



## **2011 ANNUAL OPERATIONS REPORT**

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## **2011 ANNUAL OPERATIONS REPORT**

### **Executive Director Report**

Since joining HSCA in August 2011, I have been inspired by the passion and commitment to the community, from our volunteers and staff. The first 4 ½ months on the job involved a lot of learning, attending workshops, networking, and of course making mistakes. I have highlighted some key accomplishments and plans for 2012 below.

### **Financial Management**

In the summer and fall of 2011, I was involved in submitting for and reporting on several grants and funding agreements. With the support of staff and the Board's Finance Committee, I initiated two new documents for HSCA Financial Management: A Grant Tracking Template, and an Annual Asset Management Plan. Hopefully these two documents will enable the association to better plan and manage our financial and physical resources in the future.

Ongoing responsibilities in this area included, but not limited to: Monthly financials review; development of the 2012 Operating Budget led by the HSCA Controller; approving expenditures; and identifying new revenue opportunities for the association.

Key priorities for Financial Management in 2012 include: Continuing to explore new revenue or cost saving opportunities for the association and submitting grants for capital investments into the community centre.

### **Staff & Volunteer Support**

Supporting staff and volunteers in the delivery of our programs and services has been the greatest demand on my time as well as my greatest reward. In the fall of 2011, I continued to press forward on my predecessor's valuable efforts to review our personnel policies, as well as paying some special attention to benchmarking HSCA's compensation strategy and practices to the not-for-profit sector. We hired a new fantastic Coordinator for the Community Planning Committee, and my team and I sat down and started brainstorming team goals for 2012.

Ongoing responsibilities in this area included, but not limited to: Supporting board governance practices and other board activities; supporting staff with incidents of inappropriate behaviour from members of the public; and Solution-building or process improvements in various program areas.



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Key priorities for Staff and Volunteer Support in 2012 include: Supporting staff with opportunities for program development; completing a full review of HSCA's personnel policies and compensation strategy; and support board and staff relations through joint projects and organizational planning.

### **Communications & Community Development**

As mentioned previously, the last part of 2011 was busy networking and meeting community members and partner organizations. Several new opportunities for community building were presented to the association during this time period. These were perhaps earlier in my tenure than I would have liked, but nonetheless I have made efforts to move them forward. I also worked closely with Board members and staff on HSCA's Communications Strategy and relevant tactical plans.

Key priorities for Communications and Community Development in 2012 include: Exploring, with the leadership of staff and board members, new opportunities for program development; supporting a review of our IT and communications infrastructure; and developing improved impact assessment measures for tracking and celebrating the amazing work of the association.

There is always lots more on the go around here, but don't take it from me, below are the annual reports from the team.

Thank you, Quentin.

### **Facility Maintenance**

- We painted the boardroom this summer, and in Dec. 2011 we did a huge job painting the Social hall, all the washrooms, hallways, and all the doors.
- The Fridge in the Social Hall has been a headache, having to repair it 3 times this year, for 3 different problems at 3 different times of the year. This fridge is only about 5 years old.
- I am happy that we purchased the New Floor Scubber last Dec. 2011
- This year was very busy for us with building the play ground with Kaboon. Taking a good 2 months of planning, and 1 day for building. Also building the Pergola in the daycare play area.



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- Reggin came in and did a number of jobs, repairing the heater in the Electrical room, taking down old recirculating fans off the roof, and removing the old piping system from the Social Hall ceiling. Reggin also installed a relief ventilation hole in the wall near the ceiling in the Electrical room.
- Denis came in and installed 8 new ceiling lights in the North Social Hall. A great improvement.
- Installed Wi-Fi for the centre.
- Saved over \$3,200.00 in labour costs with the help of the Provincial Fine Options Program.
- Installed a new Mural on the building near the front entrance.

