and communities. The Calgary Emergency Management Agency (CEMA) plans and coordinates emergency services during major emergencies and disasters.

CEMA Utility partners in Calgary are ATCO Gas, Enmax Power Corporation, TELUS, TransAlta Utilities.

Mission & Vision

N/A

Demonstrable Impact on Calgary – Economic, Social/Cultural or Environmental

- ATCO Gas – services XX utility customers in Calgary and the Bow valley region.
- Enmax Power Corporation – services YY utility customers in Calgary and the Bow valley region.
- TELUS – services AA utility customers in Calgary and the Bow valley region.
- TransAlta Utilities – services BB utility customers in Calgary and the Bow valley region.

Source: <http://www.calgary.ca/CSPS/cema/Pages/What-is-the-Calgary-Emergency-Management-Agency.aspx>

CALGARY FOUNDATION

The Foundation facilitates collaborative philanthropy by making powerful connections between donors and community organizations for the long-term benefit of Calgary and area.

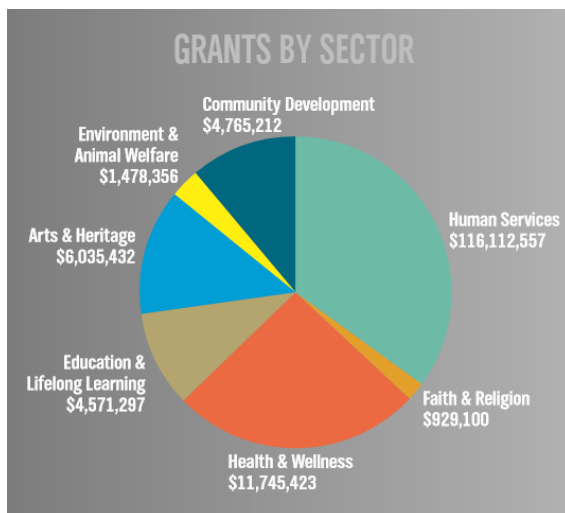
Mission & Vision

The Calgary Foundation works to create a community where citizens are engaged in community building at all levels, a city that is healthy and vibrant, that embraces diversity and supports all its members, and where a strong and sustainable charitable sector serves community needs. Their vision is to inspire:

1. A giving and caring community that values sharing, collaborating and learning.
2. A community with citizens engaged in community-building at all levels.
3. A healthy, vibrant community that embraces diversity and supports all of its people.
4. A strong and sustainable charitable sector serving the existing and emerging needs of the community.

Demonstrable Impact on Calgary – Economic, Social/Cultural or Environmental

The Calgary Foundation has a social impact on Calgary whereby in 2015-16, the Calgary Foundation saw \$38.8 million in new contributions, had an asset base of \$822.7 million and granted \$45.9 million to 883 charitable organizations.



Source: 2016 Annual Report

Source: <http://calgaryfoundation.org>

CALGARY HOTEL ASSOCIATION

The Calgary Hotel Association is a not-for-profit body that directly employs 20 persons and has 43 hotel members and represents \$5.2M in assets.

Mission

The mission of the Calgary Hotel Association (CHA) is to support their membership by stewarding communication and awareness-building programs, engaging in advocacy, and cultivating meaningful partnerships.

Vision

N/A

Demonstrable Impact on Calgary – Economic, Social/Cultural or Environmental

The CHA has an economic impact as, since establishing the Calgary Destination Marketing Fund (DMF) in 2005, the CHA has invested approximately \$60MM in our local tourism industry. This included \$300K used in 2015 to support event acquisition and promotion at WinSport.

These investments and partnerships promote tourism development and local initiatives to enhance the visitor experience, market Calgary as a world-class destination, and ultimately, generate room revenue for DMF-participating hotels in the city.

Source: <http://calgaryhotelassociation.com/>

CALGARY INTERNATIONAL AIRPORT

The Calgary Airport Authority is a not-for-profit, non-share capital corporation. Calgary International Airport employs 24,000 employees, carries 189M total annual passengers, and represents \$488M in net assets.

Mission & Vision

To be The Aviation Hub of Choice—connecting people and prosperity.

Demonstrable Impact on Calgary – Economic, Social/Cultural or Environmental

Calgary International Airport continues to be a major force in the Calgary economy with a total economic impact of \$8.28 billion and 48,000 jobs for the region.

Source: [http://www.yyc.com/Portals/0/MEDIA/YYC Annual Report 2015.pdf](http://www.yyc.com/Portals/0/MEDIA/YYC%20Annual%20Report%202015.pdf)

Strategy: <http://www.yyc.com/en-us/media/publications/yycstrategicoperatingplan.aspx>

CALGARY MUNICIPAL LAND CORPORATION

CMLC, created and owned by the City of Calgary, exists to achieve the City's objectives for urban densification and community renewal, infrastructure investment and place making. Generated 40 million in revenue in 2016, and commenced planning for 7 large new projects.

Mission & Vision

Passionate, experienced place making brings new energy to old neighbourhoods, creates credibility and confidence, and inspires communities to build, grow and believe. CMLC's vision for Calgary is to be a go-to place maker for urban redevelopment.

Demonstrable Impact on Calgary – Economic, Social/Cultural or Environmental

CMLC makes a demonstrable impact on the Calgary environment with a 375 million budget for approved projects to be completed by 2019, as well as another 100 million in projects pending approval.

