
EXPRESSION OF INTEREST

Historic YWCA & Beltline Aquatic Centre



Contact:

Gerald Wheatley Gerald@Arusha.org
Tara Laverdure Community@Arusha.org

237 8th AVE SE, Calgary, AB

403-237-3200
Arusha.org

Table of Contents

1. Proposal Overview	3
2. Organizational Overview and Stewardship Capacity	4
Who We Are	4
Governance and Advisory Oversight	4
Financial Capacity and Risk Management	5
3. Asset Context and Stewardship Approach	6
Understanding of the Asset	6
Understanding of the Beltline Context	7
4. Site Activation and Community Integration	9
Co-Location Model and Daily Use	9
Co Location as Social Infrastructure	10
Activation in a High-Density Neighbourhood	11
Structured and Phased Activation	12
5. Affordability, Accessibility and Inclusivity	14
6. Economic and Community Benefit	15
7. Heritage Conservation and Adaptive Re-use Strategy	16
8. Financial Sustainability and Stewardship Model	17
Operating Framework	17
Revenue Structure and Cost Recovery	17
Capital Strategy and Phasing	18
Risk Management and Financial Controls	19
Strategic Approach to the Beltline Aquatic & Fitness Centre Site	20
Visioning - Beltline Aquatic & Fitness Centre Site	21
Financial Consideration	23
9. Old Y Community Colocation - Business Plan	24
1.0 Executive Summary	25
2.0 Organizational Overview	25
3.0 Market Analysis	26
4.0 Operational Plan	30
5.0 Development & Asset Management Strategy	35
6.0 Financial Plan	36
10. Relevant Experience and References	38
Appendices	39
Appendix A: Financial Attachments	39
Appendix B: Policy and Planning References	41
Appendix C: Building Resources and References	41
Appendix D: The Arusha Centre Organizational Profile	41
Letters of Support:	42

1. Proposal Overview

The Arusha Centre respectfully submits this Expression of Interest for the stewardship and phased revitalization of the Historic YWCA, commonly known as the Old Y, and for the coordinated strategic approach to the Beltline Aquatic & Fitness Centre site.

For more than fifty years, Arusha has worked alongside Calgarians to strengthen community resilience, social justice initiatives, and grassroots collaboration. Since 1975, Arusha has operated within the Old Y and participated in its governance and preservation. This long-standing involvement provides institutional knowledge of the building's operations, tenant relationships, and community role. The proposal reflects continuity of stewardship rather than transition.

The Old Y is a designated heritage resource and a civic anchor within one of Calgary's most densely populated neighbourhoods. The Beltline continues to experience residential growth, and adopted planning policy emphasizes heritage preservation, active street frontages, and community serving uses. Reactivation of the Old Y as a structured co-location and community hub aligns directly with these objectives.

Arusha proposes a phased and disciplined approach that prioritizes stabilization, code compliance, and accessibility improvements before scaling occupancy. Activation will be coordinated through shared tenancy, scheduled programming, and incremental rehabilitation aligned with funding readiness. This approach balances vibrancy with prudence and ensures that operational commitments do not outpace financial capacity.

The financial model is based on diversified revenue, including nonprofit tenancy, programmed space use, limited compatible commercial activity, and public and philanthropic funding. Capital investment will be sequenced in alignment with confirmed funding streams and rehabilitation milestones. Established governance structures, audited financial statements, and structured oversight practices support responsible stewardship.

Reactivating the Old Y generates direct and indirect community benefit by reinforcing daily occupancy, neighbourhood vitality, and nonprofit efficiency. In a high-density neighbourhood with limited open space, the Old Y's approximately 19,600 square feet of space provides year-round capacity for coordinated activity without requiring new land or new construction.

The Beltline Aquatic & Fitness Centre site will be approached with the same discipline. Rather than advancing a predetermined redevelopment plan, Arusha proposes phased assessment, coordinated planning with the City, and evaluation of options based on financial viability, reduction of municipal exposure, and community benefit. Nevertheless, Arusha has visioned potential land and site uses which includes adaptive uses, a pop-up park, and development of an affordable housing site.

This proposal does not rely on speculative redevelopment. It builds on an existing civic asset and on decades of organizational experience. Through phased implementation, structured activation, and financial discipline, Arusha seeks to ensure that the Old Y remains a preserved, active, and sustainable community space for future generations.

This proposal reflects Arusha's long-standing commitment to ensuring that community space remains accessible, inclusive, and rooted in collaboration for future generations.

2. Organizational Overview and Stewardship Capacity

Who We Are

The Arusha Centre was founded in 1972 as a community driven organization committed to social justice, environmental sustainability, and grassroots civic engagement. For more than fifty years, Arusha has provided practical infrastructure that supports connection, collaboration, and community led initiatives across Calgary.

Through programs such as Calgary Dollars, Repair Exchange, Take Action Grants, and Arusha Climate, Arusha strengthens local networks and reduces barriers for emerging and established nonprofit organizations. These initiatives provide accessible space, shared resources, and capacity building support that enable smaller organizations to operate sustainably and focus their resources on service delivery.

Over time, Arusha has become a recognized convenor within Calgary's nonprofit ecosystem. Hundreds of grassroots initiatives have passed through Arusha's programs and spaces, relying on the organization's ability to host, coordinate, and provide stable administrative support. This experience operating shared environments and supporting multiple organizations under one roof is directly relevant to the proposed co-location model for the Old Y.

Arusha's relationship with the Historic YWCA began in 1975. Since that time, Arusha has operated within the Old Y, participated in its governance, and contributed to its preservation. This history provides direct knowledge of the building's operations, tenant relationships, and community function. Arusha's proposal to steward the Old Y builds on decades of lived involvement rather than introducing an untested model.

Across changing funding environments and evolving community needs, Arusha has maintained continuous operations and stable oversight. This longevity reflects both community trust and disciplined management, qualities essential to the responsible stewardship of the Old Y.

Governance and Advisory Oversight

Arusha is governed by a volunteer Board of Directors with experience in financial oversight, nonprofit governance, sustainability, and community leadership. Board members bring backgrounds in finance, risk management, education, executive leadership, and community engagement.

Arusha maintains audited financial statements and established governance processes that support structured oversight and accountability. Financial management includes full cycle accounting, payroll administration, budgeting, and reporting, overseen through formal review practices and Board supervision.

For the stewardship of the Old Y, Arusha has formed an Executive Advisory Committee to complement existing governance capacity. This committee brings experience in development strategy, capital planning, and public policy. Its role is to provide disciplined oversight during phased rehabilitation, support funding strategy, and ensure alignment between community purpose and operational execution.

Executive Advisory Committee members:

- Joe Ceci, Calgary-Buffalo MLA;
- Evan Wooley, Colliers International;
- Mateo Velez, Colliers International;
- Joel Tiedemann, Certus Developments;
- Courtney Clarke, SCArchitecture;
- Beltline & Downtown Community Representative(s)

Together, this governance framework combines community rooted leadership with structured financial accountability, strengthening execution reliability during rehabilitation and long-term operations.

Financial Capacity and Risk Management

Arusha has a demonstrated history of responsible stewardship of municipal, provincial, federal, and foundation funding. Over more than five decades, the organization has administered multi-year grants, managed reporting obligations, and operated within established compliance frameworks.

Financial systems are designed to align program delivery with available resources. Budget development, expenditure oversight, and funding strategy are reviewed through structured governance processes to ensure that operational decisions remain grounded in financial realities.

Arusha's experience managing shared space environments is directly relevant to the Old Y. The organization has coordinated scheduling, leasing, facility use, and administrative infrastructure for multiple programs operating simultaneously within a single facility. This operational familiarity reduces implementation risk and supports a phased reactivation model.

The proposed approach builds on existing organizational capacity rather than creating a new or speculative structure. Capital requirements are aligned with staged rehabilitation and funding readiness. This incremental model prioritizes financial prudence and risk mitigation.

3. Asset Context and Stewardship Approach

Understanding of the Asset

The Historic YWCA is a designated heritage resource with a long-standing role as a place of gathering, advocacy, and community support in Calgary. Its significance extends beyond its architectural features. For generations, the building has served as a civic anchor within the Beltline, housing nonprofit organizations, community initiatives, and collaborative networks.

As a protected heritage asset, the Old Y requires stewardship that balances preservation with contemporary functionality. Rehabilitation must respect character defining elements while ensuring compliance with current building code, fire safety, and accessibility requirements. Long term activation must integrate heritage conservation, operational feasibility, and financial sustainability within the constraints of a historic structure.

Arusha understands the Old Y not only as a physical structure but as an operational environment shaped by multiple tenant organizations over decades. The organization's direct experience within the building informs a sequenced approach that prioritizes stabilization, accessibility improvements, and gradual reactivation rather than immediate full-scale redevelopment.

The objective is to extend the functional life of the building while preserving its historic character and ensuring it remains usable, compliant, and financially sustainable for future generations.



HISTORIC Y.W.C.A. BUILDING, CALGARY, 1911.

SOURCE: ALBERTA CULTURE AND COMMUNITY SPIRIT, HISTORIC RESOURCES MANAGEMENT BRANCH (FILE: DES. 942).

Constructed in 1911 as the first purpose-built Y.W.C.A. in Alberta, the building reflects both the social reform movement of the early twentieth century and the evolution of Calgary as an urban centre.

Understanding of the Beltline Context

The Beltline is identified in the Greater Downtown Plan (GDP) and Beltline Area Redevelopment Plan as a high-density mixed-use neighbourhood with an emphasis on active street frontages, heritage preservation, and community serving uses. It is one of Calgary’s most densely populated neighbourhoods and continues to experience residential growth alongside small business activity and social service presence. The Beltline is a neighbourhood with the same needs as others across the city. It deserves spaces like the Old Y to support and build community connections with accessible, affordable, and meaningful places for its residents and all Calgarians.



As residential density increases, demand for accessible, affordable community space and services also increases. Nonprofit organizations operating in the Beltline often work within limited space and operating budgets while serving a diverse and growing residential population. This context necessitates a space like the Old Y, occupied by community organizations and welcoming to all, to address the unique needs and contribute to the vibrancy residents and visitors will be seeking.

City planning policies emphasize the importance of preserving historic resources while ensuring that sites contribute to street level vitality and public benefit. Within this framework, the Old Y

represents both a designated heritage resource and a strategically located community anchor within an active urban corridor.

Our proposal is aligned with motivations of the GDP and the Downtown Strategy—by contributing to downtown revitalization, and realizing key goals within the public realm, community spaces, and public safety—we can build a thriving and future-focused downtown. Moreover, our plan directly contributes to the well-being of people and the creation of great public spaces, consistent with the recommendations of the Downtown Safety Leadership Table.

Within this policy and neighbourhood context, structured co-location of community organizations directly advances adopted planning objectives related to heritage preservation, active frontage, public safety, and community serving uses. It supports efficient use of existing buildings, strengthens neighbourhood level services, and reinforces consistent daily activity in a high-density urban setting.

Arusha's proposal recognizes that stewardship of the Old Y must align with both its heritage designation and the Beltline's planning framework. In a neighbourhood experiencing continued residential growth and evolving demographic needs, the continued vacancy of a centrally located civic building represents both lost opportunity and increased risk. Responsible reactivation of the Old Y supports neighbourhood stability, strengthens community infrastructure, and reinforces confidence in the Beltline's future as an active and inclusive urban district.

The following section outlines how Arusha's activation strategy responds to this context through phased implementation, shared infrastructure, programming and placemaking.

4. Site Activation and Community Integration

Co-Location Model and Daily Use

According to the City of Calgary's 2025 Fall Survey of Calgarians, ninety five percent of respondents agree that revitalizing Calgary's downtown should be a focus over the next five years, and ninety four percent agree that a vibrant downtown is important to attracting new investment to Calgary.

Reactivating the Old Y as a structured and consistently programmed community space contributes directly to this direction. The building will operate as an active, visible, and welcoming hub within the Beltline, supporting daily activity and neighbourhood confidence.

Arusha's proposal strengthens an existing civic building by ensuring it is actively used, carefully managed, and aligned with public priorities and adopted planning policy.

"THE HISTORIC YWCA/OLD Y PLAYED A KEY ROLE IN OUR INCEPTION, THE FIRST SPACE IN CALGARY WHERE I ACCESSED NOT ONLY COMMUNITY-BASED PROGRAMMING, BUT PROGRAMMING SPECIFICALLY FOR THE 2SLGBTQIA+ COMMUNITY... THE FIRST SPACE WHERE I EXPERIENCED THE POWER AND PRIVILEGE OF BEING IN COMMUNITY..."

LOSING ACCESS TO THIS CRITICAL COMMUNITY HUB HAS NOT ONLY BEEN PERSONALLY DEVASTATING, BUT A SIGNIFICANT HINDRANCE TO OUR ABILITY TO SUPPORT AND CREATE COMMUNITY...

MANY GRASSROOTS AND NON-PROFIT GROUPS... ARE NOW STRUGGLING TO FIND AFFORDABLE AND ACCESSIBLE SPACES FOR COMMUNITY EVENTS AND CO-WORKING SPACES, OUR GROUP INCLUDED. THIS IS A DEVASTATING LOSS FOR COMMUNITY-SERVICE ORGANIZATIONS AND GRASSROOTS CHANGE-MAKERS, FORCING US TO SPEND SIGNIFICANT AMOUNTS OF TIME, ENERGY, AND MONEY, IN ORDER TO FIND SPACES WHERE WE CAN CREATE COMMUNITY"

— CALGARY SAPPHICS, FOUNDER

Co Location as Social Infrastructure



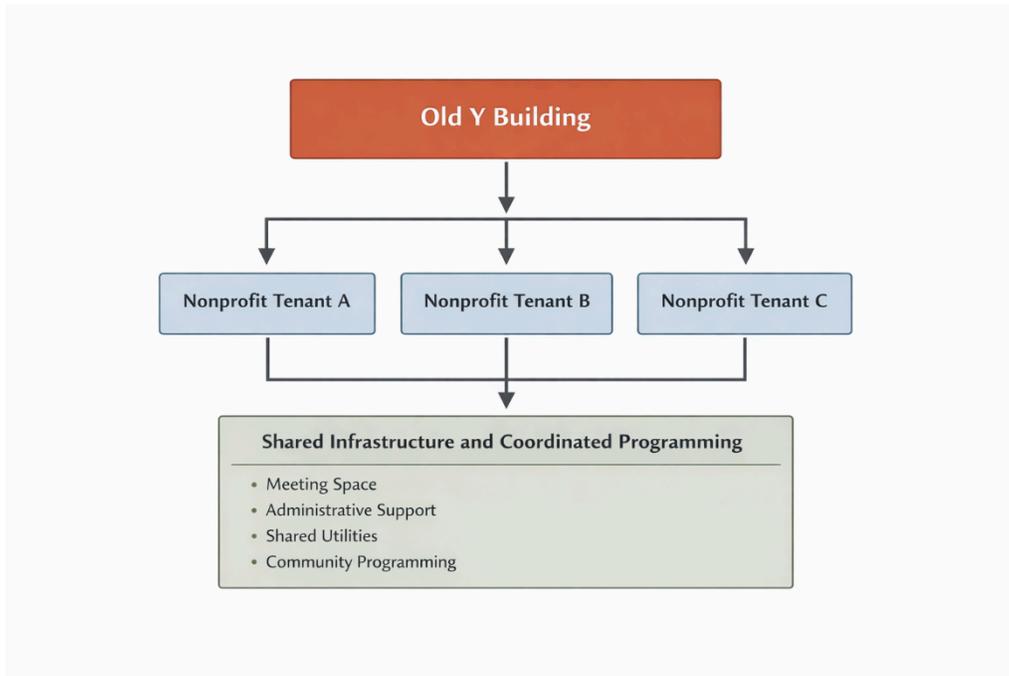
The Beltline Area Redevelopment Plan emphasizes the importance of supporting social infrastructure through a strong network of community services and facilities designed to meet evolving neighbourhood needs. The Plan identifies opportunities for co-location of services as part of strategies to efficiently implement community facilities within a growing and changing neighbourhood.