### **Facility Rentals & Association Marketing**

- 2011 was very successful in many ways. Rentals were above and beyond the previous year (around \$20,000 more than last year!) and some of that was thanks to EZ Facility. When you have a clear program with clearly marked dates, it's easier to fit renters in and offer suggestions to any bookings conflicts that arise. I also think that after 2 years of being in this position, I have a better feel of getting renters in the building and speaking with people about rentals and activities at HSCA. Being able to raise the rental revenue by \$20,000 has been a great accomplishment for me and it makes me feel very excited about the coming year. EZ Facility allows you to run reports, and here are some approximate stats regarding hours rented at HSCA in 2011:
- Approximate hours rented with pay in 2011: 6513.00 hours
- Approximate hours allocated to HSCA programming such as Badminton and Art Classes in 2011: 1200 hours
- Approximate unpaid hours booked for community events/board meetings/unpaid time in 2011: 206 hours



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- The unpaid hours are mostly meant for board meetings and/or board members organizing events for the community. I'm not sure if 206 hours for the year needs to be cut down, but these hours are usually moveable to other rooms if there is a paying customer at that time who'd like the room. The badminton and art classes have been at HSCA since before I started, and the community seems to really enjoy them and so I would say the 1200 hours are a great use of time!
- I have certain goals to try and find people who want gym space during the daytime so that we can have the gym rented out during the day hours, not just the evening hours. This would increase our revenues drastically, but it's been very difficult to find people who want to book during the day hours.

### **Front Office: Memberships, Parking, & Program Administration**

- We sold 722 memberships in 2011. The number of memberships sold last year increased significantly because we lowered the price and because of the membership incentives, too.
- We had six businesses which were part of our incentives program last year:
  1. Swizzlestick Salon and Spa
  2. Gratitude Café
  3. Higher Ground Café
  4. Sunnyside Natural Market
  5. Kensington Art Supply
  6. A Little More Interesting
- The soccer registrations, the art classes, the community garden, the tennis court use, the hall rentals, the use of the swimming pool, the people who were interested in the incentives, all of these contributed to the increased number of the membership that we sold last year.
- We sold 33 yearly parking passes and about 20 for each month (the number of monthly parking passes slightly fluctuated each month). The number of daily parking passes decreased in comparison with what we had last year because the construction on 14 Street was finished, so we sold daily parking passes just occasionally.



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- All the 32 community garden plots had been rented out. The community gardeners had established some roles and responsibilities of the community garden committee. These can be found in the shared files in the Community Garden folder. The garden season went well, although it was rainy, and at the end of the season all the plots had been cleaned out.
- The front office took registrations for kids' soccer for the whole month of February and the first few days in March, too. It had been a very busy time, we had more than 150 kids registered, although some of them withdrew their applications due to the weather conditions mainly.
- We had art classes on Tuesdays and Fridays, Sam Baillie took over Mary Leigh's Acrylic Classes on Tuesday. Mary Leigh has the Watercolor classes on Fridays. We had many students in both Mary Leigh and Sam Baillie's class.
- The number of badminton players dropped last summer because they were joining a new location, but by the end of the year the number increased. We introduced an optional card for the badminton players, they can pay for twelve drop-ins and get the thirteenth free.
- We had the Volunteers' Dinner in November, we had 75 RSVPs and about 50 volunteers joined the dinner. Everything went very well, Elizabeth brought in a comedian and the volunteers had fun.
- The front office collected money and wrote receipts for the Community Assistance for Seniors' invoices, the Good Food Box program, ordered supplies for the staff, collected money from drop-in tennis, the front office took flea market bookings during the week and took general inquiries and directed phone calls, mail, e-mails to the appropriate staff person.



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### **Out-of-School Care Program (OOSC)**

#### **Key Accomplishments in 2011:**

- The OOSC program began to operate at maximum capacity (56 children). We maintain 47 fulltime/ 9 part time students. There is presently a 6 month waiting list.
- We had record attendance during our 2011 Sun-Fun program, with more than 40 children enrolled.
- OOSC advanced significantly in the pre-accreditation phase by completing all of our short term goals. These goals were outlined by an accreditation coach and were set in late 2009.
- The OOSC Drama Club performed two highly successful productions-- one at Christmas and the other in June 2011. The program was delighted to see record student participation and record community attendance at both of these productions.
- OOSC held a successful food drive in December 2011, through which over 220lbs of food and more than \$100 was raised for the Calgary Interfaith Food Bank.
- In July 2011 we took on the care of a special needs child from Mt. Royal Junior High. This service has been extended in conjunction with FSCD, a Calgary organization which provides funding for the care and education of young people with special needs. Through this organization we were able to receive the funding required to hire a one-on-one worker for a child in the program who is developmentally delayed.
- For the first time we extended our services to St. Pius elementary school, through an elementary school bus route to HSCA. Although we received several calls from interested parents only one child enrolled for the 2011-2012 school year.