Source & Strategy:

<https://static1.squarespace.com/static/547dd9bfe4b0756a4a5e6c29/t/5853034a9f7456cfcc0ff472/1481835354933/CMLC+Business+Plan+Update+-+Optimized.pdf>

CALGARY PARKS AND WILDERNESS SOCIETY (PAWS)

The Canadian Parks and Wilderness Society (CPAWS) is Canada's only nationwide charity dedicated solely to the protection of our public land and water, and ensuring our parks are managed to protect the nature within them

Mission

CPAWS envisages a healthy ecosphere where people experience and respect natural ecosystems. We will achieve this by:

1. Protecting Canada's wild ecosystems in parks, wilderness and similar natural areas, preserving the full diversity of habitats and their species.
2. Promoting awareness and understanding of ecological principles and the inherent values of wilderness through education, appreciation and experience.
3. Encouraging individual action to accomplish these goals; working co-operatively with government, First Nations, business, other organizations and individuals in a consensus-seeking manner, wherever possible.

Vision

CPAWS' vision is that Canada will lead by example through conserving large landscapes and waterscapes within our own borders and oceans. Their vision is that Canada will maintain pristine lakes, vast caribou herds and abundant wild salmon; that we will share the land with magnificent predators like grizzly bears and wolves; that we will nourish the land ethic of Canadian cultures; and that we will continue to enjoy the beauty of nearby natural landscapes in our daily lives.

Demonstrable Impact on Calgary – Economic, Social/Cultural or Environmental

CPAWS has an environmental impact by working to protect wildlife, parks, forests, oceans, and grasslands. They run a variety of campaigns that aim to protect public land and water for future generations.

Source: <http://www.cpaws.org/>

Strategy: <http://cpaws.org/publications>

CALGARY POLICE SERVICES

CPS continues to recognize the need for community partnerships and strive to enhance those relationships to make Calgary an even safer place to live, work and raise a family. 75% funded by tax support, CPS will continue to seek out efficient savings and reinvest into operations to sustain existing services and attempt to mitigate inflationary impacts and growth increases.

Mission & Vision

The Calgary Police Service strives to preserve the quality of life in our community by maintaining Calgary as a safe place to live, work and visit.

Demonstrable Impact on Calgary – Economic, Social/Cultural or Environmental

Sustains a large socio-cultural impact by continuing to reduce crime through prevention, intervention and reduction programs. Aware and committed to the increased use of social media for how crime is reported, investigated, disclosed, and how this evolving technology requires a dynamic approach to police communications with citizens.

Source: <http://www.calgary.ca/cps/Pages/home.aspx>

Strategy: <http://www.calgary.ca/cps/Documents/business-plans-and-budgets/CPS-Action-Plan-2015-2018.pdf>

CALGARY POVERTY REDUCTION INITIATIVE

The Calgary Poverty Reduction Initiative (CPRI) was created by The City of Calgary and United Way of Calgary and Area in 2011 to develop a community-driven poverty reduction strategy. The result was the Enough for All strategy that was unanimously approved by City Council and United Way's Board of Directors in 2013. Enough for All is a collaborative community effort involving diverse stakeholders coming together to address the root causes of poverty in Calgary. United Way and The City of Calgary are each providing \$500,000 annually for four years, ending in December 2018.

Vibrant Communities Calgary (VCC) is also the steward of Enough for All, Calgary's poverty reduction strategy.

Mission

To provide a safe, supportive place where children and youth can experience new opportunities, overcome barriers, build positive relationships and develop confidence and skills for life.

Vision

All children and youth discover and achieve their dreams and are healthy, successful and active participants in society."

Demonstrable Impact on Calgary – Economic, Social/Cultural or Environmental

Their impact is predominately with Vibrant Communities guiding the implementation of Enough for All, acting as the backbone organization to guide the vision and strategy, build public awareness, support aligned activities, advance policy, mobilize funding, and develop and report on shared measures."

Source: <http://www.boysandgirlsclubsofcalgary.ca>

CALGARY SPORT TOURISM AUTHORITY

The Calgary Sport Tourism Authority was established in 2005 and is a collaboration of community leaders in sport, business and government who are mandated to provide advice, due diligence and strategic direction in attracting major sport event opportunities to Calgary.

Mission & Vision

The Calgary Sport Tourism Authority is committed to establishing Calgary as a premier host of major events and one of the preeminent winter sport cities in the world.

Demonstrable Impact on Calgary – Economic, Social/Cultural or Environmental

Their impact is economic and social through bringing major sporting events to Calgary. In June 2016, City Council accepted a recommendation from the Calgary Sport Tourism Authority (CSTA) to form and fund a bid exploration committee. Council also authorized up to \$5M from the fiscal sustainability reserve to conduct the study.

Source: <http://www.visitcalgary.com/calgary-sport-tourism-authority>

Strategy: N/A

CANMORE KANANASKIS TOURISM

Canmore Kananaskis, a picturesque and authentic mountain lifestyle community and surrounding region enveloped by the majesty of the Canadian Rockies and just one hour west of Calgary.