Arusha's co-location model responds directly to this direction. By bringing multiple nonprofit organizations together within one facility, the Old Y will function as coordinated community infrastructure rather than a single use tenancy. Shared administrative systems, meeting spaces, and program areas reduce duplication of costs while strengthening collaboration between organizations serving Beltline residents.

This structure supports smaller and emerging organizations that may otherwise struggle to secure and sustain independent space in a high-density urban neighbourhood. Beyond operational efficiency, co-location fosters day-to-day collaboration, shared learning, and informal peer support among tenant organizations. Proximity enables resource sharing, coordinated programming, and relationship building that strengthens the nonprofit ecosystem in ways that isolated tenancy cannot. It also increases overall building utilization, reinforcing both financial sustainability and neighbourhood presence.

Co location reflects the Old Y's historic function as a place of gathering while responding to contemporary nonprofit infrastructure needs.

The diagram below illustrates the coordinated multi-tenant structure and shared infrastructure model proposed for the Old Y.



Illustrative diagram of proposed co-location framework.

Activation in a High-Density Neighbourhood

Beltline planning data indicates that ninety eight percent of residents live in apartments and more than half of households consist of one person. The neighbourhood also provides significantly less open space per resident than Municipal Development Plan targets.

In this context, accessible indoor gathering space becomes essential neighbourhood infrastructure. Many residents rely on shared facilities for meetings, workshops, community events, and social connection.

The Old Y provides approximately 16,500 square feet of existing indoor space capable of supporting year-round activity within walking distance of a growing residential population. Reactivating this space strengthens neighbourhood capacity without requiring new land acquisition or new construction.

By activating this existing building with coordinated programming and shared tenancy, the proposal reinforces efficient use of limited urban space while strengthening daily community presence. The impact of the building's vacancy has been felt by neighbouring businesses.

“THE LOSS OF USE OF THE OLD Y HAS HAD A NEGATIVE IMPACT ON THE COMMUNITY AT LARGE... THE LOSS OF THE SPACE ALSO NEGATIVELY CONTRIBUTES TO THE OVERALL ROBUSTNESS AND APPEAL OF THE NEIGHBOURHOOD.”

Structured and Phased Activation

Activation of the Old Y will be intentional and carefully sequenced. Initial programming will focus on spaces that can safely accommodate occupancy following stabilization and code compliance work. As rehabilitation milestones are achieved, occupancy and programming will expand in alignment with operational readiness and funding capacity.

Daily use will include office operations, meetings, workshops, training sessions, public forums, and collaborative events aligned with tenant organizations. Evening and weekend programming will be scheduled to maintain visible activity while protecting building systems and governance capacity.

Tenancy agreements, space allocation, and program scheduling will be coordinated to ensure consistent occupancy and responsible use. Activation will scale in accordance with rehabilitation progress and financial readiness, prioritizing long term sustainability.

By aligning activation with phased rehabilitation and funding strategy, the proposal balances vibrancy with prudence and reinforces long term operational stability.

Vacancy and under-utilized spaces in the Beltline are imperative issues that our proposal seeks to resolve. During early phases of stabilization and rehabilitation, Arusha will implement interim outdoor and limited programming initiatives to preserve visibility and a sense of place. Temporary installations, community events, and coordinated use of safe exterior areas will maintain neighbourhood engagement while restoration work progresses.

In alignment with the Eventful City Strategy vision and several goals, outdoor and interim activation will be coordinated to ensure that the site remains visibly active and engaged, reinforcing neighbourhood presence and continuity of purpose. The event culture we intend to build on these sites moves along the vision, and goals of this strategy:

Goal 1: Build a network of effective internal and external contributors.

The Arusha Centre has a track record of being an effective external partner, and through this project will enable the City to achieve these goals.

Goal 5: Fund opportunities to connect events and community initiatives.

The Arusha Centre, collaborators, and partner agencies have experience in realizing this goal. We will continue this legacy of creating a positive community impact through these sites.

Goal 7: Utilize existing event venues and address gaps in inventory.

The Arusha Centre is well positioned to continue this legacy and if empowered to enact this project we will utilize this existing venue and fill a critical gap for the City.



OUTDOOR MARKETS
LIVE MUSIC
COMMUNITY OUTREACH

Images of outdoor activations on the Historic YWCA & Beltline Fitness and Aquatic Centre Sites, including markets, live music, and information tables. Organized by Arusha Centre and community collaborators in the summer of 2025.

5. Affordability, Accessibility and Inclusivity

Affordability and accessibility are foundational to Arusha's proposed operating model for the Old Y. The co location framework is designed to reduce overhead costs for nonprofit organizations by distributing shared facility expenses across multiple tenants. This approach enables smaller and emerging organizations to access centrally located space in the Beltline at rates below market commercial leasing.

Tenancy structures will be tiered to reflect varying organizational capacity and space needs. Shared infrastructure, administrative coordination, and flexible programming space reduce duplication of costs and lower barriers to participation.

Accessibility improvements will be integrated into phased rehabilitation in alignment with building code requirements and human rights legislation. Enhancements will prioritize barrier free access, inclusive washroom facilities, and equitable access to programming and multi-use areas as building systems are upgraded.

Inclusivity extends beyond physical access. Arusha's governance practices and programming model are grounded in community engagement and collaboration with organizations serving diverse populations, including newcomers, Indigenous communities, 2SLGBTQIA+ individuals, and residents experiencing economic vulnerability. The Old Y will operate as a welcoming and coordinated environment consistent with its historic role as a community serving space.

By embedding affordability, accessibility, and inclusivity into both the operating framework and phased rehabilitation strategy, the proposal aligns with adopted City objectives related to equity, community wellbeing, and inclusive neighbourhood development.

6. Economic and Community Benefit

Reactivating the Old Y generates both direct and indirect community benefits within the Beltline and downtown core.

Direct economic impact includes stable tenancy for nonprofit organizations, regular programming activity, and public event use that contributes to foot traffic and neighbourhood visibility. Consistent daily occupancy supports surrounding small businesses and reinforces street level vitality in alignment with public priorities for downtown revitalization.

The co-location model improves operational efficiency for nonprofit organizations by reducing overhead costs associated with independent leasing, utilities, and shared administrative infrastructure. Cost savings can be redirected toward program delivery and community services, increasing the effective impact of existing funding without requiring additional public expenditure.

By utilizing an existing building rather than pursuing new construction, the proposal reinforces efficient use of municipal assets and limits additional land and infrastructure demands. Continued occupancy and coordinated use reduce the risks associated with prolonged vacancy, including deterioration and underutilization of a designated heritage resource.

Over time, stable occupancy and phased rehabilitation strengthen the Old Y's long-term viability. The building remains productive, visible, and maintained, contributing to neighbourhood confidence and broader downtown resilience.

The economic benefit of the proposal is therefore not speculative. It is grounded in efficient asset use, operational coordination, and sustained daily activity within an existing civic building.

7. Heritage Conservation and Adaptive Re-use Strategy

The Historic YWCA is a designated heritage resource and an important part of Calgary's architectural and civic history. Stewardship of the building requires compliance with applicable heritage legislation and alignment with the Standards and Guidelines for the Conservation of Historic Places in Canada.

Arusha recognizes that rehabilitation of the Old Y must respect character defining elements while integrating current building code, fire safety, and accessibility requirements. Any upgrades will be undertaken in consultation with qualified professionals and relevant City departments to ensure conservation principles are maintained.

The proposed activation strategy aligns with responsible heritage stewardship. Stabilization and essential building system improvements will precede broader occupancy expansion. This sequencing reduces risk to the building fabric while ensuring that upgrades are integrated thoughtfully rather than reactively.

Adaptive reuse is a form of preservation. By maintaining active and coordinated use within the building, the proposal supports ongoing care, monitoring, and long-term viability. Continuous occupation reduces deterioration risk and reinforces stewardship accountability.

Accessibility improvements will be incorporated as part of rehabilitation milestones in alignment with City standards and human rights legislation. The objective is to ensure that the Old Y remains both historically intact and functionally inclusive.

Arusha's approach to the Old Y reflects respect for its past and responsibility for its future. The proposal prioritizes conservation, compliance, and sustainable use rather than short term activation.

8. Financial Sustainability and Stewardship Model

Operating Framework

Arusha's financial approach to the Old Y is grounded in incremental implementation, diversified revenue, and disciplined cost management. Activation will align with available resources at each phase of rehabilitation.

The operating framework is based on a co-location structure in which multiple nonprofit tenants contribute to shared facility costs through structured lease or license agreements. This distributed model reduces reliance on a single funding source and supports financial sustainability through shared responsibility.

Operational costs, including utilities, maintenance, insurance, and routine facility management, will be incorporated into tenancy agreements and annual budgeting processes to ensure transparency and alignment with confirmed revenue.

Rather than committing to immediate full building occupancy, Arusha will scale activation in accordance with rehabilitation progress and funding readiness. This approach prioritizes stability and stewardship over rapid expansion.

Revenue Structure and Cost Recovery

The Old Y operating framework is designed to balance affordability with cost recovery. Revenue will be generated through a combination of nonprofit tenancy, programmed space use, limited commercial activity, and public and philanthropic funding.

Nonprofit co-location tenants will contribute to shared facility costs through structured agreements. Rates will remain accessible while supporting proportional recovery of utilities, maintenance, insurance, and administrative expenses.

Additional revenue may be generated through meeting room rentals, community programming fees where appropriate, and short-term event use consistent with the building's capacity and mission.

The proposed activation of the basement level, which includes approximately 5,000 square feet with separate access, creates potential for compatible revenue generating uses. Any such tenancy will be selected to complement the building's community purpose while contributing to financial sustainability.

Diversification across tenancy revenue, programming income, and public and philanthropic funding reduces reliance on any single funding stream and strengthens overall financial resilience.

Capital Strategy and Phasing

Rehabilitation of the Old Y will require staged capital investment aligned with building condition priorities and heritage conservation requirements. Arusha recognizes that capital improvements must be sequenced carefully to protect both the building and long-term operational viability.

The proposed capital strategy corresponds to rehabilitation milestones. Initial funding will focus on stabilization, life safety systems, and code compliance measures necessary to safely reintroduce occupancy. Subsequent phases will address accessibility improvements, building system upgrades, and interior functionality enhancements.

The following table summarizes the sequenced rehabilitation and activation approach described in Section 8.

Table 1 | Phased Approach

Phase	Primary Focus	Key Actions	Funding Alignment
Phase 1	Stabilization and Risk Mitigation	Code compliance scoping, life-safety review, deferred maintenance priorities, limited activation of safe areas	Municipal, provincial, and federal stabilization and heritage funding
Phase 2	Functionality & Accessibility	Accessibility upgrades, building system improvements, interior improvements	Capital grants, targeted rehabilitation funding
Phase 3	Full Operations	Phased tenancy expansion, coordinated programming, diversified revenue	Tenancy revenue, programming income, diversified funding streams

Capital funding will be pursued through identified municipal, provincial, and federal heritage programs, foundation support, and philanthropic contributions outlined in Appendix A. Capital planning will prioritize confirmed and secured funding streams before initiating major works.

This phased approach aligns capital commitments with funding readiness and operational capacity, ensuring that rehabilitation progresses responsibly.

Where appropriate, compatible revenue generating uses within the building may contribute to long term sustainability, subject to alignment with heritage conservation requirements and community purpose.

The objective is durable stewardship through incremental and financially responsible implementation.

Risk Management and Financial Controls

Stewardship of a designated heritage asset requires clear financial oversight and risk management practices. Arusha's approach prioritizes transparency, incremental implementation, and alignment between operating commitments and secured resources.

Operating budgets will be reviewed annually by the Board of Directors, with oversight of revenue projections, tenancy agreements, and expense management. Capital expenditures will be sequenced in accordance with confirmed funding and rehabilitation readiness.

Diversification across tenancy revenue, programming income, and public and philanthropic funding supports resilience during funding fluctuations and allows the organization to adjust occupancy levels or program intensity in response to changing financial conditions.

Lease and license agreements will define cost allocation, maintenance responsibilities, and shared services to support predictable revenue and accountability. A capital reserve strategy will be established as occupancy stabilizes to support future maintenance and building system renewal.

This framework ensures that activation does not outpace financial capacity. It reflects a commitment to responsible stewardship, long term sustainability, and protection of a public heritage asset.

Strategic Approach to the Beltline Aquatic & Fitness Centre Site

The Beltline Aquatic & Fitness Centre site is closely connected to the Old Y, both physically and strategically. Shared systems, site configuration, and capital exposure require coordinated planning.

Arusha recognizes that the Aquatic Centre represents a significant decision point for the City. Rather than advancing a predetermined redevelopment concept, the proposed approach prioritizes disciplined assessment and community informed planning.

Any future direction will prioritize Beltline community needs, responsible stewardship, financial prudence, and compatibility with the phased rehabilitation of the Old Y.

Due to lack of available information, initial steps for this site will include review of building condition, service interdependencies with the Old Y, and feasibility of the following options.

Potential paths may include adaptive reuse, partial redevelopment, system decoupling, or alternative site strategies. Each option will be assessed based on financial viability, reduction of long-term municipal exposure, and alignment with community benefit. This approach ensures that decisions regarding the Aquatic Centre are integrated with the broader stewardship strategy rather than proceeding independently or prematurely.

To demonstrate vision and commitment to the Aquatic Centre site—through consultation with Downtown Strategy, elected officials, and urban planning professionals—the following section identifies potential future uses, pending future scoping and evaluation.

