

**Community Services Report to
SPC on Community and Protective Services
2021 May 27**

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Civic Partners Annual Report

RECOMMENDATION:

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

RECOMMENDATION OF THE STANDING POLICY COMMITTEE ON COMMUNITY AND PROTECTIVE SERVICES, 2021 MAY 27:

That Council receive this report for the Corporate Record.

HIGHLIGHTS

- The Civic Partner Annual Report provides a snapshot of Civic Partners' key results in 2020, contribution to City strategies and plans, performance measures, impact of COVID-19, and other highlights. Due to the significant and ongoing impact of COVID-19, the report also includes a snapshot of the impact of the pandemic up to 2021 March.
- **What does this mean to Calgarians?** This report is part of a broader accountability framework that supports transparency and due diligence processes for Civic Partners that received operating funding from The City. Detailed annual report templates have been provided by each Civic Partner (Attachments 4 thru 21).
- **Why does this matter?** Civic Partners help meet the needs of Calgarians through the delivery of programs and services, and management and operation of City-owned assets. They leverage resources to multiply The City's funding including earned revenue, grants and donations, and volunteers. Through the investment of capital and operating funding, The City and Calgarians benefit from partners' knowledge and expertise to deliver more efficient program and services in targeted areas, develop and advance strategies, and construct and manage assets.
- COVID-19 had an impact on all Civic Partner operations in 2020. The majority reported negative financial impacts on revenues, specifically earned revenue. Most, but not all, partners were eligible for government relief programs which helped support stability.
- Partners managing and operating City-owned assets reported their operations were significantly impacted due to facility closures and capacity restrictions. Where possible, partners have pivoted to online and outdoor offerings. Partners delivering strategies, programs and services reported moderate to significant impacts, with many reporting a significant increase in demand for programs and services.
- Most recent Council Direction: C2020-1051 Proposed 2019 Civic Partner Annual Report.
- Strategic Alignment to Council's Citizen Priorities: A well-run city
- Background and Previous Council Direction is included as Attachment 1.

DISCUSSION

The City of Calgary partners with over 500 external organizations to deliver effective programs and services in targeted areas, develop and advance strategies, and construct and manage assets. This report focuses on the 18 Civic Partners who received operating funding from The City in 2020. The Civic Partner Annual Report is one component of a larger accountability framework that also includes the Civic Partner Audit Report (AC2021-0557), ongoing relationship management, and due diligence related to each Partner's relationship with The City including agreements.

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Partners support The City to 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 and support poverty reduction; and offer Calgarians a wide range sport, recreation, conservation, history, arts, and culture opportunities.

In 2020, The City invested over \$107 million in operating funding and \$17.9 million in capital funding in 18 Civic Partners that contribute to the delivery of eight lines of service: Economic Development and Tourism, Library Services, Recreation Opportunities, Community Strategies, Arts and Culture, Affordable Housing, Parks and Open Spaces, and City Planning and Policy (Attachment 2). Partners leveraged and multiplied The City's investments through earned revenue, donations, volunteers, sponsorships, grants, and other resources.

Support from Calgarians in terms of volunteerism, donations, and memberships remains critical to partner success. In 2020, public health measures restricted in person volunteer opportunities, however, 6,400 Calgarians still volunteered over 94,000 hours. This is a decline from 11,000 Calgarians who volunteered over 366,000 hours in 2019, a trend consistent with national data about volunteer engagement from Imagine Canada.

In addition to a decline in earned revenue for most partners, they also reported challenges attracting donations and sponsorships. Emergency funding programs helped support operational stability including the federal government's *Canadian Emergency Wage Subsidy* and *Canadian Emergency Commercial Rent Assistance Program*; and the provincial government's *Small and Medium Enterprise Relaunch Grant*. To support the partners who still had remaining funding gaps, The City disbursed close to \$5 million to Civic and Community Partners in 2020 through the Emergency Resilience Fund (ERF)(Attachment 2).

Without access to the same levels of earned revenue from admissions, memberships, catering and food services, events, and other sources, partners operating facilities had to significantly adjust operations. They pivoted offerings online such as Fort Calgary's live streamed events, podcasts and trivia events; implemented timed ticketing and shifted to an outdoor focus including TELUS Spark's Big Art Drive, The Calgary Zoo's one way outdoor ticketed experience, and Heritage Park's curbside food sales.