#### **Key Plans for 2012:**

- To become a fully accredited childcare program
- Our staff continue to further their education in the field of Early Learning and Childcare. We are aiming to meet the new provincial standards which dictate that as of September 2012, 1 in 4 childcare workers must hold a level II certification.



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- We will continue to enhance the quality and variety of our programming through the implementation of more specialized clubs and activities. These may include: cooking, sports, theatre, nature and photography.
- This year we would like to place an emphasis on our local community. Some special activities and projects include: community walks, participation in the Community Garden, and visits to local farms and producers.

### **Community Assistance for Seniors**

#### **1. Evaluation**

114 surveys were sent, representing 127 seniors (singles and couples) / 82 surveys were returned

Once again the yearly evaluation for the CAFS programs has been positive. The services we provide are seen by those responding, to be important to help seniors remain in their homes. If they couldn't access the supports most feel they would have to move. The reasons for moving cover everything from not being able to afford commercial help because it would put a strain on already limited finances, or without help they are not able to do all of it on their own anymore and would have to move. For nearly all the seniors it is important for them to remain in their home

Seniors continue to see the services as affordable, do not feel isolated in their homes but would like to have access to some other supports such as grocery shopping, transportation and possibly some programming. Most seniors continue to be happy with the service, but there are still some who feel the services are not always consistent and that some workers could do a better job. A lot of times I hear about this only through the surveys, so it is difficult to address it directly with the specific worker, but I do try to adjust the training program each time. Seniors also indicate they continue to feel comfortable contacting the program for information.

#### **2. Yard work and Snow Removal (40 Yard Work and 54 Snow Removal clients)**

Yard work and snow removal numbers seem to remain fairly consistent from year to year. These are not always the same clients of course but turnover is small for the seniors. There was less difficulty with staffing during 2011, although there were some staff lost and new staff joined the program. Workers who have the means to transport equipment were a great help in both yard work and snow removal. We still have workers that use the seniors equipment and that is something that I don't anticipate changing in the near future.





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### **3. Housekeeping (100 clients)**

The demand for housekeeping support increased in 2011 and while we did have a couple of seniors who needed to wait for support, we were able to eventually cover all the requests. There was staff change over as some cleaners returned to full time school schedule, but things seem to have settled down again. Due to time challenges I was not able to plan another staff meeting in 2011, but will be doing so this spring as the feedback from the staff was this was a benefit to them.

### **4. Handy Person Support**

The Handy Person program was slow in 2011 as the needs of the seniors for support seemed to have decreased. We could not do in home evaluations again in 2011, but hope to complete as many as possible in the first part of 2012.

### **5. Networking and Advocating**

Networking with others around seniors issues continues to be an important aspect of my role. With one group we have been working on articulating the difficulty low income seniors face when trying to do major repairs on their homes. A brochure was developed listing possible funding supports, a survey was completed on the challenges seniors face and we are working on a digital story to advocate to the government around the importance of maintaining or increasing available funding to help seniors to remain in their homes. We are working on developing a brochure for seniors and family members around advocating for support.

### **6. Christmas Day Dinner**

2011 was the 14<sup>th</sup> annual Senior's Christmas Day Dinner. As in the past, the event was well received by those who continue to help fund the dinner and of course the seniors who attend. For those who are not very familiar with this event, it is held in the centre on Christmas Day, funding for the meal is provided by a couple of groups and individual donations. The meal is prepared by the Carriage House Inn and picked up and delivered by a volunteer. Associated cabs provide free pick up for the dinner and return the seniors home. A group of guides provide the gift bags, two groups provide music and caroling while about 12 volunteers help with serving, visiting with the seniors and cleaning up afterwards as a part of their Christmas Day ritual. All in all this is a very special day that helps keep seniors from being alone on Christmas day.



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### **7. Challenges in 2011**

One of the major and ongoing challenges in 2011 was a lack of time and this impacts many aspects of the CAFS program. While the basic supports are generally going well, there are some supports for this program that could and probably need to be developed or explored to further meet the support needs of seniors in the community. Transportation, exploring the possibility of matching seniors with others in the community for support with garden work and sharing the fruits of the shared labor, surveying the seniors to see what they would like to see as part of programming for them in the community and doing home visits to help identify and make connections for seniors that will help them to continue to remain in their homes. These are suggestions that have been made by some seniors as things they would like to see developed or supported in the community.