Visioning - Beltline Aquatic & Fitness Centre Site

The Aquatic Centre could be re-purposed for compatible uses such as a daycare facility, art studios, adapting the pool into an indoor skate park.

Should demolition be identified as the best course of action, the site could be developed into a 'pop-up park' featuring outdoor recreation and safe, public, multi-use space.



A pop-up park would be an effective way to improve the area's immediate vibrancy without large-scale redevelopment; this also leaves future development options open.

Arusha proposes an evaluation into the feasibility of redeveloping the Aquatic Centre site into a mixed-use affordable housing site with public community infrastructure on the ground-level as part of the City of Calgary's Municipal Development Plan and Home is Here Strategy.



The potential for the site's redevelopment into an affordable housing site, with community and commercial uses on the ground and first level, would culminate into the 'Prosperity Hub'; a holistic response to the Beltline community needs.



The Prosperity Hub would be an iconic destination that will be a first in Calgary's history as our city prepares to meet the challenges of growing to a population of 2 million. It will lead the way for Canada in civil society engagement and visioning for a prosperous future. This vision would serve to increase non-market housing supply, and introduce a new multi-purpose community hub. The ground and first level would be for commercial and community use. Ideal commercial tenants would serve the Beltline community needs, such as a daycare facility. As for community space, we envision a Circular Economy Laboratory which would feature a makers and repair space, a multi-purpose rentable hall, and a living wall for food production demonstrations and Indigenous traditional plant education.

Financial Consideration

Arusha recognizes that lease structure and financial consideration form part of the City's evaluation criteria. The proposed operating model is designed to balance affordability for nonprofit tenants with responsible cost recovery and long-term asset stewardship. Specific lease terms and financial consideration will be developed collaboratively with the City to ensure alignment between public benefit, operational sustainability, and municipal asset management objectives.



ARUSHA

Calgary Taking Action
Environment • Society • Economy

9. Old Y Community Colocation - Business Plan

The Arusha Centre



1.0 Executive Summary

Mission:

The Arusha Centre seeks to steward and revitalize the Historic YWCA ("Old Y") and the Beltline Aquatic & Fitness Centre. Our goal is to transform these assets into a vibrant, non-profit, social economy co-working location and community gathering destination.

The Opportunity:

- **The Old Y:** A significant heritage asset requiring rehabilitation to serve as a civic hub for social wellbeing, inclusion, and community support.
- **Beltline Fitness and Aquatic Centre:** A strategic land asset offering opportunities for adaptive reuse, "meanwhile" outdoor activation, or redevelopment to support the Beltline communities contemporary and future needs

The Vision:

To serve Calgary as a historical, accessible, and inclusive hub blending commercial, community-based, public, and non-profit usage. This project addresses the "State of the Sector" non-profit challenges (funding, burnout, isolation) by providing affordable space and shared infrastructure.

2.0 Organizational Overview

2.1 Organization Profile

The Arusha Centre is a collectively run, member-supported organization with a 40-year history of social justice and environmental initiatives.

- **Current Programs:** Calgary Dollars (local currency), Repair Exchange, Take Action Grants (TAG), and Arusha Climate Program.
- **History with the Site:** Arusha moved into the Old Y in 1975, co-founded the 'Old Y Society,' and has historically participated in management, decision-making, daily maintenance, tours, and advocacy for the building.

2.2 Governance & Team

- **Management:** Staff collective with experience in grant funding, operational management, and non-profit finance.
- **Executive Advisory Committee:** Includes experts in development, strategy, government relations, and finance. Appointed committee members:

- Joe Ceci, Calgary-Buffalo MLA;
 - Evan Wooley, Colliers International;
 - Mateo Velez, Colliers International;
 - Joel Tiedemann, Certus Developments.
 - **Capacity:** The organization holds registered charity status and possesses the financial acumen to execute a multi-year capital campaign.
-

3.0 Market Analysis

3.1 The Problem

- **Sector Needs:** Non-profits face tight funding, rising expenses, and isolation. There is a lack of affordable, central programming spaces.
- **Community Context:** The Beltline faces issues regarding social disorder, safety perceptions, and rising social isolation/loneliness. There is a lack of inclusive community gathering spaces.
- **Asset Risk:** Vacant heritage buildings degrade quickly, posing liability risks to the City.

3.2 Target Market

We focus on **Social Economy Organizations**—which includes non-profits, cooperatives, mutual societies, and social enterprises—defined by a hybrid mission that prioritizes community well-being, social impact, or environmental goals over profit maximization. As tenants, these organizations often operate within a "third sector" space, combining market-based revenues with social mission objectives.

The tenant persona for social economy organizations:

1. Core Motivation and Mission

- **Purpose-Driven:** Their primary goal is to address social, cultural, or environmental needs rather than generating profit for shareholders. They often serve marginalized groups, provide affordable goods/services, or work to improve community well-being.
- **Values Alignment:** They require spaces that align with their ethical, environmental, or social values.

2. Business Model and Financial Behavior

- **Reinvestment of Surpluses:** Profits are reinvested into their mission or distributed based on transaction volume, not capital investment.
- **Hybrid Financing:** Revenue is derived from a mix of commercial activity (selling goods/services), government funding, grants, and sometimes volunteer labor.
- **Operational Constraints:** Due to their focus on social impact, they may operate with narrower margins, making them highly sensitive to rent costs and seeking affordable, flexible space.

3. Governance and Structure

- Democratic/Participatory: Decision-making is typically democratic ("one person, one vote"), often involving members, workers, or users in governance.
- Collaborative: They frequently operate within networks or partnerships, collaborating with other non-profits, public entities, or private businesses.
- Independent: While they may partner with governments, they operate autonomously.

4. Space and Location Requirements

- Flexible and Adaptable: Need space that can accommodate changing needs, such as co-working areas, community workshops, or mixed-use facilities.
- Location Sensitivity: Often prefer central or accessible locations that serve their target populations, such as community-based locations.
- Relational Goods Production: They create "relational goods"—goods that rely on social interaction—so they require space that fosters community interaction and collaboration.

5. Ideal Landlord Relationship

- Partnership Approach: They look for landlords who understand and support their social mission, viewing the relationship as a partnership rather than a purely commercial transaction.
- Stability and Affordability: Long-term security is valued, as they often build deep roots in the community.
- Flexibility: They may appreciate landlords willing to work with alternative funding models (grants/donations) in addition to commercial income.

Examples of Social Economy Organization Tenants:

- Work Integration Social Enterprises: Hiring individuals with barriers to employment.
- Community Cooperatives: Managing affordable housing or local food networks.
- Non-Profit Service Providers: Providing health-related, education, or specialized recreation services.
- Environmental Co-ops: Developing sustainable, local economic activities.
- Mental Health Clinicians and Counsellors: Providing individual and group clinical support.

3.3 Competitor Analysis

The Calgary co-working market is competitive, but not oversaturated. While there are about 60 coworking spaces available in Calgary, none explicitly support the needs of the social economy, non-profit, and grassroots sector, in central Calgary.

There are numerous businesses working in this market offering varied services and rates. With premium, downtown offices (WeWork, Regus) costing more than suburban locations.

Average Price points, based on Calgary listings from [Coworking Mag](#):

Day Pass: \$30-\$54+

Dedicated Desk: \$300-\$620+ per month

Private Office: \$500-\$900+ per month

Hourly rent: ~\$55/hr

Work Nicer: A popular local network with outposts in the Red Mile and Ramsay area

wrk: Offers premium, professional spaces, in the downtown core.

Assembly Coworking Space: Geared towards tech start-ups, in Kensington

Boardroom Coworking by Boardwalk: Straightforward desk and office leases, operated out of an apartment building in the downtown core

Stratus Offices: Straightforward desk and office leases on 17th Ave

Thrive Business Centre: Straightforward desk and office leases, in Douglas Square SE

The Collective 12|12: Focusing on startups and creative entrepreneurs, in Inglewood

Seventy70 Cowork: Straightforward desk and office leases in Fairview, SE

The Regus: Consistently offers the cheapest entry-level private offices in the city. Small, interior, 1-person offices start around \$229 to \$285 CAD per month.

TradeSpace: Specialized, warehouse and coworking space for trades and businesses

CoFlexYYC: Specialized, warehouse and coworking space for trades and businesses

Shedpoint: Specialized, warehouse and coworking space for trades and businesses

Our proposal will fill a critical need for social economy organizations, grassroots organizers, and support the financial and networking capacity of those who do the hard work to improve the social, environmental and economic conditions of a rapidly growing and changing city. Our projected pricing model is incredibly competitive with comparable businesses, with the unique benefit of an aligned community of changemakers.

3.4 The Solution: Co-Location & Co-working for the Social Economy Sector

- **SROI (Social Return on Investment):**
 - Reduced overhead for tenants allows more funds to go to services, programming, staffing, and sustainable organizational growth.
 - Community gathering destinations reduce social isolation and loneliness
- **Network Effects:** Built-in peer networks reduce professional isolation, foster collaboration, and increase organizational efficacy.

3.5 Comparable Models

As a major Canadian metropolitan area, and evolving city Calgary, must strategically foster the cultural vibrancy and innovation essential for growth, mirroring successful initiatives in global cities like New York and Toronto. The proposed model for the Old Y and Beltline Aquatic & Fitness Centre is inspired by established hubs that catalyze social and economic vitality in these larger urban contexts. By examining these comparable models, we affirm the potential for the Arusha Centre's vision to significantly enhance Calgary's capacity for social innovation and inclusive community development.

[The Ford Foundation Centre for Social Justice - New York City](#) is a hub for social good and the courageous people who devote their lives to achieving it. Co-locating the Ford Foundation and three aligned organizations, they also offer public events and visiting spaces in a unique landmark building.



[Centre for Social Innovation \(CSI\) - Toronto](#) catalyzes, inspires and supports people to create, develop, adopt and integrate new and renewed concepts and practices that put people and planet first. They envision a world where our systems – economy, government, culture and communities – serve to create a healthy, just, resilient & regenerative society full of meaning, equity & happiness.



Known for their work as an incubator, accelerator, coworking space and community centre the CSI is inspirational. Their work encourages Arusha's conviction that our vision for the Old Y and Bellline Aquatic & Fitness Centre is not only possible, but it is also synergistic with creating a vibrant city for all.

4.0 Operational Plan

4.1 Service Delivery Model

Arusha will act as the building manager and landlord, offering a flexible membership model and reasonable lease rates for non-profit and grassroots organizations.

- **Co-working Lounge:** Hot desks, dedicated desks, coffee and tea cart
- **Private Dedicated Offices**
- **Event & Multi-Use Space:** Community kitchen, studio, board room, and common room available for rent.

- **Membership Perks:** Shared administrative equipment, member exclusive events including governance training, networking opportunities, and free coffee and tea.

4.2 Membership Tiers

Community Member tier is for those who only need access to affordable, centrally located event space and a community of aligned peers. These members will receive Membership Perks, discounts on meeting rooms, event spaces, and partner services. This tier is designed for grassroots change-makers who require flexible, affordable access for hosting occasional community events, and support for their initiatives.

Individual Co-working Member tier is for those who need a place to bring their laptop and get to work in an environment that is supportive and aligned with their personal and professional values. These members will receive a base number of booking credits to work in the Co-working Lounge. Along with 24/7 access, Membership Perks, and discounts on Event and Multi-Use spaces these members will also have the option to have an on-site mailbox and shipping address. This tier is perfect for those who work remotely, are in the start-up stage of their project, or are well established in their work and looking to connect with others.

Small Team Co-working Member tier is for groups of 2-5 people who need flexible individual and group work stations. These members will receive a base number of Co-working Lounge booking credits, with the option to add on more. Along with 24/7 access, Membership Perks, and discounts on Event and Multi-Use spaces these members will also have the option to have an on-site mailbox and shipping address. This tier is designed for grassroots groups looking to grow or scale their operations without breaking the bank.

Tenant Members tier is for organizations that are looking for private, dedicated office space. These members will receive 24/7 access to office space and mailboxes devoted to their organization. Depending on the organization's needs they could rent an entire floor, multiple offices on the same floor, or a single office which vary in size. Tenant members will receive Membership Perks and discounts on Event and Multi-Use space rentals. This tier is ideal for organizations that require independent space and privacy such as those with mental health clinicians and counselling services.

Benefits:	Community Member:	Individual Coworking:	Group Coworking:	Non-Profit Tenant:	For-Profit Tenant
Event & Multi-Use Spaces	50% off rental fees	50% off rental fees	50% off rental fees	50% off rental fees	Negotiated based on prospective tenant's needs, scale, and availability.
Co-working Lounge Access	x	1 person	2-3 people	2-3 people	
Private, Dedicated Office	x	x	x	✓	
24/7 Access	x	✓	✓	✓	
Address & Mailbox	x	For an additional fee	For an additional fee	✓	
Join a community of changemakers with access to exclusive events and workshops.	✓	✓	✓	✓	
Share your jobs, news, and events with our network.					
Get discounts on meeting rooms, event spaces, partner services and member perks.					

Table 2 | Membership Model

4.3 "Meanwhile" Activation Strategy

While capital works are underway, the outdoor areas of both sites will be activated to maintain a sense of place and positive relationships with the Beltline community.

Activations will include community fairs, markets, and arts-based engagement events to bring in foot traffic and keep up the public profile of the location. These activations will serve as interactive community engagement opportunities

The Arusha Centre will organize these events and collaborate with community agencies, non-profit organizations, local small businesses, and artists/creatives to continue the places' purpose as a destination for community members.

4.4 Staffing Structure

The early, pre-occupation phases will be supported by a total of 1.5 FTE Arusha Centre staff. Including a project manager, a lead on fund development, capital campaign and stakeholder relations, and a finance administrator.

The first year of re-occupation and operations in the Old Y will be supported by a total of 2.5 FTE Arusha Centre staff. Including building management, member and tenant management, fund development, and finance administration.

The following describes the staffing structure at 'Full Operations' which is supported by a total of 3.5 FTE Arusha staff.

Building Operations Manager - (1 FTE): Oversees the operations of the properties, and focuses on creating a safe environment. Collaborating with in-house staff and tenants, as well as maintenance, security, and janitorial contractors to ensure the building is secure, comfortable, and up-to-date with safety regulations and lifecycle management.

- **Key Duties & Responsibilities:**

- Regular checks of building areas to ensure they follow proper safety and maintenance measures;
- Respond to and identify areas of improvement and collaborate with building's team and contractors to rectify;
- Ensure accessibility, life-safety systems, plans and prevention meet requirements;
- Oversee buildings security systems including ensuring all occupants and security professionals are aware of security policies and measures
- Administrative tasks including: upkeep of vendor contracts such as snow removal, janitorial services and pest control, as well as insurance policies and compliance

Tenant/Member Relations & Programming Co-ordinator - (1 FTE): Focuses on fostering positive relationships between tenants, and between tenants and building management. Act as

the main point of contact for tenant/member inquiries, complaints, and service requests. Facilitates tenant/member communication and tenant/member events.