Many Civic Partners act as convenors, connectors, and capacity builders for their sector. They offer training and expertise; operate facilities for tenants; and deliver grant programs. These roles are particularly important during the pandemic response and recovery. For example:

- CADA, through ERF funding, partnerships with other funders, and donations offered a series of emergency grant programs to support arts and cultural organizations;
- Arts Commons waived venue occupancy fees for resident companies from April to August;
- Parks Foundation, Calgary offered two new grants programs to support sports groups' operating costs, and healthy outdoor opportunities;
- Sport Calgary hosted online panels and events focused on "Return to Sport" and "Mental Health/Resilience";
- Platform Calgary reduced and deferred rent for small business tenants, offered fee relief for entrepreneurs and starts ups, and pivoted to online learning and events;
- Tourism Calgary shifted to focus locally through the #LoveYYC and other campaigns; and

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- Calgary Economic Development reached out to assess the impact on local business and shifted EDGE UP and other programs online.

With many facilities closed to the public, partners accelerated capital maintenance work in 2020 including ongoing lifecycle work at the Calgary Public Library, a new humidity system in The Hangar Flight Museum's main hangar, work on the Calgary Zoo's Bugtopia play structure, and 95 per cent completion of Heritage Park's Natural Resources Area project. In addition to lifecycle work, Arts Commons continued its focus on its Transformation Project that will bring a world class home for arts and culture to Calgary's downtown.

Due to the significant and ongoing impact of COVID-19, this report includes a snapshot of partner operations as of March 2021 that mirrors reporting to Council for City delivered services. Partners operating facilities continue to experience the most severe impacts. While public health restrictions have shifted during the past year, facilities have either been closed, or operating at a reduced capacity. The Calgary Public Library is the one partner with facilities that reported an increased demand for services that it met through a curbside pickup program, "borrow a computer" program, library on call, and a library hotline. To support immediate needs in 2021, the Emergency Resiliency Fund (ERF) Phase 2 Grant Program, funded through COFLEX, is currently underway, and will disburse up to \$5 million to Civic and Community Partners.

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

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

Full templates submitted by each Civic Partner are included starting with Attachment 4 in the proposed order of presentations on May 27. Information provided in the templates is the basis for this report.

IMPLICATIONS

Social

Civic Partners play an integral role in maintaining a high quality of life for Calgarians by operating cultural attractions; offering educational programming in the arts and culture, conservation, history and the sciences; offering a variety of recreational and sport opportunities; gathering business, arts and culture leaders to collectively build a stronger Calgary; and providing opportunities to learn, gather, and discover. They offer services, facilities and public spaces and embrace diversity, inclusiveness and creativity. They support low-income Calgarians to access to programs through a variety of internal subsidy programs.

Environmental

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

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Economic

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

Civic Partners provide program and services, and operate City-owned assets that contribute significantly to the implementation of programs in 2020 including Chinook Blast, and the Downtown Strategy.

Service and Financial Implications

Existing operating funding - base

\$107,893,796

Existing capital funding – one time

\$17,979,851

Base operating funding allocated to Civic Partners is included under eight Lines of Service in One Calgary. Civic Partner capital funding programs provided through programs such as the *Civic Partner Infrastructure Grant*, support the maintenance and lifecycle work required to support high functioning City-owned assets managed and operated by partners. Additional one-time funds provided to partners are not included in the above number, for example, one-time Emergency Resiliency Fund grants provided in 2020.

RISK

Civic Partner annual reporting is one of several accountability mechanisms to mitigate The City's financial and reputational risks related to partnering. Other measures include financial monitoring of performance and risk management practices reported to the Audit Committee (AC2021-0557), and a regular review of financial statements and legal agreements. Partnership Risk is also a City Principal Corporate Risk that is regularly monitored and reported.

ATTACHMENTS

1. Previous Council Direction, Background
2. Civic Partners Grant Funding, 2018-2021
3. Civic Partner Annual Report Template
4. Silvera for Seniors
5. VCC Initiatives Ltd. (Vibrant Communities Calgary)
6. Calgary Economic Development Ltd.
7. Calgary Convention Centre Authority (Calgary TELUS Convention Centre)
8. Calgary Technologies Inc. (Platform Calgary)
9. Tourism Calgary-Convention and Visitors Bureau
10. Heritage Park Society
11. Calgary Zoological Society
12. Fort Calgary Preservation Society
13. Calgary Science Centre Society (TELUS Spark)

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- 14. Aerospace Museum Association of Calgary (The Hangar Flight Museum)
- 15. Arts Commons
- 16. Calgary Arts Development Authority
- 17. Calgary Heritage Authority (Heritage Calgary)
- 18. Parks Foundation, Calgary
- 19. Lindsay Park Sports Society (Repsol Sport Centre)
- 20. Calgary Sport Council Society (Sport Calgary)
- 21. Calgary Public Library Board

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Not applicable		