Connecting with seniors over the phone is important, but it is an impersonal link and does not allow me to explore first hand other areas where the senior might be in need of support. The lack of a more personal connection can mean the difference between finding additional supports before a situation becomes urgent, being proactive, or making those connections as a situation begins to decline. Find supports earlier rather than later can make a difference helping a senior to maintain their current situation for a longer period of time.

Other challenges involve finding the time to develop information for posting on the website so individuals, whether seniors or family members, might access information about and for seniors. Updating and revising the CAFS program, manuals, training etc. is time consuming and usually only done on a random basis, when it should be done at least once a year. Also staffing occasionally continues to be a challenge, but seniors are very patient when they need to wait for staff.

In general I believe the program is working well as it stands, but it could become so much more with the development of additional supports, which I will continue to work on as time allows. Hopefully by the end of 2012 there will be at least one additional program to add to the CAFS program

### **Community Outreach**

- Practice English for Newcomers (PENC) continues with an average of 4 to 10 students each week with four facilitators: Bill Corbett, Chuck Churchill, Sunny Shuang and Avrum Bay. The current class consists of students from China, Germany, Japan, the Phillipines and Taiwan.
- The HSCA Book Club which "chartered" on March 13, 2008 is still facilitated by Martin Watson who has been instrumental in arranging for visits from local authors, as well as getting out a reading list months in advance.



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- Tutoring arranged for elementary and junior high students. There are 2 tutors (Anke Woitkowitz and Jennie Switzer) with 2 students enrolled.
- Computer help offered by 2 volunteers: Shifa Panwala and Steve Branter. Help consists of “in home” technical assistance mostly to the seniors. We lost Steve to Malaysia in October 2011.
- The Stay ‘n’ Play group continues to meet on Tuesdays and Fridays from 10 am to noon. This group fluctuates from 3 to 13 some mornings.
- Continuing partnership with Kids Up Front Foundation (KUFF) – in 2011, HSCA received 718 tickets valued at \$25,740.53 for various events around the city.
- At Christmas, several families were adopted. 4 classrooms from West Hillhurst Community Preschool, the Belfry Gastrohouse, and some Hillhurst residents adopted families
- The Community Kitchen program continues to operate successfully. The group consists of one developmentally disabled client with a worker, one Hillhurst resident, one Dalhousie resident, and a staff member.
- We are a depot for the monthly Good Food Box, and access Spinz-A-Round weekly.
- The bi-annual Clothing Distribution Day continues to be a success and the attendance has increased from 100 to 200 approx. During the year donations are taken to the Mustard Seed but the remaining items from the CDD are picked up by the Drop In Centre.
- The Chartered Accountants of Alberta continue to offer their volunteers for our Tax Clinics and in 2011 they did two clinics and a total of 64 returns. There was also a community volunteer who did 4 other returns. As part of the Community Volunteer Income Tax Program (CVITP), the Outreach Coordinator completed 33 returns.
- From September to December 2011, we were honoured to have a Practicum Student from the Faculty of Social Work, University of Calgary. Jenna Pothier worked with all the coordinators and learned an enormous amount about community outreach and development as she successfully met her learning objectives. Jenna also served as our Youth Works Coordinator and guided six neighbourhood youths through the 6-week employment experience.



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### **Farmer's Market (HSFM)**

- Sixty vendor applications were accepted into the 2011 market with an average participation of 28-35 vendors weekly. Numerous vendor inquiries and applications were received and not processed due to the current balancing of vendor variety at the market, limited (vehicle) space or meeting of market criteria.
- The market currently can accommodate approximately 40 vendors at maximum.
- Vendors communicate that they enjoy this market particularly because of the clientele, which is unique from other markets. They state that clientele are inquisitive about how they produce their products, which they do not feel is as valued in other markets they participate in. Most vendors indicate that it is important to them that this market “promote actual producers and encourage people to think about where their food comes from” (Vendor Survey, 2011). This opinion represents at least 80% of our current vendors. Vendors indicate that the extras of the market such as the buskers, paid performers and special activities that vendors participate in are what make the market valuable. Vendors hope to see the continuation and growth of these extra activities in the future. Conversations indicate that returning vendors maintained a stable profit margin, or saw an increase up to 20% in 2011 sales.
- This season, the market filled over 30 volunteer roles, ranging from daily, casual and long term commitment in assisting with balloons, music coordination and beer gardens and in planning and coordinating special markets and promotion. Volunteers will be vital to the ongoing success of the market environment. In considering retention of volunteers, it is recommended that a process around recruiting and retention be implemented.
- Graciously, The Calgary Foundation has provided HSFM with a Neighborhood Grant two years consecutively. In 2012, \$2000 was provided by the foundation which directly funded musicians and performers for special markets. This included magic, clowns, and performers such as Heather Blush and Tim Williams. The Neighborhood Grant has enabled the development of the market as a “desired destination beyond just food” (HSFM Manifesto, 2010). Vendor and community feedback indicates that this is a critical aspect to why individuals chose this market over others.
- This year The HSFM hosted six beer gardens over the season