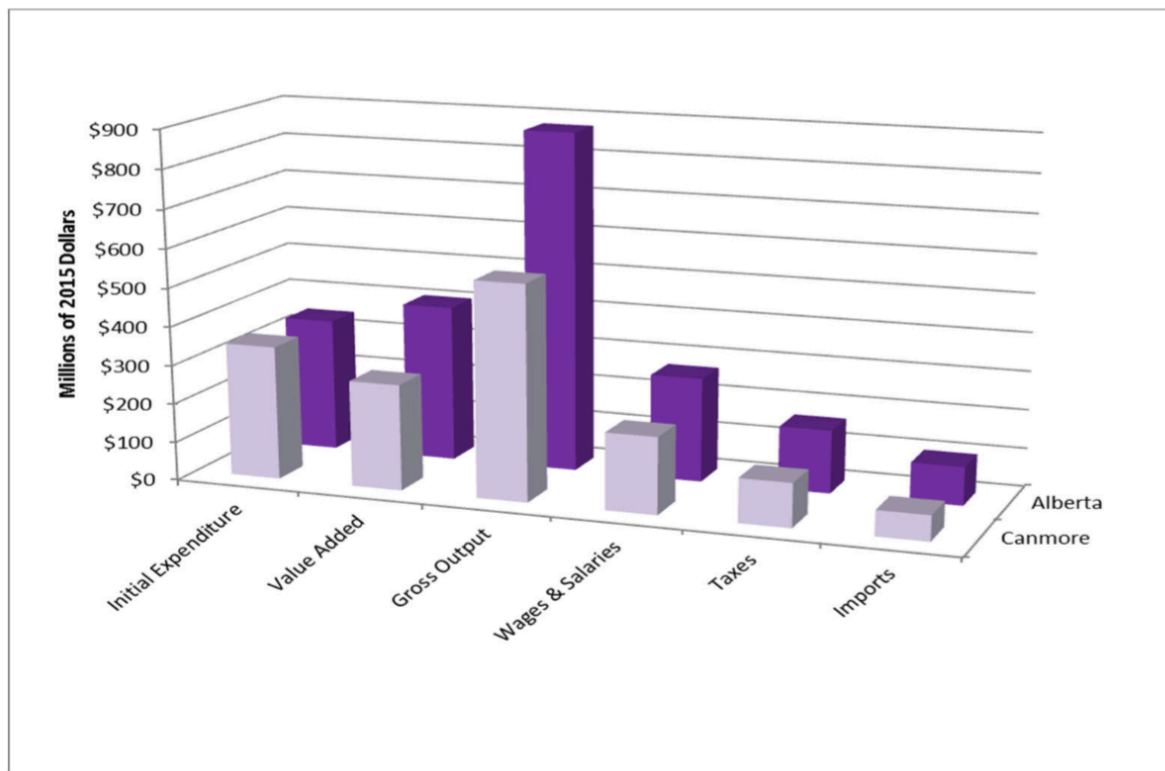
Capitalized on opportunities presented by the 1988 Winter Olympics the residents, of Canmore turned a small mining town with a once uncertain future into an international tourist destination earning a reputation for excellence and innovation.

Mission & Vision

N/A

Demonstrable Impact on Calgary – Economic, Social/Cultural or Environmental

Figure 7: Economic Impacts of Tourism in Canmore



Source: <http://www.tourismcanmore.com/explore/the-area> | <http://canmore.ca/town-hall/economic-development/economic-impact-of-tourism>

Strategy: N/A

CHAMBER OF COMMERCE

For 125 years, the Calgary Chamber has been the city's main connector of people, ideas and stories. As a non-partisan organization they've facilitated meetings, debates and gatherings with some of the brightest business and political minds in the city, province and country. The goal of which is to solve business problems, and push the social and political agenda in the way necessary to make Calgary a better place to do business, regardless of political leanings or affiliations.

Mission & Vision

Chamber is dedicated to making businesses more successful. They help businesses by:

1. Connecting them to other businesses, new customers and industry icons through networking and top-tier business events.
2. Grow businesses using their promotional opportunities, learning workshops, market intelligence and Business Savings Program.
3. Influencing policymakers from all parties, and at any level of government, allowing individuals to shape policy. Engaging in the public conversation on issues important to businesses.

Demonstrable Impact on Calgary – Economic, Social/Cultural or Environmental

Calgary Chamber has an economic impact and has played a distinctive role in Calgary's development. They have done this by providing leadership to make sure the city remains a great place to do business. In 2015 the Chamber gained 354 new members, hosted 141 events, and had 11,244 event attendees.

Source: <https://www.calgarychamber.com/>

Strategy: <https://www.calgarychamber.com/Report/>

DROP IN CENTRE

The Calgary Drop-In Centre exists to alleviate poverty. They care for chronically homeless people with community supports, resources, and housing. They collaborate with stakeholders, advocate and lead.

Mission & Vision

People aren't born on the street, nor do lives have to end there. With help, the Calgary Drop-In & Rehab Centre is where some lives begin.

Demonstrable Impact on Calgary – Economic, Social/Cultural or Environmental

Provides a socio-cultural impact by serving 1.2 million meals, 99,981 articles of clothing, and 100,000 sheltered sleeps to Calgary's homeless population in 2015. These \$24,000,000 in expenses are met by \$25,000,000 of revenue from a variety of sources, mainly donations.

Source: <https://www.calgarydropin.ca/learn/who-we-are/>

Strategy: N/A

DUCKS UNLIMITED

Ducks Unlimited works to conserve, restore and manage wetlands and grasslands to benefit waterfowl, wildlife and people. Their goal is to ensure abundant wetlands and waterfowl for generations to come while improving Canadian lives.

Mission

To conserve, restore and manage wetlands and associated habitats for North America's waterfowl.

Vision

The vision of Ducks Unlimited is wetlands sufficient to fill the skies with waterfowl today, tomorrow and forever.

Demonstrable Impact on Calgary – Economic, Social/Cultural or Environmental

Ducks Unlimited has an environmental impact by working to protect and restore wetlands and other habitats for waterfowl. They partner with governments, industry, non-profit organizations and landowners to create conservation programs and conduct research.

Source: <http://www.ducks.ca/>

Strategy: <http://www.ducks.org/resources/media/About%20DU/DUStrategicPlan2017-2024.pdf>

ECOJUSTICE

Ecojustice goes to court and uses the power of the law to defend nature, slow climate change, and stand up for the health of our communities. They pursue innovative cases that have the potential to set precedents nation-wide and deliver solutions to our most urgent environmental problems.