- **Key Duties & Responsibilities:**

- Management and oversight of lease and membership agreements, including the onboarding/offboarding, move-in and move-out of tenants
- Conflict resolution and mediation between tenants/members or between management and tenants/members
- Administrative tasks including: managing and processing records, follow up on tenant work orders
- Collaborate with buildings team and contractors to ensure efficiency and satisfaction of building services
- Co-ordinate and deliver tenant and member in-house programming opportunities such as workshops, educational sessions, and networking/social events

Community Outreach & Communications Co-ordinator - (0.5 FTE): This role acts as a liaison between the facilities and stakeholders, fostering relationships with local community members and businesses.

- **Key Duties & Responsibilities:**

- Design, implement and evaluate community-focused (non-tenant/member) programs tailored to community needs
- Build and maintain relationships to raise the organization's visibility and positive profile in the community
- Create promotional materials, manage social media, and develop campaigns to boost awareness of the facility and its programming
- Recruit, train and supervise volunteers

Fund & Impact Manager - (1.0 FTE): Plays a key role in securing, stewarding, and expanding the facilities resources. Along with driving revenue growth this role will measure and communicate the impact of funds to stakeholders.

- **Key Duties & Responsibilities:**

- Research and identify grant opportunities from government, foundations, and private funders
- Maintain grant calendar and ensure timely submission of grant applications, proposals and supporting materials
- Monitor active grants to ensure compliance, deliverables and accurate reporting
- Donor development and stewardship
- Plan coordinate and execute fundraising events, campaigns and donor engagement activities in collaboration with staff, volunteers, and tenants/members

Finance Administration (0.5 FTE): Manage financial and accounting operations, as well as reporting to ensure high levels of accountability. Perform income, expenses, and payroll dealings.

- **Key Duties & Responsibilities:**
 - Process payables and maintain accurate records of facility expenses,
 - Process accounts receivable, and ensure accurate billing in accordance with tenant lease and member agreements
 - Manage and administer payroll,
 - Provide financial reports to organization governing body in accordance with policy

5.0 Development & Asset Management Strategy

5.1 Phased Development

- **Phase 1: Stabilization & Risk Mitigation:** Focus on life-safety systems, critical deferred maintenance, and base code compliance. "Meanwhile" use of outdoor spaces.
- **Phase 2: Functionality & Accessibility:** Universal accessibility, energy performance upgrades, and interior improvements.
- **Phase 3: Full Operations:** Full occupancy, program activation, and gradual increase of revenue and reserve funds.

5.2 Beltline Aquatic Centre Strategy

- **Options:** Adaptive re-use, partial redevelopment, or demolition for non-market housing/compatible revenue generation.
- **Goal:** Any development here must support the Beltline community needs, and have potential to financially subsidize Old Y's operations.

5.3 Heritage Stewardship

- Prioritization of conservation for heritage-defining elements while modernizing systems for longevity.
 - Maintain existing relationships with Provincial heritage resources to ensure all construction activities are in accordance with standards
-

6.0 Financial Plan

6.1 Revenue Model

- **Core Revenue:** Below-market rents for non-profits; market rates for for-profit tenants (e.g., basement space for fitness/cafe).
- **Public Event Revenue:** Markets, classes, workshops, and corporate rentals.
- **Grants:** Federal (GICB, Legacy Fund), Provincial (CFEP), and Municipal (Historic Resource Conservation) grants.
- **Philanthropy:** Capital campaigns and naming rights.

6.2 Financial Philosophy

- **Cost Recovery:** Rents set to cover building operations and capital reserve contributions.
- **Diversification:** Reducing risk by not relying on a single funding stream.

Financial Forecasting Old Y Operations

	2024 CommunityWise Audited Financials	Pre-reoccupation	Reoccupation Year One	At Full Operations							
Income											
Rental Income (Offices)	\$167,704		\$260,078	\$296,053	\$299,014	\$302,004	\$317,104	\$323,446	\$329,915	\$336,513	\$343,244
Rental Income (Common Rooms)			\$20,000	\$21,000	\$22,050	\$23,153	\$24,310	\$25,526	\$26,802	\$28,142	\$29,549
Government Grants	\$33,208	\$25,000	\$25,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000
Non-Government Grants	\$227,446	\$30,000	\$80,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
AGLC-Casino Funds	\$52,559	\$20,000									
Interest	\$10,948		\$2,500	\$2,500	\$2,500	\$2,500	\$3,000	\$3,150	\$3,308	\$3,473	\$3,647
Donations	\$6,985	\$5,000	\$5,000	\$5,250	\$5,513	\$5,788	\$6,078	\$6,381	\$6,700	\$7,036	\$7,387
Printing	\$5,907	N/A	\$5,500	\$5,555	\$5,611	\$5,667	\$5,723	\$5,781	\$5,838	\$5,897	\$5,956
Fee for Service	\$1,375		\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
Membership	\$4,160	\$500	\$3,500	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Member Services	\$3,746		\$2,500	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Total Income	\$514,038	\$80,500	\$404,078	\$476,858	\$481,187	\$485,611	\$502,715	\$510,784	\$519,063	\$527,560	\$536,282
Expenses											
Wages & Benefits	\$177,732	\$70,980	\$177,450	\$248,430	\$250,914	\$253,423	\$255,958	\$258,517	\$261,102	\$263,713	\$266,351
Consulting and Contractor's fees	\$76,094	\$7,000	\$10,000	\$10,500	\$11,025	\$11,356	\$11,696	\$12,047	\$12,409	\$12,781	\$13,164
Fiscal Agency	\$50,000										
Repairs and Maintenance	\$25,808		\$51,616	\$70,000	\$70,700	\$71,407	\$72,121	\$72,842	\$73,571	\$74,306	\$75,049
Utilities	\$21,366		\$25,000	\$26,250	\$26,775	\$27,311	\$27,857	\$28,414	\$28,982	\$29,562	\$30,153
Janitorial	\$18,284		\$20,800	\$21,424	\$22,067	\$22,729	\$23,411	\$24,113	\$24,836	\$25,581	\$26,349
Building Supplies	\$12,837		\$13,000	\$13,260	\$13,525	\$13,796	\$14,072	\$14,353	\$14,640	\$14,933	\$15,232
Office Supplies	\$11,277		\$500	\$525	\$551	\$568	\$585	\$602	\$620	\$639	\$658
Information Technology	\$10,889	\$200	\$12,000	\$12,600	\$12,600	\$12,600	\$12,978	\$12,978	\$12,978	\$13,367	\$13,367
Professional Fees/ Legal	\$9,123	\$2,000	\$1,500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500
Honorariums	\$5,313		\$3,000	\$3,500	\$3,675	\$3,785	\$3,899	\$4,016	\$4,136	\$4,260	\$4,388
Printing Supplies	\$4,281		\$4,500	\$4,725	\$4,725	\$4,725	\$4,867	\$4,867	\$4,867	\$5,013	\$5,013
Insurance	\$3,506		\$12,000	\$12,240	\$12,485	\$12,734	\$12,989	\$13,249	\$13,514	\$13,784	\$14,060
Others	\$2,450		\$5,000	\$5,250	\$5,513	\$5,678	\$5,848	\$6,024	\$6,204	\$6,390	\$6,582
Security and pest control	\$0		\$10,000	\$10,200	\$10,404	\$10,612	\$10,824	\$11,041	\$11,262	\$11,487	\$11,717
Total Expenses	\$428,960	\$80,180	\$346,366	\$439,404	\$445,459	\$451,224	\$457,604	\$463,563	\$469,622	\$476,318	\$482,583
Net Amortization	-\$10,182										
Excess Revenue over Expenses	\$74,896	\$320	\$57,712	\$37,454	\$35,728	\$34,388	\$45,111	\$47,221	\$49,441	\$51,242	\$53,699

The forecasting lists key operational expenditures for getting this project off the ground, through 9 years of anticipated yearly revenues and expenses.

Projections are available for viewing in a spreadsheet in Appendix A.1.

Arusha Centre Society Financial Forecasting

REVENUES	Actual				PreReoccupation	Reoccupation	At Full Operations								
	2022	2023	2024	2025	OldY	Year One									
Funding and Grants	\$390,144	\$406,492	\$347,598	\$445,208	\$531,374	\$545,208	\$545,208	\$545,208	\$545,208	\$545,208	\$545,208	\$545,208	\$545,208	\$550,208	\$550,208
Donations and Fundraising	\$10,403	\$21,544	\$9,767	\$9,890	\$9,500	\$15,000	\$15,250	\$15,513	\$15,788	\$16,078	\$16,381	\$16,700	\$17,036	\$17,387	\$17,387
Income from Operations	\$16,670	\$15,898	\$13,579	\$18,453	\$12,500	\$16,500	\$19,000	\$19,000	\$19,000	\$19,500	\$19,650	\$19,808	\$19,973	\$20,147	\$20,147
Rental Income (Offices) Old Y						\$260,078	\$296,053	\$299,014	\$302,004	\$317,104	\$323,446	\$329,915	\$341,513	\$353,844	\$353,844
Rental Income (Bookings) Old Y						\$20,000	\$21,000	\$22,050	\$23,153	\$24,310	\$25,526	\$26,802	\$31,642	\$35,724	\$35,724
Membership Income - Old Y					\$500	\$3,500	\$5,000	\$5,000	\$10,000	\$10,000	\$10,000	\$15,000	\$15,000	\$15,000	\$15,000
Mailbox Income - Old Y					\$0	\$3,500	\$5,000	\$5,000	\$10,000	\$10,000	\$10,000	\$15,000	\$15,000	\$15,000	\$15,000
Printing and Service Fees					\$0	\$5,500	\$7,055	\$7,111	\$7,167	\$7,223	\$7,281	\$7,338	\$7,397	\$7,456	\$7,456
TOTAL REVENUES	\$417,217	\$443,934	\$370,944	\$473,551	\$553,874	\$869,286	\$913,566	\$917,894	\$932,319	\$949,423	\$957,491	\$975,771	\$997,768	\$1,014,765	\$1,014,765
EXPENSES															
Accounting	\$14,084	\$15,393	\$16,965	\$18,525	\$18,710	\$18,897	\$19,086	\$19,277	\$19,470	\$19,665	\$19,861	\$20,060	\$20,261	\$20,463	\$20,463
Rent	\$13,648	\$13,996	\$14,177	\$37,535	\$21,540										
Insurance	\$2,389	\$2,389	\$2,585	\$2,630	\$2,656	\$2,709	\$2,763	\$2,818	\$2,875	\$2,932	\$2,991	\$3,051	\$3,112	\$3,174	\$3,174
Audit fees	\$5,306	\$5,314	\$5,475	\$5,638	\$5,694	\$5,865	\$6,041	\$6,222	\$6,409	\$6,601	\$6,799	\$7,003	\$7,213	\$7,429	\$7,429
Supplies&Equipment	\$2,919	\$5,483	\$800	\$1,672	\$1,688	\$1,722	\$1,757	\$1,792	\$1,828	\$1,864	\$1,901	\$1,939	\$1,978	\$2,018	\$2,018
IT&Communication	\$9,392	\$6,760	\$6,880	\$5,973	\$6,033	\$6,093	\$6,154	\$6,216	\$6,278	\$6,341	\$6,404	\$6,468	\$6,533	\$6,598	\$6,598
Salaries - Arusha Programs	\$231,961	\$281,641	\$223,148	\$249,057	\$266,752	\$266,752	\$251,752	\$228,551	\$233,122	\$237,784	\$242,540	\$247,391	\$252,339	\$253,385	\$253,385
Program Costs	\$77,095	\$47,144	\$66,375	\$80,366	\$81,170	\$82,793	\$84,449	\$86,138	\$87,861	\$89,618	\$91,410	\$93,238	\$95,103	\$97,005	\$97,005
Events, ADs, Honorariums	\$30,327	\$49,477	\$36,845	\$50,875	\$51,383	\$52,411	\$53,459	\$54,529	\$55,619	\$56,732	\$57,866	\$59,023	\$60,204	\$61,408	\$61,408
Wages & Benefits - Old Y					\$70,980	\$177,450	\$248,430	\$250,914	\$253,423	\$255,958	\$258,517	\$261,102	\$263,713	\$266,351	\$266,351
Consulting and Contractor's fees - Old Y					\$7,000	\$10,000	\$10,500	\$11,025	\$11,356	\$11,696	\$12,047	\$12,409	\$12,781	\$13,164	\$13,164
Repairs and Maintenance - Old Y						\$51,616	\$70,000	\$70,700	\$71,407	\$72,121	\$72,842	\$73,571	\$74,306	\$75,049	\$75,049
Utilities						\$25,000	\$26,250	\$26,775	\$27,311	\$27,857	\$28,414	\$28,982	\$29,562	\$30,153	\$30,153
Janitorial						\$20,800	\$21,424	\$22,067	\$22,729	\$23,411	\$24,113	\$24,836	\$25,581	\$26,349	\$26,349
Building Supplies						\$13,000	\$13,260	\$13,525	\$13,796	\$14,072	\$14,353	\$14,640	\$14,933	\$15,232	\$15,232
Office Supplies					\$500	\$500	\$525	\$551	\$568	\$585	\$602	\$620	\$639	\$658	\$658
Information Technology - Building					\$200	\$9,000	\$9,450	\$9,923	\$10,419	\$10,940	\$11,487	\$12,061	\$12,664	\$13,297	\$13,297
Professional Fees/ Legal					\$1,000	\$1,500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500
Honorariums					\$2,000	\$3,000	\$3,500	\$3,675	\$3,785	\$3,899	\$4,016	\$4,136	\$4,260	\$4,388	\$4,388
Printing Supplies						\$4,500	\$4,725	\$4,725	\$4,725	\$4,867	\$4,867	\$4,867	\$5,013	\$5,013	\$5,013
Insurance - Building						\$12,000	\$12,240	\$12,485	\$12,734	\$12,989	\$13,249	\$13,514	\$13,784	\$14,060	\$14,060
Others- Building expenses						\$5,000	\$5,250	\$5,513	\$5,678	\$5,848	\$6,024	\$6,204	\$6,390	\$6,582	\$6,582
Security and pest control						\$10,000	\$10,200	\$10,404	\$10,612	\$10,824	\$11,041	\$11,262	\$11,487	\$11,717	\$11,717
TOTAL EXPENSES	\$387,121	\$427,596	\$373,251	\$452,271	\$537,307	\$780,609	\$861,715	\$848,324	\$862,503	\$877,102	\$891,845	\$906,879	\$922,357	\$933,994	\$933,994
NET INCOME	\$30,096	\$16,338	-\$2,307	\$21,280	\$16,567	\$88,677	\$51,851	\$69,571	\$69,816	\$72,321	\$65,647	\$68,892	\$75,411	\$80,771	\$80,771

Projections are available for viewing in a spreadsheet in Appendix A.1.