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### **Community Planning Committee**

The Community Planning Committee (CPC) is a standing committee of the Hillhurst-Sunnyside Community Association (HSCA) that meets regularly to review land use redesignation and development permit applications, as well as other planning and development issues that affect the community. In a community-stakeholder role the Committee provides application-based review/recommendations to the City of Calgary Development Authority based on the detailed policies of the Hillhurst-Sunnyside Area Redevelopment Plan. The Committee provides a regular public forum for community residents to review applications and provide input. The Committee also provides guidance to residents navigating the City's planning approval process.

There were twelve active volunteers who sat with the Committee in 2011. David White is current Chair. These volunteers spent significant hours preparing for and attending meetings, as well as writing review letters. Their commitment to the community is greatly appreciated.

Kara Garner, who served as a part-time Planning Coordinator for the Committee for over ten years, moved to a new position outside of the HSCA in the spring of 2011. After an extended period of being without a part-time coordinator, Corrie Butler, was hired in December 2011 and has been a great support and resource for the Committee. Corrie, with a communications education and background, is working to help the Committee improve the ways it communicates and shares information with the community. We hope to implement some of these strategies in the next several months.

In 2011 the CPC reviewed applications including: single family and semi-detached dwelling infills, additions, change of use applications (mostly commercial in nature), as well as major residential and/or mixed use transit-oriented development applications for land use redesignation and development permit.

#### ***Major Active Physical Redevelopment Sites:***

There are two major redevelopment sites under construction at this time: Streetside Development's St. John's Tenth project at 409 10 Street NW and Battistella's Pixel project at 1037 2 Avenue NW.

The City-owned warehouse building site at 1010 2 Avenue is currently being demolished and its future redevelopment has yet to be determined.

Upgrades to the Sunnyside LRT station (including a new four-car platform and improvements to the triangle park on the east side) will commence shortly and should be complete in 2012.



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### ***Major Active Application-Based Sites:***

Major transit-oriented development applications in 2011-12, guided by the policies of the Hillhurst-Sunnyside Area Redevelopment Plan (ARP) include:

Block north of 5 Avenue NW (south of Riley Park between 12 Street and 11A Street NW): After a long consultation process that resulted in several changes to the final proposal based on Committee and community resident input, a land use redesignation application was approved by Council to facilitate the re-development of a medium-density mid-rise residential building. A recent inquiry with the landowner-developer indicates that they have yet to identify a builder-partner and no development permit is planned at this time.

201-10 Street NW (Osteria de Medici restaurant site): A preliminary application has recently been made for land use redesignation to achieve an urban mixed-use primarily residential building of a medium-density mid-rise type. Preliminary feedback has been provided to the applicant's agent and the City File Manager encouraging a strict conformance with the detailed policies of the ARP. We're anticipating a revised application in the near future and the applicant's agent has promised consultation at a public meeting(s) in the near future.

Former Anthill Fabrics building site and adjacent parcels along 10 Street NW: The Committee anticipates that an application will be made by The Dobbin Group/Battistella Developments in joint-cooperation with the Calgary Parking Authority for redevelopment based on the transit-oriented development policies in the ARP under the urban mixed-use policy area. The redevelopment of the site will create new public underground parking spaces. We anticipate review of the detailed application shortly and consultation at public meeting(s) in the near future.

St. John's School: The facility and site is owned by the Catholic School Board, the school is slated for closure. Its future re-purposing or redevelopment has yet to be determined.

The Committee will continue to closely monitor these active physical redevelopment and application-based sites, and any others that emerge in 2012. We'll do our best to communicate detailed information to community residents, so that they can provide input to the Committee or directly to the City. As always, detailed information on any local application can be accessed by residents by contacting either the Committee Planning Coordinator, Corrie Butler, or the Committee Chair, David White.