Mission & Vision

N/A

Demonstrable Impact on Calgary – Economic, Social/Cultural or Environmental

Ecojustice has an environmental and social/cultural impact by advocating for nature, climate change, and healthy communities. They represent a wide variety of community groups, non-profits, indigenous communities, and individuals. They have won over 89+ cases relating to protection of wildlife and habitats, strengthening environmental policy and pollution.

Source: <https://www.ecojustice.ca>

Strategy: N/A

FEDERATION OF CALGARY COMMUNITIES

A member based support organization for over 220 not-for-profit organizations in Calgary including more than 150 community associations offers members support in organizational development, financial services, urban planning, crime prevention and safety, engagement, and more.

Mission

To improve neighborhood life in Calgary by providing services and programs that create, support, and enhance vital and representative community based associations.

Vision

Each Calgary neighborhood has a vital and representative community association.

Demonstrable Impact on Calgary – Economic, Social/Cultural or Environmental

Provides both an economic and socio-cultural impact in 2015-2016 by completing 1,300 support connections, resulting in more than 1,700 actions by staff. This translated into an 80% increased knowledge of not-for-profit governance knowledge. FCC also completed 146 audits and 184 tax returns.

Source: <https://calgarycommunities.com/about-us/mission-vision-values-history/>

Strategy: <https://calgarycommunities.com/content/wp-content/uploads/2016/11/RFP-Strat-Planning-Final.pdf>

GREEN CALGARY

Since 1978, Green Calgary has been a leading urban environmental charity supporting Calgarians in living a more sustainable life; helping them take effective environmental action in their homes, work places, schools, and communities.

Mission

Green Calgary engages and empowers Calgarians to create healthy homes, communities, and businesses by providing environmental education, products, services and hands-on support.

Vision

We envision Calgary as a world model of a sustainable, vibrant, healthy community.

Demonstrable Impact on Calgary – Economic, Social/Cultural or Environmental

Provides an environmental impact by diverting 3,600 metric tons of waste from landfills, educating 7,900 youth on eco-friendly systems and conserving 15 million litres of rain water. This was on a budget of \$350,000 (half from government grants).

Source: <http://www.greencalgary.org/about-us/annual-reports/>

Strategy: N/A

IMMIGRANT SERVICES CALGARY

Immigrant Services Calgary provides a variety of services to support the settlement and integration of newcomers in the Calgary community.

Mission

Immigrant Services Calgary is committed to being a comprehensive settlement agency working together with immigrants and their families to make Canada home.

Vision

Immigrants and their families participate fully in an integrated and cohesive Canadian society.

Demonstrable Impact on Calgary – Economic, Social/Cultural or Environmental

Immigrant Services Calgary has an economic and social/cultural impact by providing newcomers to with resources to fully integrate into Calgary. They host a variety of workshops and helped a total of 27,719 people during the 2015-2016 year. They provide first-language support as well as help with career and education counselling.

Source: <http://www.immigrantservicescalgary.ca/>

Strategy: <http://www.immigrantservicescalgary.ca/media-publications/annual-reports>

KIDSPORT CALGARY

KidSport is a national not-for-profit organization that provides financial assistance for registration fees and equipment to kids aged 18 and under. Through a confidential application process they provide grants so kids are able to play a season of sport. Nationally, KidSport is comprised of a network of 11 provincial/territorial KidSport chapters and over 178 community KidSport chapters.

Mission & Vision

They believe that no kid should be left on the sidelines and all should be given the opportunity to experience the positive benefits of organized sports. KidSport provides support to children in order to remove financial barriers that prevent them from playing organized sport.

Demonstrable Impact on Calgary – Economic, Social/Cultural or Environmental

Their impact is social through providing kids the opportunity to play organized sport. Since its creation in 1993, more than 530,000 kids across the country have been given the chance to play sport through KidSport grants and sport introduction programming. Their local chapter that services Calgary and Area has been in existence since 1995. In that time, they have assisted over 32,000 local kids with the Gift of Sport.

Source: <http://www.kidsportcanada.ca/alberta/calgary/>

Strategy: http://www.kidsportcanada.ca/site/assets/files/11582/ksc_2016_mid-year_review.pdf

MEETINGS AND CONVENTIONS CALGARY

Meetings and Conventions Calgary has been established through a partnership between the Calgary Hotel Association and the Calgary TELUS Convention Centre. They aim to bring meetings and conventions to Calgary.

Mission

To assist meeting planners, association executives and corporate clients interested in Calgary as a prime location for their meetings and conventions.

Vision

N/A

Demonstrable Impact on Calgary – Economic, Social/Cultural or Environmental

Their impact is both economic and social by attempting to bring attractions to Calgary. They attempt to promote Calgary as one of the best conference destinations in Canada and the world.

Source: <http://www.meetingscalgary.com/>

Strategy: N/A

METIS NATION OF ALBERTA

Since its inception in 1928, the MNA is the Métis Government for Métis Albertans with its geographical and legal boundaries being the province of Alberta. The MNA is governed by a Provincial Council, comprised of a Provincial President and Vice-President, and six (6) regional Presidents and Vice-Presidents, all democratically elected. Together, this Council work toward the mandate of the MNA, which supports practices of transparency, accountability and inclusiveness for Métis Albertans in governments' policy and decision-making processes, and overall, promotes and facilitates the advancement of Métis people through self-reliance, self-determination and self-management.

Mission

To pursue the advancement of the socio-economic and cultural well-being of the Métis people of Alberta.

Vision

A strong Métis Nation embracing Métis rights.