10. Relevant Experience and References

Arusha's proposal is supported by decades of organizational experience, direct involvement with the Old Y, and established governance and financial oversight practices.

Key indicators of relevant experience include:

- Founded in 1972 with more than fifty years of continuous operation
- Active involvement in the Old Y since 1975, including governance participation and preservation efforts
- Demonstrated experience managing shared space and co location environments
- Administration of municipal, provincial, federal, and foundation funding agreements
- Audited financial statements for the past three years
- Established financial controls, budgeting practices, and Board oversight

The Arusha Centre managed a mixed-used building from 1983 to 2001, and purchased the building in 1989 (233 – 10 Street NW, Calgary). Featuring colocation offices for non-profits and retail, Arusha operated a retail business selling fairtrade goods and acted as landlord to nonprofit tenants—including CUSO International and OXFAM Canada. The building's community spaces for public programming were where Arusha regularly hosted workshops on geopolitical and social issues. Notable programs included 'Focus on Third World Development', 'Central America, Paulo Freire and Popular Education', 'South Africa, and The World Bank', and 'Assertiveness Skills for Immigrant Women'.

Arusha created The One World Film Festival in 1986 which later became the Calgary International Film Festival. Arusha ran a popular "Pictures and Popcorn" audio-visual series and hosted author discussions and launched an EAL radio drama series called *Just the Three of Us* in 1983.

Arusha has worked in partnership with numerous community organizations, local businesses, and public sector stakeholders across Calgary. The organization maintains active relationships with municipal, provincial, and community partners, reinforcing its capacity to coordinate across sectors during rehabilitation and activation. The organization's history of program delivery, shared facility management, and phased implementation of initiatives provides a foundation for responsible stewardship of the Old Y.



Appendices

Appendix A: Financial Attachments

Per standard City of Calgary EOI requirements for leasing property, the following financial documents and projections are included as appendices:

1. Business Plan Financial Attachments

- [Arusha Centre Society Financial Forecasting](#)
- [Old Y Operations Financial Forecasting](#)

2. Audited Financial Statements

- [2024](#)
- [2023](#)
- [2022](#)

3. Current Financial Stability

Current bank statements for all operational accounts. January bank statements are being submitted for all accounts as February statements are available March 5, past the EOI submission deadline.

- [Jan 31 2026 Bank Statement: AGLC Casino Account](#)
- [Jan 31 2026 Bank Statement: Arusha Account](#)
- [Jan 31 2026 Bank Statement: Calgary Dollars Account](#)
- [2025 Arusha's Statement of Financial Position](#)
- [2025 Arusha's Statement of Operations](#)

4. Governance:

- [2025 AGM Minutes](#)
- [Certificate of Incorporation](#)
- [Arusha Centre Bylaws](#)
- [Board of Directors Contact Sheet](#)
- [Executive Advisory Committee - Terms of Reference](#)
- [Executive Advisory Committee - Letters of Appointment](#)

5. Potential Capital Funding Sources:

Government of Canada

- **Green and Inclusive Community Buildings (GICB) Large Projects:**

- Retrofits from \$3 million to \$25 million
- **Legacy Fund (Building Communities through Arts and Heritage):**
This component of Canadian Heritage 50% of eligible expenses, to a maximum of \$500,000
- **Canada Cultural Spaces Fund (CCSF)**
- **Canada Community-Building Fund (CCBF)**
- **Build Communities Strong Fund**

Government of Alberta

- **Historic Resource Conservation Grants:** Up to \$100,000
- **Heritage Research Grants:** Up to \$25,000 for professional studies, reports, or plans
- **Provincial Historic Resource Grant: Up to \$100,000**
- **Municipal Historic Resource Grant: Up to \$50,000**
- **Community Facility Enhancement Program (CFEP):**
This program funds the repair, renovation, and upgrading of public-use community facilities
- **CFEP Large Stream:**
Provides matching grants between \$125,001 and \$1 million
- **CFEP Small Stream:**
Offers matching grants up to \$125,000

City of Calgary

- **Historic Resource Conservation Grant:** matching funds up to \$1,000,000
- **Beltline Community Investment Fund (BCIF):** up to \$200,000

Appendix B: Policy and Planning References

The following City of Calgary policies and planning documents inform this proposal:

- **City of Calgary Municipal Development Plan (MDP)** [Website](#) + [Document](#)
Policy framework guiding long term land use, heritage integration, and community development.
- **Greater Downtown Plan (GDP)** [Document](#)
Planning framework for Calgary's downtown neighbourhoods, including heritage preservation, active frontages, and mixed-use vitality.
- **Beltline Area Redevelopment Plan (ARP)** [Document](#)
Neighbourhood level planning document identifying priorities related to density, heritage conservation, and community serving uses.
- **Calgary Heritage Strategy (2008)** [Document](#)
Strategic framework for the identification, preservation, and adaptive reuse of historic resources within Calgary.
- **Draft Calgary Plan (2026)** [Website](#) + [Document](#)
Emerging long range policy framework integrating heritage, housing, and community infrastructure priorities.
- **City of Calgary Survey Reference (2025)** [Website](#)
City of Calgary. 2025 Fall Survey of Calgarians. Public opinion research report summarizing resident perspectives on downtown revitalization, safety, and City priorities.
- **Eventful City Strategy (2022)** [Website](#)
Strategy framework for the identification, preservation, and implementation of year-round events in Calgary.
- **Home is Here (2024)** [Website](#)
The City of Calgary's strategic framework to address housing and affordability.
- **Downtown Safety Leadership Table Report (2024)** [Website](#)
Recommendations to improve safety, inclusivity, and perceptions of safety in downtown Calgary.

Appendix C: Building Resources and References

- [Old Y Building Intervention Study](#)
- [Old Y Building Condition Assessment Summary](#)

Appendix D: The Arusha Centre Organizational Profile

- [Strategic Plan 2025-2028](#)
- [Arusha Program Overview](#)
- [Arusha Take Action Grants 2025 Projects Summary](#)
- [50 Year History](#)

Letters of Support:



LEGISLATIVE ASSEMBLY OF ALBERTA

Honourable Joe Ceci, E.C.A
MLA for Calgary-Buffalo
1173 11 Ave SW
Calgary, AB T2R1K9

20 February 2026

RE: Arusha Centre Expression of Interest

To Whom it May Concern,

I am writing in my capacity as the MLA for Calgary-Buffalo to express my strong support for the Arusha Centre's Expression of Interest regarding the Historic YWCA (the Old Y) and the Beltline Aquatic Centre sites. I have had direct experience with these properties for more than 30 years, and their prolonged vacancy—following decades of meaningful community service—remains a significant concern.

The Beltline continues to densify rapidly, yet the availability of community spaces and cultural resources has not kept pace with this growth. The Old Y has long served as a vital nonprofit colocation hub, supporting dozens of organizations addressing many of the most pressing social issues identified by Calgarians and City Council. My constituents also place a high value on Calgary's heritage assets, and the Old Y stands out as a uniquely important historical resource in Alberta, especially for its longstanding social impact.

In recent months, in my capacity as the MLA for Calgary-Buffalo—and as a long-standing advocate for the preservation of historic facilities and a supporter of the social service organizations that once operated within the Old Y—I have engaged with housing providers, including Attainable Homes, as well as municipal and provincial elected officials, developers, and community leaders. Throughout these discussions, I have received unanimous support for reactivating these sites and advancing the long-term benefits they are positioned to deliver.

The Arusha Centre has been a consistent and constructive partner in my public service since I first entered political life. I deeply respect both the work they do and the principles with which

they operate. Their ongoing commitment to fostering socially, economically, and environmentally just communities is well aligned with the needs of the Beltline and the broader city. Arusha has also contributed significantly to the operations and advocacy efforts surrounding the Historic YWCA.

Given the City of Calgary's extensive requirements for these properties, it is increasingly evident that neither public nor private entities alone are well positioned to advance this work. It is essential that these buildings do not remain dormant. For these reasons, I fully and unequivocally support the Arusha Centre's Expression of Interest to activate and redevelop these important community assets.

Thank you for your time and consideration.

Sincerely,

A handwritten signature in blue ink that reads "Joe Ceci". The signature is written in a cursive, flowing style.

Hon. Joe Ceci, E.C.A.
MLA for Calgary-Buffalo
joe.ceci@assembly.ab.ca
(403) 990-4202



ALBERTA
ARTS, CULTURE AND
STATUS OF WOMEN

Office of the Minister

Joe Ceci, ECA
MLA for Calgary-Buffalo
1173 - 11 Avenue SW
Calgary AB T2R 1K9

Dear MLA Ceci:

Thank you for your recent letter expressing concern about the future of the historic Beltline YWCA building in Calgary.

As you note, the YWCA building has been designated a Provincial Historic Resource under the *Historical Resources Act*. Staff from my ministry have been in contact with City of Calgary officials and offered technical support as well as information about grant opportunities to rehabilitate and reuse the structure.

I appreciate the invaluable work of the Arusha Centre and other non-profits in fostering a caring and vibrant society, however the essential role of my ministry with respect to the YWCA building relates to the sensitive stewarding of its heritage character. Questions about the long-term use of the site or tenancy arrangements are best addressed with the City of Calgary.

Thank you for your dedication to conserving Alberta's historic places.

Sincerely,

Honourable Tanya Fir
Minister of Arts, Culture and Status of Women

Room 132 Legislature Building, 10800 - 97 Avenue, Edmonton, Alberta T5K 2B6 Canada Telephone 780-422-3559

61800

Classification: Protected A

certus Developments Inc.

February 26, 2026

To whom it may concern,

Through this letter I would like to confirm that I am contributing my 15 years of professional experience in the development community in a liaison function to the Arusha Centre regarding their vision for the Historic YWCA (the Old Y) and Beltline Aquatic Centre sites. I have been providing direct input to the team at Arusha prior to, and throughout the EOI development process. Certus Developments is a locally owned and operated, fully integrated commercial development firm that offers end-to-end property solutions from concept to completion and in my current role, I manage our entire development portfolio in house. My previous industry experience includes design, development, approvals coordination, project delivery and asset management on a project portfolio of over 4,000 residential units and over 600,000 square feet of commercial assets.

I believe Arusha is well positioned as a professional and long-standing agency to collaborate on a shared vision for the two properties covered under the EOI. The Arusha Centre's vision is one of inner-city vibrancy, community resources, and celebration of the Old Y's unique historical value.

The Arusha Centre's proposal is professional and pragmatic for this significantly complex site. Arusha and the assembled team of industry experts can contribute valuable resources in realizing a financially sustainable future with a high degree of historical and social value. I hope the City will favorably review The Arusha Centre's EOI to repair, reimagine, and activate these iconic properties in the heart of our city.

Yours truly,



Joel Tiedemann
Director of Development
CERTUS DEVELOPMENTS INC.

#401, 3007 - 14th Street SW
Calgary, Alberta T2T 3V6



February 18, 2026

Temi Oluleye
Sr. Commercial Leasing Agent
Leasing & Property Management
City of Calgary Real Estate & Development Services
Administration Building
3rd Floor (#195) 323 7 Ave S.E.
Calgary, Alberta T2G 0J1

Re: Letter of Support — Arusha Centre Expression of Interest for the Historic YWCA Site

Dear Ms. Oluleye,

I am writing as President and CEO of cSPACE Projects to express my strong support for the Arusha Centre's Expression of Interest for the Historic YWCA site.

cSPACE has been in conversation with the Arusha Centre for a number of years and we recognize the Historic YWCA's legacy, its ongoing role in Calgary's nonprofit ecosystem, and the urgent need for strong, mission-aligned stewardship in the downtown core. Our organizations share a clear alignment around the value of shared community space, multi-tenant hubs, and the essential role that activated heritage buildings can play in strengthening the cityscape and community wellbeing.

We understand the City's vision for these sites: an iconic public destination with complementary commercial components that enhances Beltline vibrancy - supported by a fiscally sustainable operating model and the rehabilitation needed to meet building code and accessibility standards. We also recognize the City's interest in partnerships that combine arts and culture, recreation, innovative technology, office and/or retail, and other private market uses to ensure a destination that is active most times of the day and evening.

The Arusha Centre is uniquely positioned to advance these goals while addressing an urgent community need: averting an indefinite closure of the Old Y that would displace dozens of nonprofits, mothball an important historic asset, and create an avoidable liability for the Beltline community. Arusha has long demonstrated the capacity to operate a community-serving, multi-tenant environment that supports changemakers and strengthens public benefit. Just as importantly, Arusha is eager and dedicated to stewarding the Old Y—bringing deep familiarity with the building, its tenants, and the work required to sustain it for the long term.

The Arusha Centre's organizational strength is clear through its city-wide programming, proven funder relationships (including with the City of Calgary), and a track record of supporting and collaborating with many other Calgary groups—together demonstrating organizational

Suite 125 | 1721 – 29 Avenue SW | Calgary, Alberta | T2T 6T7
p 403.476.2025 | www.cspaceprojects.com



leadership, stability and financial capacity. Arusha is also a well-known community advocate with a demonstrated ability to harness volunteer energy and leadership across socioeconomic, environmental, and culture-serving organizations, strengthening collaboration and broad-based community impact.

The Historic YWCA has housed dozens of nonprofits since 1979, serving as a vital home for agencies that contribute to a more connected, equitable, and resilient Calgary. I believe the Arusha Centre’s vision—advancing co-location, supporting sustainability, celebrating history, and nurturing the work of each agency, makes them exceptionally well positioned to steward these sites into the future in a way that aligns with the City’s destination-focused objectives.

For these reasons, cSPACE is pleased to endorse and support the Arusha Centre’s Expression of Interest. Thank you for your consideration.

Sincerely,

A handwritten signature in black ink, appearing to read 'Deeter Schurig', written over a faint, illegible printed name.

Deeter Schurig
President & CEO
cSPACE Projects Society
deeter.schurig@cspaceprojects.com

CSPACE Projects is a friend of the Arusha Centre and current landlord through their meanwhile-lease program

Ottawa
Parliament Buildings
Ottawa, Ontario K1A 0A6
+1 613-995-1561



Community Office
Mount Royal Place, Suite 445
1414 – 8th Street SW
Calgary, Alberta T2P 1E4
+1 403-244-1880

Calgary
February 27, 2026

RE: 12 AVE S.W. YWCA RE-DEVELOPMENT

The Historic YWCA and Beltline Aquatic Centre sites are jewels in our city, and they represent the architecture and historic sense of community that has built our city.

These buildings served the Beltline residents for decades as places for congregation and social interaction.