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### **Prince's Island Park Management Advisory Committee (PIPMAC)**

- PIPMAC has met twice since the 2011 HSCA AGM.
- We did not have quorum for either meeting, so information was received from various City staff, but action could not be taken on any of the agenda items.
- We are going to revise our *Terms of Reference*, including the number of people required for quorum.
- Reports received at both meetings were favourable regarding the events on Prince's Island Park and there were not problems to speak of.
- Kevin Leitch, from Animal & Bylaw Services informed us that with the changes in 311, if you phone in a complaint about festival noise as it is happening, they will respond to your call very quickly, as they are being updated as the complaints are received.
- I am pleased to tell you that our new Council-appointed *Member at Large* is Christie Page Stayner, a resident of Sunnyside.
- Parks is planning for capital upgrades designated in the management plan I mentioned in my 2011 report. These upgrades will support the festivals as they are electrical and sewer work.
- The rink on the lagoon was expanded for this past winter and it was once again a great success.
- Mount Royal University is partnering with Theatre Calgary to bring back *Shakespeare in the Park*. They will not have a stage, but will perform on the grass in the same location as in the past.
- Please contact me if you have any questions or concerns about PIPMAC and/or Prince's Island Park.

**Bowview Pool / COSPA** – Verbal Report to follow



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### **Funders & Corporate Supports & Sponsors**

In 2011, HSCA received a tremendous amount of support from like-minded and community-minded organizations within Calgary and beyond. Please join me in thanking them for their much needed assistance in making Hillhurst-Sunnyside a great place to live, work and play:

ALCLA Plants	KaBoom
Arusha Centre / Bow River Flow	Kensington Art Supply
Birds & Bees Organic Wine and Meadery	Kensington BRZ
Bow to Bluff Community Initiative & the Ward 7 Office	Kensington Dollar Store
Brew Brothers	Kids Up Front
Calgary Foundation	Malicher European Bakery
Calgary Horticultural Society	Peppino's
CanWest Storage	Province of Alberta - Casino & Pull Ticket Licensing
Chicken-on-the-Way	Province of Alberta - Community Initiatives Program
Churchill Park Family & Daycare Society	Province of Alberta - Community Spirit Program
City of Calgary - Capital Conservation Grant	Province of Alberta - Summer Temporary Employment Program
City of Calgary - Community & Neighbourhood Services	Safeway (Kensington)
City of Calgary - Family and Community Support Services	Second Cup (Kensington)
CityWide Towing	Shawarma Station
Community Futures Network of Alberta	Slow Food Calgary
Federation of Calgary Communities	Subway (Kensington)
Forresters	Sunnyside Market
Government of Canada - Canada Summer Jobs Program	Super Save Waste Disposal
Government of Canada - Community Access Program	Swizzlesticks Salon & Spa
Gratitude Café	TD Canada Trust - Friends of the Environment Fund
Higher Ground	University of Calgary - Centre for Engaged Learning
	Water Solutions





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### **Executive Summary – Community Food Security Initiative 2011-2012**

#### **Community Engagements & Participatory Research conducted from 2011-2012**

- Dec 2011 Internal Programming and HSCA Resource Assessment
- Dec 10- Terra Madre Community Potluck (with Slow Food Calgary): 75 attendance
- Jan 12- Community Potluck & Film: 30 attendance
- Jan 21-Community Food Open House: 150 attendance
- Jan 28-Calgary Eats! Open House Brain Storm: 900+ attendance
- Feb-Mar – U of C research team, community food outreach project including Horizon, Norfolk , Women in Need and Calgary Housing residents and staff.

#### **Partnership offers (Have approached HSCA)**

- Calgary Dollars
- Calgary Horticultural Society
- Slow Food Calgary

#### **Other opportunities:**

- Calgary Housing
- Vibrant Communities
- City of Calgary (Imagine Calgary)
- Center for Engaged Learning
- Old Y Community Centre

#### **Findings:**

- Cost is seen as the primary barrier to access, including access within current programming.
- Overwhelmingly, the public response has called for increased community opportunities for collaboration and sharing. This ranges from bulk purchasing clubs to community gardening.
- Educational opportunities are viewed as the primary support service that the community association could provide and that would benefit the local food system.