Demonstrable Impact on Calgary – Economic, Social/Cultural or Environmental

The Metis Nation of Alberta provides a social/cultural impact through working with the government to meet the needs of Metis Albertans. They participate in bilateral/multilateral processes for policy development with various orders of government. They attempt to establish, promote and support public and private sector partnerships that will improve the economic circumstances of Metis people.

Source: <http://albertametis.com/>

Strategy: <http://albertametis.com/about/news/publications/>

MOMENTUM

Momentum exists because, despite all of Calgary's prosperity, there are still people living in poverty in our city, many of whom work full-time hours. These Calgarians do not need a Band-Aid approach to crisis management; they need the tools to prevent such crises from happening. Momentum serves people who are ready to make a change and make it last.

Mission

Momentum partners with people living on low incomes to increase prosperity, and inspires the development of local economies with opportunities for all.

Vision

Our desired future. Every person has a sustainable livelihood and contributes to their community.

Demonstrable Impact on Calgary – Economic, Social/Cultural or Environmental

Demonstrates both an economic and socio-cultural impact by helping 40,000 people build their assets, 70% of which found permanent employment, loaning \$2.4M to local entrepreneurs, and helping 135 families buy their first home. Momentum's revenue source comes 45% from donations and 39% from the Government (14% local, 23% provincial, 2% federal).

Source: <http://www.momentum.org/about-momentum/vision-mission-values>

Strategy: http://www.momentum.org/sites/default/files/Publications/Resilience_Strategic%20Direction%20Flow%20Chart.pdf

MOUNT ROYAL UNIVERSITY

Since 1910, Mount Royal has built a reputation on a strong, liberal education foundation with an undergraduate focus. More than a century later, they remain responsive to the needs of their community through enduring commitment to their legacy. They are a community of engaged citizens, providing personalized, experiential and outcome-based learning in an environment of inclusion, diversity and respect. Through their focus on teaching and learning informed by scholarship, they are preparing graduates for success in their careers and lives.

Mission

Since 1910, Mount Royal has built a reputation on a strong, liberal education foundation with an undergraduate focus. More than a century later, we remain responsive to the needs of our community through our enduring commitment to this legacy. We are a community of engaged citizens, providing personalized, experiential and outcome-based learning in an environment of inclusion, diversity and respect. Through our focus on teaching and learning informed by scholarship, we are preparing our graduates for success in their careers and lives.

Vision

Mount Royal University: an exceptional undergraduate educational experience.

Demonstrable Impact on Calgary – Economic, Social/Cultural or Environmental

Demonstrate a socio-cultural impact by educating 8,000 students across multiple degree programs, giving them high impact out of the classroom experiences.

Source:

<http://www.mtroyal.ca/AboutMountRoyal/OfficesGovernance/BoardofGovernors/InstitutionalVisionMissionMandate/>

Strategy:

<http://www.mtroyal.ca/AboutMountRoyal/OfficesGovernance/OfficePresident/StrategicPlan2025/index.htm>

MUNICIPAL DISTRICT OF BIGHORN NO. 8 (EKSHAW, BENCHLANDS, HARVIE HEIGHTS, LAC DES ARCS)

Rich in diversity, the MD of Bighorn is located on the eastern slopes of the Alberta Rocky Mountains. The MD's eastern boundary is approximately 31 kilometers west of Calgary. The MD of Bighorn is bordered to the east by the MD of Rocky View and Mountain View County, to the south by Kananaskis Improvement District, to the west by the Town of Canmore and Banff National Park and to the north by Clearwater County. The MD is a large rural municipality covering approximately 2,664 square kilometers (1029 square miles).

The MD encompasses residential, recreational, agricultural and natural lands within its boundaries. Natural resource extraction and processing industries, hydropower generation and urban development areas are characteristic of the southwestern mountain areas. Agricultural activities, forestry, oil and gas developments and recreational ranches are characteristic of the foothills portion of the municipality. For general planning purposes, the municipality is divided into two parts, the Bow Corridor and the Ranchland areas.

Mission & Vision

N/A

Demonstrable Impact on Calgary – Economic, Social/Cultural or Environmental

MD of Bighorn has a social impact through meeting the needs of its residents.

Source: <http://mdbighorn.ca/>

Strategy: N/A

PARKS CANADA

On behalf of the people of Canada, Parks Canada protects and presents nationally significant examples of Canada's natural and cultural heritage and foster public understanding, appreciation and enjoyment in ways that ensure their ecological and commemorative integrity for present and future generations.

Mission

Building our future together - strengthening a shared sense of Canadian identity which respects the diversity of the land and the people

Vision

Parks Canada's leadership in the management of protected heritage areas aims at promoting sound principles of stewardship and citizen awareness, and ecological and commemorative integrity. This is done by:

1. Adhering to international conventions such as the World Heritage Convention and the Convention on Biological Diversity.
2. Responsibly managing a system of national heritage areas and programs (e.g., national parks, national historic sites, historic canals, heritage rivers and heritage railway stations).
3. Providing opportunities for the public to get involved.
4. Working with others to support heritage areas.

Demonstrable Impact on Calgary – Economic, Social/Cultural or Environmental

Parks Canada has an environmental and economic impact by protecting and preserving Canada's natural heritage while also contributing to the Canadian economy through job creation and revenues generated for local businesses. They provide educational programs to share Canada's cultural heritage. Parks Canada is also Canada's largest provider of natural and historic tourism products. The destinations it manages form the cornerstones of the Canadian tourism industry.

Source: <http://www.pc.gc.ca/eng/index.aspx>

Strategy: <http://www.pc.gc.ca/eng/docs/pc/plans/rpp/index.aspx>

PEMBINA INSTITUTE

Pembina Institute is working to solve today's greatest energy challenges — reducing the harmful impacts of fossil fuels while supporting the transition to an energy system that is clean, safe and sustains a high quality of life. They provide expertise to industry and government leaders, and advocate for a strong, science-based approach to policy, regulation, environmental protection and energy development.