I am informed that the buildings are in need of capital investment to alleviate deferred maintenance, which will cost up to \$3.8 million or more. Of course, deferring the upkeep even further will lead to more degradation, and the ongoing 'warm storage' cost will be largely sunk.

The Arusha Centre is an organization that has plans to restore the the historic YWCA and Beltline Aquatic Centre site. There are obvious benefits to keeping the buildings operational and occupied while their maintenance options are assessed. This is a better alternative than having empty buildings – thus continuing to serve as a hub for the local community.

I understand that Expressions of Interest are being sought for managing the lease of the buildings and that Arusha Centre has acted as the manager of the buildings in the recent past. The result of the process of determining how the space will evolve to serve the community in the future is one that would benefit from the experience of an organization that has served this community in this location and knows the assets well. The Arusha Centre's involvement with the space, and their understanding of the options available, would effectively contribute to an outcome that works for everyone.

I am encouraged by their continued involvement with the properties, and I support their efforts to participate in returning these properties to proper community service. I believe their decades of experience will serve them well to achieve this task.

Sincerely,

A handwritten signature in blue ink that reads "Greg McLean". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Greg McLean, M.P.
Calgary-Centre

greg.mclean@parl.gc.ca

GregMcLeanMP.ca



To: Evaluation Committee for the Historic YWCA & Beltline Aquatic and Fitness Centre

Re: Support for Arusha Centre - Historic YWCA (Old Y) & Beltline Aquatic and Fitness Centre OREOI

To the Evaluation Committee,

The Beltline Neighborhood Association (BNA) is pleased to support the Arusha Centre's Expression of Interest for the Historic YWCA and Beltline Aquatic Centre.

The Arusha Centre is a long-standing contributor to the Beltline community. Arusha has funded Beltline projects such as food pantries, Central Memorial Park events, and numerous community development events in the Old Y. These are in line with the BNA and have been missed since the closure of the Old Y.

As the representative body for the residents of this community, our primary interest is ensuring that these iconic buildings serve as assets to the neighborhood rather than liabilities. We support the Arusha Centre's proposal for the following reasons:

1. **Immediate Activation:** The Arusha Centre's commitment to "meanwhile uses" and outdoor programming addresses the urgent need to reclaim this site from its current state of vacancy, which has contributed to safety concerns in the immediate area.
2. **Public Amenity:** The proposal includes significant community-facing spaces, such as studio and event rentals, which are in high demand as the Beltline continues to densify.
3. **Heritage Stewardship:** We value the Arusha Centre's focus on sensitive heritage adaptive reuse, which preserves the historic fabric of our neighborhood while modernizing its function.
4. **A Proven Partner:** The Arusha Centre has a long history of community engagement in Calgary, and we believe their collaborative approach will ensure this site becomes a welcoming space for the Beltline.

The BNA looks forward to seeing this site revitalized as a centerpiece of a vibrant, inclusive, and safe Beltline.

Sincerely,

Beltline Neighbourhoods Association
102 17 Ave SW
Calgary, AB T2S 3G2



BELTLINEYYC.CA

Letter of Support

February 18, 2026

To: Evaluation Committee for the Historic YWCA & Beltline Aquatic and Fitness Centre

Re: Support for Arusha Centre - Historic YWCA (Old Y) & Beltline Aquatic and Fitness Centre OREOI

To the Evaluation Committee,

Good Neighbour is pleased to support the Arusha Centre's proposal for the Historic YWCA. As an organization dedicated to mutual aid and community integration in Calgary, we see a critical need for the "Social Economy Hub" model Arusha is proposing.

We currently operate out of the historic Central United Church where we provide 300 people a day with clothing and food. This model is not sustainable in the long term as more folks find out about us but have to travel far to get to our destination. We hope that with this Arusha model, they would be able to create a similar outreach service for the vast number of low income Calgarians around the beltline and provide the safe haven it's always been to our most vulnerable.

The city needs non profits to survive and without an incubation hub downtown, we are signalling to the non profit sector that there is no room for them, despite thousands of volunteer hours and growing demand with complex clientele needs from diverse origins.

We support **Arusha's** desire to create a meanwhile strategy with the building until a permanent use has been found for it which non profits and outreach groups can greatly benefit from. It has been operating as a hub for non profits and social service for decades and will continue to do so for years to come.

We believe the Arusha Centre is the right steward for this site because they understand that a building's true value is measured by the strength of the community inside it especially during a period of transition and planning. There is still useable space that for the price of security to keep it vacant, could energize and grow several non profits that provide millions in social return on investment for city, reducing our taxes and building sustainability and capacity for our most vulnerable.

Sincerely,

The Good Neighbor Team





Re: Support for Arusha Centre – Historic YWCA (Old Y) & Beltline Aquatic and Fitness Centre

To the Evaluation Committee,

Alberta Ecotrust is pleased to formally support the Arusha Centre’s Expression of Interest for the Historic YWCA and the Beltline Fitness and Aquatic Centre. As an organization dedicated to accelerating climate solutions, we view the purposeful rehabilitation of historic urban assets as a cornerstone of Calgary’s path to net-zero.

The Arusha Centre has been a vital partner to Alberta Ecotrust since 2018. From their leadership in energy efficiency education to the Repair Exchange Calgary circular economy initiative, Arusha has consistently proven its ability to mobilize Calgarians toward sustainable action. Their role as a convener—organizing essential gatherings like the Moving Mountains confluence, Earth Hour, and the Mayor’s Environmental Expo—makes them the natural choice to lead this site’s next chapter.

Our support for this proposal is rooted in a shared vision for a resilient, low-carbon city:

- **Low-Carbon Retrofit Leadership:** The Old Y offers a premier opportunity for a high-visibility energy retrofit, proving that Calgary’s heritage and its future climate goals can coexist beautifully.
- **A Collaborative Ecosystem:** We are proud to support the many organizations housed within the Old Y who are tirelessly committed to making Calgary a more inclusive, resilient, and vibrant place to live. By securing this site, we maintain a centralized hub where social and environmental nonprofits can collaborate, share resources, and scale their impact.
- **Sustainable Urban Stewardship:** Activating this site avoids the significant embodied carbon of demolition and new construction. It preserves a walkable, high-density community landmark that is essential to the Beltline’s vibrancy.

The Arusha Centre’s deep roots in environmental stewardship and community building make them the ideal stewards for this location. We look forward to seeing how Arusha can continue to steward the Old Y facility, and if successful, we would discuss possible tenancy in the future with them.

Sincerely,

A handwritten signature in black ink that reads "Rod Ruff".

Rod Ruff
CEO & President, Alberta Ecotrust Foundation



NORFOLK HOUSING ASSOCIATION

February 24, 2026

Re. The Arusha Centre Express of Interest – Beltline Recreation Centre/Old Y Site

To whom it my concern:

On behalf of Norfolk Housing Association, I am writing to express my strong support for more affordable housing at the Beltline Recreation Centre site.

The Arusha Centre has proposed that the Beltline Recreation Centre site be repurposed as affordable housing. This would create strategically located affordable housing. The area amenities, transportation and services are ideal for affordable housing. The City can support a financial model to the benefit of the City's of Calgary's Home is Here housing strategy.

Norfolk recognizes the importance of inner-city vitality. To this end, the ongoing vacancy of these two buildings is a missed opportunity. The Arusha Centre's vision for the site will help make the Beltline vibrant, enrich opportunities, and help shape Calgary's future.

Norfolk Housing has collaborated with The Arusha Centre since 2018 and have implemented Arusha's Calgary Dollars program across our six buildings to the benefit of our residents and our agency. Arusha consistently shows commitment to their vision: to inspire and support communities to connect, gather, and create a socially, economically, and environmentally just future. The Arusha Centre's ongoing advocacy for the Historic YWCA is widely recognized.

The Arusha Centre has decades of experience with community development, organizational and financial management, coupled with their intimate knowledge of the non-profit sector positions them ideally for the Historic YWCA and Beltline Aquatic Centre activation and redevelopment.

Thank you for your consideration,

Chris Bell
CEO
Norfolk Housing Association

1118 Kensington Rd NW Calgary AB. T2N 3P1 Phone: (403) 270.3062 www.norfolkhousing.ca



To project team and review panel considering and evaluating the Expressions of Interest for the Historic YWCA and former Beltline Recreation Centre,

I am writing to you as an advocate for Calgary's downtown and with an understanding of the challenges that surround the Historic YWCA and former Beltline Recreation Centre.

Over the past two years I have met with Gerald and the team from the Arusha Centre on a several occasions. Consistently, the Arusha Centre shows commitment to their vision: to inspire and support communities to connect, gather, and create a socially, economically, and environmentally just future. What I have also seen are deep roots within the Historic YWCA, love for the building and community, and a sincere willingness to grow and evolve into an organization that has the structure and depth to operate a facility.

The challenges facing these properties are considerable. Renovations, upgrades and potential redevelopment will take time, commitment, a lot of money, and above all passion. It is not for the faint of heart.

I believe that Arusha has both the passion and the willingness to chart a path with the City of Calgary; they have the social and political capital necessary to anchor a funding strategy, and that they are prepared to quickly grow into an organization that has the capacity to effectively operate and steward a valuable historic asset.



Courtney Clarke. Architect-AAA,MRAIC

Feb 25, 2026

Endorsement for the Arusha Centre EOI Submission for Beltline Rec. Centre and Old Y site

I am writing to you as Director, Infrastructure Advisory for Colliers Project Leaders and my region of focus is Calgary's Beltline community. I'm writing to endorse the Arusha Centre's Expression of Interest for the Historic YWCA (the Old Y) and Beltline Aquatic Centre.

Both as a Councillor from 2013-2021 and now as a development expert in the Beltline for the past 20 years I've come to know the Beltline intimately and am concerned about what may occur if these buildings remain dormant. I don't predict the EOI term to be met for lease or sale from Colliers or others from the private sector, resulting in a neighbourhood liability and a missed opportunity into the future.

On Council, I advocated successfully for considerable investments in the Old Y recognizing both its historical significance and its value as a nonprofit colocation initiative to address a wide range of priority issues.

I've been a supporter of the Arusha Centre's community development programming for over a decade. I've been communicating with the Arusha Centre for the past six months regarding the closure of the Old Y. I believe the Arusha Centre's proposal is strong. I hope the City will collaborate with the Arusha Centre.

Evan

Evan Woolley

Director, Infrastructure Advisory

COLLIERS PROJECT LEADERS

Mobile 403.333.9010

900 Royal Bank Building, 335-8th Avenue SW

Calgary AB T2P 1C9 | Canada

colliersprojectleaders.com

Open Letter of Support - Organization & Local Businesses

To: The City of Calgary EOI Evaluation Committee

Re: Arusha Centre's submission for the Historic YWCA and Beltline Aquatic and Fitness Centre,

We, the undersigned 16 organizations and local businesses, support The Arusha Centre's submission to the City of Calgary's Open Request for Expression of Interest (OREOI) to steward and revitalize the Historic YWCA and Beltline Aquatic Centre. We believe that the Arusha Centre's vision for these sites will support those who make our communities vibrant, enrich opportunities, and help shape Calgary's future for the better.

As identified in The City's project goals for these facilities, Calgarians need inclusive community gathering spaces. Likewise, community-service organizations and grassroots change-makers need to be supported through affordable office, programming, and connection spaces. The Arusha Centre's plan for these sites provides solutions to these needs.

The Arusha Centre has decades of experience both as tenants of the Historic YWCA and as volunteer board members for the previous agency responsible for the facility. They have shown incredible commitment both to the facility and the community through their recent advocacy and community engagement, which resulted in a \$1 million life-line for the building to ensure site security and maintenance while this OREOI process unfolds.

The Arusha Centre's diverse and long-term experience with community development, organizational and financial management, coupled with their intimate knowledge of the non profit sector positions them ideally for the Historic YWCA and Beltline Aquatic Centre activation and revitalization.

We urge the evaluation committee to support The Arusha Centre's submission and project vision for the Historic YWCA and Beltline Aquatic Centre.

Sincerely,

Federation of Calgary Communities,	1919 Magazine,
Calgary Climate Hub,	Intonovus Canada,
Calgary ACORN	Calgary Underground Film Festival,
Calgary Outlink Centre for Gender and Sexual Diversity,	Green Calgary Association,
Calgary Narrative Collective,	Kaffeeklatsch,
For The City,	Circular Economy Club Calgary,
Shelf Life Books,	Essense Productions,
Queer Calgary,	Calgary Sapphics

Open Letter of Support - Organizations & Local Businesses



KAFFEEKLATSCH



essense



1919



PROGRAMS



CALGARY DOLLARS

A local, alternative currency program that strengthens the local economy and builds community resilience.

Calgary Dollars is a tool to support local businesses and connect neighbours.

CALGARY DOLLARS can be used towards City of Calgary business licenses, transit tickets, at our markets, and dozens of local businesses. Ongoing partnerships with affordable housing agencies, such as Calgary Housing and Norfolk housing, allow residents to earn C\$ for community leadership and spend it towards their rent!



REPAIR EXCHANGE CALGARY



REPAIR EXCHANGE is a community-driven initiative to reduce waste, and build community through skill-sharing. People bring broken household items and work alongside volunteer "fixers" to repair them, for free!

WHY REPAIR?

Very few people even think about the possibility of repairing their broken products and many people don't know how to repair things. Repair Exchange empowers, educates & reduces landfill waste.

TAKE ACTION GRANTS is a grassroots funding initiative designed to support locally-focused social and environmental justice projects in Calgary.



TAKE ACTION GRANTS

Grants are awarded up to \$2,000, uniquely split between 50% Canadian dollars and 50% Calgary Dollars.

CHECK OUT SOME TAG FUNDED PROJECTS:



Northern Hills Community Garden: The NHCA gardens encourage education on local and diverse flora and the benefits of environmental care.



Public Welcome Climate Theatre: Community centred theatre-for-social-change projects that engage audiences in discussions around climate justice/change through the medium of theatre/dance.

THE ARUSHA CLIMATE is a community program that focuses on helping local people take real action to protect the planet. Its main goal is to build a "resilient communities" that are strong, sustainable, and connected.

ARUSHA



CLIMATE

FOCUS AREAS

- Climate Action Network
- Energy Sustainability
- Food Security
- Waste Stream Management
- Community and Land Engagement
- Transportation
- Indigenous Reconciliation

Wheel of Wisdoms

The "Wheel of Wisdoms" is a dynamic, interactive activity designed to help participants explore the profound connections between the 7 Grandfather and Medicine Wheel Teachings, while addressing modern community and climate change issues and solutions.



Calgary Initiatives Funded by The Arusha Centre Take Action Grant Program



TAKE ACTION GRANTS



Take Action Grants (TAG) supports grassroots and nonprofit Calgary social and environmental justice projects. Grants are up to \$2,000 in 50% CDN\$ and Calgary Dollars complementary currency.

Application details are available at www.arusha.org.

From 1998 to October 2021, Take Action Grants has funded 162 projects for a total of \$138,727 and C\$149,319 for a total investment of \$288,046



HSCA Repair Cafe

This project initiates a fix it program at the Hillhurst Sunnyside Community Association to repair items for the benefit of users and the environment.

Oct 2021 \$500 C\$500

Youth Enroute - Bike Lock pilot project

Youth Enroute have developed a prototype communal lock for up to 10 bikes and a bike lock loan program.

Oct 2021 \$1000 C\$1000

Public Welcome Climate Theatre

Public Welcome presents community centred theatre-for-social-change projects that engage audiences in discussions around climate justice/change through the medium of theatre/dance.

Sept 2021 \$1000 C\$1000

Black People United - Sister Circle

BPU is hosting an event to bring together African women who have recently moved to Calgary and whose main language is French to discuss the various challenges they face as racialized women and newcomers

Sept 2021 \$1000 C\$1000

Alberta Activist Collective Network

A networked SMS notification system for community events in Calgary and beyond will allow for those that don't have smartphones or computer access to receive texts with their chosen event updates.

Aug 2021 \$1000 C\$1000

School For All - Young Talented Fellows

This project provides schools supplies to the less privileged youths in Calgary's East side communities.

Aug 2021 \$1000 C\$1000



Jan 2020 \$1000 C\$1000

Calgary Harvest

Calgary Harvest registers Calgary fruit and organizes picking to increase local food security, sense of place and education.

Oct 2019 \$1000 C\$1000

Truth and Reconciliation Walk

This walk and family programming connected Calgarians to national campaigns for Truth and Reconciliation and Murdered and Missing Indigenous Women.

Aug 2019 \$1000 C\$1000

The YYC Climate Parade

The YYC Climate Parade was one of the largest in Calgary history and featured a multitude of speakers and performers.

Aug 2019 \$1000 C\$1000

Indigesteam Youth STEAM

The Indigesteam Society provides invaluable supports to Calgary Indigenous youth to explore engineering themes and learning opportunities.

Aug 2019 \$1000 C\$1000

National Fair Trade Conference

This conference, hosted by Calgary committee at the Hotel Arts. This national conference was limited by Covid but succeeded in bringing the value of fair trade to Calgary with high profile speakers, businesses, and participants.

June 2019 \$1000 C\$1000

Women's Day March

The Women's March event in the downtown public library coincided with the Women's March as a deep dive into advocacy, culture and women's solidarity.



Dec 2019 \$1000 C\$100



PlasticFreeYYC

A project to work with businesses, run events, and an online campaign to encourage Calgarians and businesses to avoid the use of disposable single-use items and foster a culture of prevention and reuse.

March 2019 \$500 C\$500

Creative Spirit in Bankview

Workshop series bringing the residents of the Bankview community together to show their creative spirit , to bond together, creating inclusion, encouraging positive interaction and developing artistic skills.

February 2019 \$600 C\$600

Mad Max Bike Ride

The Mad Max Ride is a post-apocalyptic themed all inclusive active transport ride with music, art and costume.

Jan 2019 \$1000 C\$1000

Indigenous Youth Under Colonization: Canada and Palestine

A public forum to share experiences of youth living under colonization in areas of health, education, justice and activism. Key note speakers Dr. Mark Ayyash and Evans Yellow Old Woman, breakout sessions, a delicious lunch, and a cultural celebration.

January 2019 \$957 C\$957

Nite Ride Film

Cycle film production. A short film, entitled Nite Ride, scripted and filmed with local actors promoting cycling and expression.

October 2018 \$1000 C\$1000



Calgary Food Alliance



Untitled Arts



Youth Under Colonization



PlasticFreeYYC

Twelve Communities Safety Initiative

12CSI, serving 12 of Calgary's East side neighbourhoods, have produced traffic safety videos that are being translated into Spanish, Arabic, Punjabi, Vietnamese, Blackfoot and Tagalog. This priority was set through resident consultation.

Aug 2021 \$1000 C\$1000

Northern Hills Community Garden

The NHCA gardens encourage education on local and diverse flora and the benefits of environmental care.

June 2021 \$1000 C\$1000

Sustainable Calgary Heritage CTrain Station Pop Up

A temporary space activation on weekends for a month which converted the parking lot at the Heritage LRT station into a pedestrian-oriented, public gathering space with food, music and art.

March 2021 \$1000 C\$1000

Circular Economy Club

The Calgary chapter relaunched their website and organized 4 events to increase awareness about the urgent importance of the circular economy, which is a system design which removes externalization and waste.

March 2021 \$1000 C\$1000

Manchester Court Yard

Manchester is a high density, low income area where low income residents worked to clean and upgrade the small corner park, pictured, with garbages, paint and ground cover.

Feb 2021 \$1000 C\$1000

Backyard Chickens YYC

Calgary Backyard Chickens designed and printed informational postcards that can be share by Calgarians with their respective councillor.

Dec 2020 \$1000 C\$1000



Budfunding Sustainability Expo

An environmental education event with an expert speakers panel, attendee interactions an organization showcases.
Sept 2018 \$745 C\$745



GreenT at Beakerhead

Grey Matters

A series of creative workshops for youth of colour, with the intent of helping them better understand and navigate the complexities of their identities in Canadian society.

August 2018 \$1000 C\$1000



Mad Max bike ride

Disclosure Cookbook

The Disclosure Cookbook invites HIV positive individuals from the community to take part in a private lavish, collectively-prepared meal, fostering conversations around HIV status disclosure and related experience. Social media memes are created from the food and discussions of the event.

July 2018 \$1000 C\$1000

Green Village at Beakerhead

A living house installation at Beakerhead. The project highlights green infrastructure and living architecture. With many new technologies, local demonstration is needed to familiarize and encourage adoption.

July 2018 \$1000 C\$1000



Nite Ride film

De Mule ah De World

Using spoken word poetry, recorded audio, interviews, photographs and music, the event explored the multilayered and complex experiences local Black women have with trauma, marginalization and triumph.

June 2018 \$1000 C\$1000



Da Mule a Da Worl event

Food System Alliance

Supporting the group's communication capacity and platforms; allowing us to connect and convene the diverse actors in Calgary's food system.

June 2018 \$1000 C\$1000

Untitled Arts Society Garden

A temporary community garden by visual artist Tiffany Shaw-Collinge and cared-for by artists, volunteers, gardeners and community members.

March 2018 \$1000 C\$1000



The Disclosure Cookbook

Collective Collective Public Art Event

An art show and event to advocate for more public art

Jan 2020 \$1000 C\$1000

Calgary Harvest

Calgary Harvest registers Calgary fruit and organizes picking to increase local food security, sense of place and education.

Oct 2019 \$1000 C\$1000

Truth and Reconciliation Walk

This walk and family programming connected Calgarians to national campaigns for Truth and Reconciliation and Murdered and Missing Indigenous Women.

Aug 2019 \$1000 C\$1000

The YYC Climate Parade

The YYC Climate Parade was one of the largest in Calgary history and featured a multitude of speakers and performers.

Aug 2019 \$1000 C\$1000

Indigesteam Youth STEAM

The Indigesteam Society provides invaluable supports to Calgary Indigenous youth to explore engineering themes and learning opportunities.

Aug 2019 \$1000 C\$1000

National Fair Trade Conference

This conference, hosted by Calgary committee at the Hotel Arts. This national conference was limited by Covid but succeeded in bringing the value of fair trade to Calgary with high profile speakers, businesses, and participants.

June 2019 \$1000 C\$1000

Women's Day March

The Women's March event in the downtown public library coincided with the Women's March as a deep dive into advocacy, culture and women's solidarity.



funding.

March 2018 \$1000 C\$1000

Boomerang Bags

Using repurposed t-shirts and fabric to collectively sew grocery bags and make them available for free loan at businesses and nonprofit stores.

Jan 2018 \$1000 C\$1000

Darkness and Light 60's Scoop Survivor Art Show

Indigenous survivors of government child apprehension organize an art show.

Dec 2017 \$1000 C\$1000

Inspiring Hearts

A live music event to promote spiritual insight and realization

Nov 2017 \$1000 C\$1000

October Revolution Anniversary

A special event to mark the anniversary of the socialist revolution

Sept 2017 \$1000 C\$1000

FemmeWave & Quickdraw Animation Society

Morley Audio Video Club features in a multimedia festival

August 2017 \$550 C\$550

Open Source Soup

Making soup and art, producing art cards with vegetables while preparing food in a series of accessible events.

July 2017 \$1000 C\$1000

Brentwood Sustainability Fair

A community fair of environmental businesses and projects

July 2017 \$1000 C\$1000

Northern Hills Connect

Social enterprise network and events

July 2017 \$1000 C\$1000

Aboriginal Community Garden

This project began as a community garden initiative building a support network, feeding families and making peace with personal traumas.

May 2017 \$1000 C\$1000

Neighbour4Neighbour

Crisis relief fundraising in the form of a community live music event.

May 2017 \$774 C\$1000



Harm Reduction Day



Street Ceremony



Rise Up to Change



"Desearch Reperatment"



The Triangle Exchange

Disposable Red Women

A public art installation designed to provoke conversation about murdered and missing Indigenous women.

May 2017 \$1000 C\$1000

Conversations for the Common Good

Two Calgary events with Peter Pula, founder of Generative Journalism, to learn and practice Appreciative Inquiry. One event was a meeting/workshop and the second event involved walking through a neighbourhood to put ideas into practice while talking to residents.

February 2017 \$1000 C\$1000

Suzanne Kite Lecture on Two Sites at the Intersite Festival

Suzanne Kite, and indigenous artist from the USA, researched the Calgary ring road, land, and ideas of property specific to Calgary and performed a performative lecture in a civic building and another on Tsuu T’ina land. Recipient: Alberta Printmakers

Oct 2016 \$1000 C\$1000

Cecil Hotel Roundtable

Mark Clintberg’s Cecil Hotel is a sculptural artwork and anti-monument for the defunct Calgary hotel of the same name. The roundtable included Clintberg and weighed competing concepts of the value of cleaning up downtown Calgary against conflicts of social class, sexuality, gender, race, and ethnicity.

September 2016 \$1000 C\$1000

“Desearch Reapartment” at the Institute of Durational Futures MS:T Festival

This installation art performance illustrated how themes of social justice and political dissent are absorbed, neutralized and commodified within contemporary culture with a focus on social/political power structures and hierarchies.

September 2016 \$1000 C\$1000

The Triangle Exchange

The event was a safe trading space for used goods for Calgary’s LGBTQIA+ community in the week leading up to Calgary Pride that engages Calgary’s diverse communities.

August 2016 \$1000 C\$1000

Mozia Women’s Network

Immigrant women social supports and entrepreneurial skills building culminated in a recognition event in East Calgary.



UofC Bike Share



Art of Resistance



Cecil Hotel Roundtable



Windsor Park Food Forest



Permaculture Cabin Fever

January 2014 C\$500 \$500

Democracy Project

Polling all 2013 Calgary municipal election candidates on their pledge to democratize Calgary.
October 2013 C\$500 \$500

Calgary Media Coop

Creation of a new online collective media centre.
August 2013 C\$1000 \$1000

Coop Movement Flood Relief Project

Exploration of the helpful role cooperatives can play in Alberta flood mitigation and recovery.
July 2013 C\$689 \$689

Elder Service Corps - Second Act Screening

Films screenings and resource fairs.
June 2013 C\$1000 \$1000

Youth Forum

A youth-driven gathering focussed on leadership and long term thinking.
May 2013 C\$1000 \$1000

Meaningful Work Project

A retreat to support the realization of socially and environmental careers and resources.
April 2013 C\$1000 \$1000

LiveStream Video Project

Video streaming of the Calgary municipal election forums.
April 2013 C\$1000 \$1000

Springfest Market

Bridgeland's first art market to showcase local talent.
March 2013 C\$1000 \$1000

Papergirl Calgary

Creation and distribution of Calgary independent artists work to worthwhile causes as gifts.
March 2013 C\$825 \$825

Inglewood/Ramsay Farmers Market

Creating a resilient farmers market as a hub for residents to learn about local food, support local businesses and create



“The Nakoda AV Club has produced over 50 short films ... the TAG grant gave us support to start something that is still a powerful community force today.”



August 2016 \$1000 C\$1000

Art of Resistance Tour

Combining storytelling about the Beehive's Collective's massive graphic and hard-hitting hip-hop commentary by Test Their Logik, this activist-art collective "cross-pollinated the grassroots".

July 2016 \$800 C\$800

The University of Calgary Bike Share

Campus community events and bike equipment to expand the convenient, quality alternative form of transportation for the university community at low cost.

July 2016 \$1000 C\$1000

Sled Island Visual Arts Festival

Distinct from the music festival, this visual art program selected artists whose work engage with social, political, and environmental issues including First Nations, LGBTQ, politics, and the environment.

June 2016 \$1000 C\$1000

Harm Reduction Awareness Day

Grateful or Dead (the Calgary chapter of Alberta Addicts Who Educate and Advocate Responsibly) organize the annual Harm Reduction Day at Olympic Plaza featuring speakers and performances of Indigenous cultural arts.

June 2016 \$750 C\$750

#I Came As A Refugee

A Calgary wide poster and social media campaign celebrating the stories of asylum seekers and their amazing contributions to Canada intended to mitigate hate and racism towards refugees.

June 2016 \$1000 C\$1000

Knights and Tycoons of Paanaria

Using a Minecraft game platform, virtual and physical currencies are exchanged to promote social justice and creativity. Students used the game platform connect at an event with refugee families through the creation of honorary citizens within fantasy worlds.

April 2016 \$1000 C\$1000

Street Ceremony

Street Ceremony gathers First Nations and settler women, children, men, and people living on the streets of Calgary together once a month to share a traditional hot meal, songs, drumming, stories, laughter, and love.



Momo Dance



Leftovers YYC



New Urban Farm Partnership



#ICameAsARefugee



Bridgeland Rooftop Garden

April 2016 \$1000 C\$1000

Rise Up To Change

A day of info-workshops for vulnerable Calgarians informing and empowering them to help themselves combining expertise and lived experience.

April 2016 \$900 C\$900

MOMO Dance: Fully Functional Dance Project

A dynamic public performance created by members of the disability community exploring sexuality and sexual health facilitated by MoMo Dance Theatre and Inside Out Theatre.

January 2015 C\$1000 \$1000

Cabin Fever 2015

Cabin Fever is a mid-winter festival to promote permaculture and sustainable living through celebration and workshops at the Sunalta Community Association. Workshop topics included: The Fundamentals of Hand Tools, Designing an Off-grid Homestead, Community Building through Placemaking, Introduction to the Food Forest, The Community Quest, Gardening for Bees, The Groundswell Network, and Winter sowing.