Mission

To advance clean energy solutions through innovative research, education, consulting and advocacy.

Vision

The Pembina Institute envisions a world in which our immediate and future needs are met in a manner that protects the earth's living systems; ensures clean air, land and water; prevents dangerous climate change; and provides for a safe and just global community.

Demonstrable Impact on Calgary – Economic, Social/Cultural or Environmental

Pembina Institute has an environmental impact by working to reduce fossil fuel use and aid the transition to clean energy. The Institute works with First Nation communities, municipalities and regional governments on energy efficiency and renewable energy, while also providing high-quality life cycle research and sustainable energy solutions for industries.

Source: <http://www.pembina.org/>

Strategy: N/A

PROPELLUS

Propellus exists to serve non-profit organizations and to help them achieve their missions. Propellus helps to build their organizations, while they focus on the cause. They arm them with the tools they need to run their organizations, so that they can succeed and make a difference.

Mission

We Strengthen Organizations.

Vision

Thriving Engaged Communities.

Demonstrable Impact on Calgary – Economic, Social/Cultural or Environmental

Propellus has a social/cultural impact by helping non-profit organizations accomplish their goals. They were involved when the Olympics came to Calgary in 1988 and helped find volunteers for various parts of the event. They are attempting to build volunteerism as a part of Calgary's community culture.

Source: <https://propellus.org/>

Strategy: N/A

PROSPECT HUMAN SERVICES

Prospect provides a diverse range of community and employment supports to a variety of client groups, including unemployed and underemployed Albertans, mature (50 years plus) workers, at-risk youth, and people with disabilities.

Mission

To reduce barriers and deliver sustainable solutions so that everyone, regardless of circumstance, can reach his or her employment potential.

Vision

Progressive workplaces nurturing a productive and diverse workforce.

Demonstrable Impact on Calgary – Economic, Social/Cultural or Environmental

Prospect has an economic impact on Calgary through breaking down barriers that prevent individuals from finding meaningful work. They work with both job seekers and organizations to connect skilled people with employers who will work with them to succeed.

Source: <https://www.prospectnow.ca/>

Strategy: N/A

RESOLVE

RESOLVE is a partnership of nine established, experienced and respected Calgary social service agencies that have come together along with government with a single one-time goal: create affordable rental housing, with supports, for 3,000 vulnerable and homeless Calgarians.

Mission & Vision

To build the homes needed to help push Calgary's plan to end homelessness over the finish line.

RESOLVE's sole purpose is to create the housing infrastructure that will provide stability and security. Partner agencies can then focus on providing support to help homeless and at-risk Calgarians work toward rebuilding their lives.

Demonstrable Impact on Calgary – Economic, Social/Cultural or Environmental

RESOLVE provides a socio-cultural impact through their The Housing First Model which has been proven to be effective in addressing the root causes of homelessness while providing significant savings in other social costs. By reducing the use of healthcare, police, emergency services, the justice system and corrections, it costs the community \$34,000 less per homeless person a year to provide housing with supports.

Source: <http://www.resolvecampaign.com/about/>

Strategy: N/A

ROTARY CLUBS

Club Name	Calgary Segments	Focus/Demographic	Social Stand	Organizational Level
Kinsmen Club of Calgary	4	Community fundraisers, volunteering	Social Comradery	International
Calgary Rotary Clubs	13	To build understanding, goodwill and a lasting relationship with people from different cultures and background.	Community Engagement & Improvement	International
Lions Club of Calgary	21	Service club that aims to solve problems and issues in local communities, and improving their humanitarian impact.	Social Comradery & Community Events	International
Progress Club Calgary	7	Seek the advancement of their communities through two main focuses: underprivileged children and mentally/socially handicapped people.	Community Engagement & Improvement	National
Shriners	4	Look to Foster self-improvement for men through leadership, education, the perpetuation of moral values and community involvement	Social Comradery, Children's Health	International
Kiwanis Club	4	Kiwanis clubs focus on changing the world by serving children, one child and one community at a time.	Youth Involvement, Development, and engagement	International
Total	53			

Sources:

Kinsmen Club: <http://www.kinsmenclubofcalgary.com/about.php>

Rotary Club: <http://www.rotaryclubofcalgary.org/>

Lions Club: <http://www.e-clubhouse.org/sites/calgary/>

Progress Club: <https://www.cpccalgary.com/about>

Shriners: <https://portal.clubrunner.ca/60008/>

Kiwanis Club: <http://www.kiwaniscalgarychinook.ca/index.html> | <http://www.calgarynorthmountkiwanis.ca/>

SAIT

SAIT provides a wide array of programming and credential offerings that serve the employment needs of key industry sectors. This alignment to industry ensures that SAIT students will likely be able to secure meaningful careers quickly upon graduation.

Mission

N/A

Vision

To be a global leader in applied education.

Demonstrable Impact on Calgary – Economic, Social/Cultural or Environmental

Provides a socio-cultural impact by producing career-ready graduates in demand by industry. As one of Alberta's top 50 employers, services over 40,000 part & full time students with a 95% retention rate of graduates working in Alberta.

Source: <http://www.sait.ca/about-sait>

Strategy: SAIT Comprehensive Institutional Plan 2016-2019

SEPARATE SCHOOL BOARD (CATHOLIC SCHOOL DISTRICT)

The Calgary Catholic School District (CCSD) is the largest Catholic school district in Alberta, serving over 55,000 students in Calgary, Airdrie, Cochrane, Chestermere and the Rocky View County. Calgary Catholic is also one of the most successful districts provincially and nationally

Mission

Living and learning in the Catholic faith.

Vision

1. Faith – Our Catholic schools demonstrate their constitutional right to provide and support the development, permeation and modeling of our faith.
2. Relationships – Our Catholic schools promote shared responsibility for stewardship of resources, transparency and the success of the students in our care.
3. Teaching & Learning - Our Catholic schools develop students who reflect the image of God and are successful contributors to a global society.

Demonstrable Impact on Calgary – Economic, Social/Cultural or Environmental

Provides a socio-cultural impact by giving over 55,000 students a wholesome education with a 79% provincial and 16% locally funded budget.

Source: <https://www.cssd.ab.ca/AboutUs/MissionVisionStatements/Pages/default.aspx>

Strategy: <https://www.cssd.ab.ca/AboutUs/ReportsandPublications/Documents/CombinedAnnualEducationResults2015-2016andThreeYearEducationPlan2016-2019.pdf>

SPORT CALGARY

Sport Calgary is a volunteer non-profit society, representing sport in the City of Calgary. Their primary source of funding is The City of Calgary. As an advocate of sport, they strive to assist, support and influence the growth of sport in Calgary by:

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

Mission

Through strong partnerships, Sport Calgary assists, supports, and influences the growth of amateur sport in Calgary.

Vision

To be the voice for amateur sport.

Demonstrable Impact on Calgary – Economic, Social/Cultural or Environmental

Sport Calgary has a social impact and has many initiatives to enhance amateur sport in Calgary. They host All Sport One Day where kids aged 6-12 can participate in a variety of sports for free. This provides an opportunity for children to become involved with new sports. They also host All Sport One City which happens annually in January, inviting adults of any age or skill to discover a new sport.

Sport Calgary is also spearheading a comprehensive new facility supply and demand study for Calgary. The study is comprised of hundreds of local, provincial and national sport organizations and local facilities, as well as 1000 Calgarians, half of which were sport participants, and half of which were not. The Study provides an accurate picture of the current state of sport facility supply and demand in the city.

Source: <https://sportcalgary.ca/en/>

Strategy: <https://sportcalgary.ca/images/Final-10YSP.pdf>

STONEY

They are the original “people of the mountains” known in their Nakoda language as the Iyarhe Nakoda and previously as the Iyethkabi.

Mission & Vision

N/A

Demonstrable Impact on Calgary – Economic, Social/Cultural or Environmental

Stoney Nakoda First Nation has a social and cultural impact through meeting the needs of its tribe in addition to providing an abundance of cultural heritage.

Source: <http://www.stoneynation.com/>

Strategy: N/A

THE CENTRE FOR NEWCOMERS

The Centre for Newcomers is a key not-for-profit resource centre for Calgary's immigrants and refugees of all nationalities to receive settlement and integration services and information.

Founded in 1988, the Centre provides training programs and collaborative support services to promote full integration, cultural diversity, community participation and citizenship, for more than 10,000 newcomers each year.

Mission

To support newcomers and the receiving community in becoming a diverse, united community, through services and initiatives that create conditions of success for newcomers and that foster a welcoming environment in Calgary.

Vision

A community that values diversity, in which people of all backgrounds find and create opportunities to fulfil dreams and participate fully as citizens.

Demonstrable Impact on Calgary – Economic, Social/Cultural or Environmental

The Centre for Newcomers has economic and social/cultural impact by helping provide resources to immigrants and refugees coming to Calgary. They help clients with one-on-one counselling for settlement and career services. During the 2015-2016 year they served 10,000 unique clients of which 20% were refugees.

Source: <http://centrefornewcomers.ca/>

Strategy: <http://centrefornewcomers.ca/about-us/annual-reports>

THE ETHNO-CULTURAL COUNCIL OF CALGARY

The Ethno-Cultural Council of Calgary is a not-for-profit that embraces and promotes respect for diversity, equity, social justice, active citizenship, democratic participation and collaboration.

Mission

The Ethno-Cultural Council of Calgary is a community-based organization that facilitates the collective-cultural communities towards full civic participation and integration through collaborative action.

Vision

Calgary is a just and equitable society for all.

Demonstrable Impact on Calgary – Economic, Social/Cultural or Environmental

Provides a socio-cultural impact by increasing capacity of ethno-cultural communities to mobilize resources and engage communities to inform and influence systems and policy.

Source: <http://www.ecccalgary.com/>

Strategy: N/A

TOURISM CALGARY

As an organization, they continue to be dedicated to stakeholders and partners. They commit to ongoing collaboration, education, engagement and support of organizations which impact tourism and the community.

Calgary does not currently offer a “hop on, hop off” tour bus or city tour service that would help to connect some attractions seen as less accessible including Spruce Meadows, Heritage Park Historical Village, Canada Olympic Park, Calaway Park and some of Calgary’s eclectic neighborhoods. This type of service, even if offered only during the summer season, would be an important addition to the city’s transportation options.

Our Olympic and sports hosting legacy is strong and a competitive advantage for our destination. The infrastructure legacy from the 1988 Games remains intact 25 years later – something that cannot be said for many cities that have hosted an Olympic Winter Games. The WinSport facilities continue to be training centers for many winter sport athletes from around the world; drawing competitions and therefore travelers to our city throughout the year. Calgary has hosted freestyle aerials, moguls, halfpipe, ski cross, luge, bobsleigh, short- and long-track speed skating World Championships, World Cups, National and North American events.

Mission & Vision

Inspire more people to visit Calgary for memorable experiences, increase the economic impact of the tourism economy to Calgary, and work with the community to grow tourism revenues to \$2.3 billion by 2020.

Demonstrable Impact on Calgary – Economic, Social/Cultural or Environmental

Tourism Calgary continues to make an impact on Calgary’s economy by generating 1.7 billion in visitor spending, 3.04 million hotel rooms sold, and 15.48 million passengers through YYC. Continuing goal through to 2020 to host large sporting events such as the 2015 Canadian Open Volleyball Championships with 25,000 participants.

Source & Strategy: <http://www.visitcalgary.com/industry-members/research/strategic-plan>

TRAVEL ALBERTA

Travel Alberta is the tourism marketing agency of the Government of Alberta. Established on April 1, 2009 as a Crown corporation, they operate under authority of the Travel Alberta Act within the Ministry of Culture and Tourism.

Mission & Vision

To inspire the world to experience Alberta, and to create economic value and prosperity with compelling invitations to explore Alberta.

Demonstrable Impact on Calgary – Economic, Social/Cultural or Environmental

Travel Alberta demonstrates an economic impact, and a future strategy, to grow the visitor economy to exceed \$10 billion by 2020. Supported by 19,000 tourism businesses, 127,000 tourism jobs, \$2.36B federal tax revenue \$1.18B provincial tax revenue and \$496M local tax revenue.

Source: <https://taprdscdn.azureedge.net/cms/-/media/Industry/Files/about-us/communications-and-reporting/annual-report/2015-2016>

Strategy: <https://taprdscdn.azureedge.net/cms/-/media/Industry/Files/about-us/communications-and-reporting/business-and-marketing-strategy/travel-alberta-2016-2018-business-plan>

TREATY 7 MANAGEMENT CORPORATION

Treaty 7 Management Corporation's primary purpose is to be an advisory organization for the Nations of the Treaty 7 region of Alberta.

Mission & Vision

To provide effective advisory services in order to continue to build capacity for all Treaty 7 First Nations in a fair and consistent manner.

Demonstrable Impact on Calgary – Economic, Social/Cultural or Environmental

Treaty 7 Management Corporation provides a social/cultural impact through its unique ties and relations among member tribes. They aim to enhance the interests of member tribes, and protect their rights as defined in Treaty No. 7.

Source: <http://www.treaty7.org/>

Strategy: N/A

TSUU T'INA

Tsuu T'ina Nation provides services and programs for Nation members.

Mission & Vision

N/A

Demonstrable Impact on Calgary – Economic, Social/Cultural or Environmental

Tsuu T'ina has a social and cultural impact through meeting the needs of its tribe in addition to providing an abundance of cultural heritage.

Source: <http://tsuutinanation.com/>

Strategy: N/A

UNITED WAY

United Way gives individuals and families the opportunity to reach their potential and improve their quality of life. Whether we fund programs that teach conflict-resolution skills to a high-risk family, enable a senior to live independently, or help a high school student stay in school, United Way's impact is local, tangible and meaningful.

Mission

To improve lives and build extraordinary communities by engaging individuals and mobilizing collective action.

Vision

A great city for all.

Demonstrable Impact on Calgary – Economic, Social/Cultural or Environmental

United Way has an economic and social/cultural impact. They invest in local programs and collaborations that drive social change in three key areas: poverty, kids, and communities. This work ensures youth can finish high school on time, seniors are cared for, everyone has enough to eat, a safe home is the standard, and people have access to counselling, training and mentoring. During 2015 177,030 individuals accessed programs United Way invested in.

Source: <http://www.calgaryunitedway.org>

Strategy: <http://www.calgaryunitedway.org/about-uwca/strategic-plan>

UNIVERSITY OF CALGARY

The University of Calgary will be a global intellectual hub located in Canada's most enterprising city. In this spirited, high-quality learning environment, students will thrive in programs made rich by research and hands-on experiences.

Mission

We partner with University leaders to support the "Eyes High" vision. "Eyes High" is the University of Calgary's bold and ambitious vision to become one of Canada's top five research universities, grounded in innovative learning and teaching and fully integrated with the community of Calgary, by the university's 50th anniversary in 2016.

Vision

By creating and delivering exemplary human resources services, processes, and outcomes we contribute to and share in the University's mission and goals to:

1. Sharpen focus on research and scholarship.
2. Enrich the quality and breadth of learning.
3. Fully integrate the university with the community.

Demonstrable Impact on Calgary – Economic, Social/Cultural or Environmental

Demonstrates a socio-cultural impact by educating over 30,000 undergraduate students and 500 post-grads. One of the top 200 globally orientated, top 10 sustainable, and Alberta's first fair trade university.

Source: http://www.ucalgary.ca/hr/about_hr/our_vision_mission_and_values

Strategy: <http://www.ucalgary.ca/about/our-strategy/our-strategies-and-plans>

URBAN DEVELOPMENT INSTITUTE ALBERTA

A non-profit, advocacy organization, UDI Alberta commits itself to being a trusted resource that advocates for a competitive, predictable and sustainable business environment that supports responsible community building.

Mission & Vision

To create and achieve the vision of balanced, well-planned and sustainable communities.

Demonstrable Impact on Calgary – Economic, Social/Cultural or Environmental

Makes a socio-cultural impact with strategies impacting affordable housing, transportation infrastructure and inclusionary zoning.

Source: <http://www.udialberta.com/links/>

Strategy: <http://www.udialberta.com/provincial-priorities/>

**URBAN DEVELOPMENT INSTITUTE CALGARY
(OPERATING UNDER CALGARY HOME BUILDERS ASSOCIATION - CALGARY BILD)**

See page 20 – Calgary BILD.

Source: <http://www.udicalgary.com>