January 2015 C\$1000 \$1000

Alternate Root - Food Waste Reduction Initiative

A weekly workshop series for six-weeks during this summer's harvest season. The workshops will incorporate a variety of food skills. Local food vendors at farmer's markets donate their excess produce which may otherwise be going to waste.

February 2015 C\$1000 \$1000

The Grain Exchange Worker Cooperative Bakery

Create a worker coop baker that promotes the re-localization of the economy through the use of worker-owned co-operatives. We encourage the public to be involved in co-operatives, including helping proliferate more co-operatives in Calgary and in supporting our bakery.

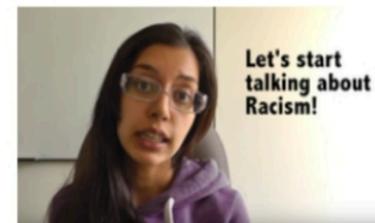
March 2015 C\$1000 \$1000

New Urban Farm Partnership

Creating a film that illustrates the potential of urban farm partnerships on underutilized public, private and institutional land, thus catalyzing the revitalization of Calgary's food



“The topic of the co-operative model as an economically just and democratic alternative to the capitalist enterprise is being discussed in Calgary MUCH more widely since The Grain Exchange launched it’s public outreach campaign, as a result of receiving the Take Action Grant.”



system.

April 2015 C\$1000 \$1000

YYC Colours

YYC Colours is a documentary that brings awareness about racism within Calgary. Its aim is to get people talking about racism within our society, opening it up as dialogue around the city.

May 2015 C\$1000 \$1000

Windsor Park Food Forest

A food forest is literally just that, an area that mimics a forest but is composed entirely of plants, shrubs and trees that will produce food in a closed loop ecosystem. The garden will start with two wicking beds for the kids to plant and maintain a perfect foundation for school gardens trying to grow when everyone has left for summer.

May 2015 C\$1000 \$1000

Bridgeland-Riverside Community Association Rooftop Garden

The BRCA Rooftop Garden hosted free events in the garden space including music, workshops, and coffee mornings. We will host 3 events throughout the season. They also added a small shed.

July 2015 C\$1000 \$1000

Leftovers Calgary

Leftovers bridges the communication gap between businesses that have spare food and social service agencies that need food to feed the hungry.

August 2015 C\$1000 \$1000

Project: Calgary Dyke and Trans March

The CDTM is an inclusive demonstration, held annually the day before Pride, showing resistance from the Dyke and Trans communities against discrimination, prejudice, and social exclusive practices at large.

August 2015 C\$1000 \$1000

FemmeWave Festival

The first annual Feminist festival of the art, music, and



“Calgary Dollars keep business investment local which invigorates local economies and protects them from competition from those who don’t invest locally.”



performance. Taking place in multiple venues city wide in November.
December 2015 C\$1000 \$1000

Green Roof Research and Promotion

Demonstrate green roof technology on Calgary's Municipal Hall by researching biodiversity and plant viability and creating community awareness and access to green roofs.
August 2014 C\$775 \$775

Creating Connections: Inner Peace and Action Conference.

A conference specifically designed to engage participants in identifying how inner peace can help us take action to address local social justice issues featuring Rajmohan Gandhi.
August 2014 C\$775 \$775

Intersite Festival

A collaborative, decentralized festival of contemporary art.
August 2014 C\$1000 \$1000

Idle No More Documentary

A film on the first Calgary Idle No More Rally documenting how six local women came together in 5 days to organize the event.
May 2014 C\$1000 \$1000

Outlink Resource Library

LGBTQ* community resource sharing initiative for print and other resources.
April 2014 C\$1000 \$1000

Placemaking Calgary

A series of events which host City Repair (Portland) experts visiting Calgary.
March 2014 C\$1000 \$1000

Calgary CAN Initiative

Research and design to identify appropriate supports for Calgary bottle collectors.
March 2014 C\$1000 \$1000

YYC Growers and Distributors

A nonprofit which organizes the growing, marketing and sales of SPIN (Small Plot Intensive) urban gardening produce.
March 2014 C\$1000 \$1000

Calgary EATS

A night of food strategy discussion with City of Calgary head planner Rollin Stanley.
February 2014 C\$1000 \$1000

Writing Guidelines for Local Aboriginal Content

Technical and general writing supports for capturing First Nations input.

connections.

February 2013 C\$900 \$800

Oneheart Earthship Project

Research and development of a unique building construction on First Nations land.

February 2013 C\$1000 \$1000

Sunnyside Shared Garden

Expand on the first year's work creating a community garden with a shared model of collective gardening and donation of produce to a community agency.

January 2013 C\$886 \$886

PARTI Awareness Raising Event

An opportunity for community members to learn about Participatory Action Research Initiative and network, discuss, and build the Participatory Action Research Training Institute.

August 2012 C\$930 \$850

My Poetic Application to Life Skills (MY PALS)

A life skills poetry contest for immigrant youth.

July 2012 C\$750 \$750

FOUR+

An urban arts expo celebrating local talent of the break-dancer, visual artist, EMCEE, and DJ.

July 2012 C\$1000 \$1000

Magpie Treasure Talks

An ensemble of Calgarians who have experienced homelessness present talks on unexpected topics.

May 2012 C\$300 \$600

Calgary Environmental Education Tours (CEET)

An opportunity for Calgarians to meet and learn about environmental issues in our community.

May 2012 C\$1000 \$1000

Municipal Tenting Zone Cross Country Tour

Presentation and discussion about Canadian's right to sleep.

May 2012 C\$550 \$700

Youthink Conference

To empower and unite Calgary youth.

April 2012 C\$1000 \$1000

Calgary Creative Clothing Services

A clothing swap created for educating the wider public about the homeless situation in Calgary through the universal language of clothing.

February 2012 C\$1000 \$1000

Noise

A vibration-based musical for the deaf and hearing.

January 2012 C\$500 \$1000

Alberta: The Next Chapter

A documentary community engagement project.

October 2011 C\$895 \$1000

Feminists in Action

Street theatre and public art that builds empowerment for women and challenge people's fundamental assumptions about how women are treated.

August 2011 C\$1000 \$1000

Stitching Rights Initiative

A community consultation for social integration and support of marginalized women from diverse social, economic, and cultural backgrounds.

July 2011 C\$1000 \$1000

Cyclepalooza

A ten day bicycle event throughout Calgary.

April 2011 C\$1000 \$1000

Queertopia

An educational workshop to mobilize the LGBTTIQQ2SA through a presentation with Dr. Bev Hedva.

March 2011 C\$1000 \$1000

Culture Revival Program

A pilot project for Aboriginal youth programming to preserve and revive culture.

November 2010 C\$1000 \$1000

Youth Empowerment

A Filipino empowerment project for youth.

October 2010 C\$300 \$1000

Opposite of Dismal



“I’d been thinking and dreaming about the project for a decade ... The real incentives to begin to act were the receipt of the TAG grant. ... I now realize that starting small, learning and building really works.”



April 2016 \$1000 C\$1000

Rise Up To Change

A day of info-workshops for vulnerable Calgarians informing and empowering them to help themselves combining expertise and lived experience.

April 2016 \$900 C\$900

MOMO Dance: Fully Functional Dance Project

A dynamic public performance created by members of the disability community exploring sexuality and sexual health facilitated by MoMo Dance Theatre and Inside Out Theatre.

January 2015 C\$1000 \$1000

Cabin Fever 2015

Cabin Fever is a mid-winter festival to promote permaculture and sustainable living through celebration and workshops at the Sunalta Community Association. Workshop topics included: The Fundamentals of Hand Tools, Designing an Off-grid Homestead, Community Building through Placemaking, Introduction to the Food Forest, The Community Quest, Gardening for Bees, The Groundswell Network, and Winter sowing.

January 2015 C\$1000 \$1000

Alternate Root - Food Waste Reduction Initiative

A weekly workshop series for six-weeks during this summer's harvest season. The workshops will incorporate a variety of food skills. Local food vendors at farmer's markets donate their excess produce which may otherwise be going to waste.

February 2015 C\$1000 \$1000

The Grain Exchange Worker Cooperative Bakery

Create a worker coop baker that promotes the re-localization of the economy through the use of worker-owned co-operatives. We encourage the public to be involved in co-operatives, including helping proliferate more co-operatives in Calgary and in supporting our bakery.

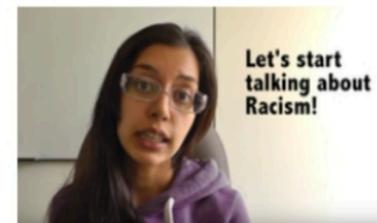
March 2015 C\$1000 \$1000

New Urban Farm Partnership

Creating a film that illustrates the potential of urban farm partnerships on underutilized public, private and institutional land, thus catalyzing the revitalization of Calgary's food



“The topic of the co-operative model as an economically just and democratic alternative to the capitalist enterprise is being discussed in Calgary MUCH more widely since The Grain Exchange launched it’s public outreach campaign, as a result of receiving the Take Action Grant.”



Verb Theatre project with homeless population.
September C\$800 \$1000

Calgary Democracy Project

Website development, maintenance, marketing for civic election.
August 2010 C\$1000 \$1000

Take Back the Night

Promotions and publicity for Take Back The Night event.
August 2010 C\$400 \$600

CAUSE

Speaking engagement for anti-nuclear author Hunter Lovins.
July 2010 C\$1000 \$1000

Choose Yer Own Festival

Promotions and programming for the event.
July 2010 C\$1000 \$1000

Urban Chickens

Presentation and promotion for education on urban chickens.
June 2010 C\$1000 \$1000

Powered By the People

Bike powered electricity generator for public awareness events.
May 2010 C\$1000 \$1000

Eid Al-adha Event

Celebration and awareness raising event for the Muslim holiday Eid Al-adha.
November 2009 C\$1000 \$1000

Awareness Raising About the Olympics

Film screening of "5 Ring Circus: The True Cost of the Olympic Games" followed by community discussions on points of view of the Olympics.

November 2009 C\$1000 \$1000

UrbanBurn

Providing youth with positive modes of expression for their creativity and engaging citizens.
July 2009 C\$1000 \$1000

Women Together Ending Poverty

Marketing and promotion funding for a workshop on the landlord/tenant act.
May 2009 C\$387 \$148

Radical Access Tour (RAT)

Annual Speakout parade to help downtown businesses understand how to improve accessibility.
May 2009 C\$625 \$450

Bownesian Urban Permaculture

Spreading the ideas of interconnectedness through soil, plants, flowers and playing in the dirt.
May 2009 - C\$450 \$400

Satellite Learning Circles

A one day event to discuss issues of children, preventing homelessness, and politics/citizenship/leadership.
April 2009 C\$1000 \$1000

Girls UnValentine's Day

Promoting positive self-esteem and body image in young women 11-15 years old through positive role modeling and mentoring.
February 2009 C\$750 \$750

Miscellaneous Youth Network

Program and event support.
November 2008 C\$150 \$800

Rock for Choice - SHAA

Bringing together artists, musicians, feminists, activists, and facilitators for films, workshops and concerts.
January 2008 C\$500 \$500

Moms Making it Happen

Funds went to local mom's organizing a brunch to raise awareness around global issues.
February 2008 C\$300 \$300

Sunnyside Mandala

Day-long project to create a neighbourhood Mandala to build community and draw attention to pesticide-free parks.
March 2008 C\$900 \$900

Food Hamper Cookbook 101 Recipes from the Hamper

A cookbook designed for organizations and businesses to distribute to those who are reliant on food hampers.
April 2008 C\$171 \$784

Elephant Artist Relief

A Celebration of Calgary's artistic community (CREATURE)



“TAG was crucial to this film project ... and gave it a chance to be seen in Calgary and in various part of Alberta and Canada.”



that will raise awareness of the group's efforts to assist artists in crisis.
April 2008 C\$500 \$500

Tibet Tonight

Musical event for Tibet Bring people of all backgrounds together through music around global social issues that affect us locally.
May 2008 C\$1,000 \$1,000

Good Life Community Bike Shop

Promoting accessibility of cycling to all Calgarians through a non-profit bicycle education centre.
May 2008 C\$800 \$800

Bike Tree Collective

Two events promoting biking for social change
June 2008 C\$1,000 \$1,000

Step it up Alberta

A climate change action strategy supporting the 3 pillars of public education.
July 2008 C\$662 \$662

S.C.R.E.A.M.

A night of brain storming and expanding to broaden the horizons as to what one high school student is capable of achieving given the resources Calgary has to offer along with the people who are charged up for change.
October 2008 C\$1,000

Zine Tree Collective

A zine library, a large collection of zines available to the public to borrow or read and enjoy in our space as well as space for workshops and events.
October 2008 C\$900 \$1,000

Bike Commuter

Operating and start-up expenses leading to a general membership drive. We hope that several hundred bicycle commuters will see the wisdom of joining a commuter advocacy organization to promote their interests.
October 2008 C\$1,000 \$1,000

Garden Path Society

Inglewood community garden.
May 2007 C\$1,000 \$1,000

Clean Calgary

West Dalhousie School composting pilot.
May 2007 C\$1,000 \$1,000

Calgary Low Income Coalition

The Prosperity Cheque film.

June 2007 C\$585 \$585

Green Market 17

A locally-oriented fresh food market at Tompkins Park on 17th ave with art and entertainment.

June 2007 C\$1,000 \$1,000

Youth Animation Project

Youth Art Festival in the Street.

June 2007 C\$500 \$400

Eco Living Fair

Facilitating partnerships and information about healthy and sustainable options for consumers, schools, businesses, and community groups.

Sept 2007 C\$523 \$523

Live Green Calgary

A publication that details how to consume less and live more environmentally in Calgary.

September 2007 C\$1,000 \$1,000

Western Indian Art Show

Promoting Indigenous art in Calgary, inspiring and encouraging emerging artists.

October 2007 C\$1,000 \$1,000

Real Milk

Raise awareness about milk and healthy eating.

October 2007 C\$399 \$300

Social Work and Social Justice

Grant supporting a conference linking the social work faculty to the community and the social justice movement.

November 2006 C\$500 \$450

Natural Family Fair

Promotions for this annual event promoting environmental and socially-just living.

October 2006 C\$1,000 \$1000

International Day to Eradicate Poverty

Promotions and networking for this event

October 2006 C\$500 \$500

The Breastfeeding Challenge



“We learned the power of many. The project has spawned work within the city to develop urban farming on city land (and) I started my own SPIN (small plot intensive) farm business.”



The grant was used for promotions and networking for this nation-wide event held for the first time in Calgary.

October 2006 C\$250 \$250

Blue Mountain Biodynamic Farms

Promoting urban/rural food discussions and access to affordable organic food.

July 2006 C\$600 \$1400

Haymarket Cooperative

Signage, equipment , and promotional support to this fledgling inner city cafe and bookstore.

June 2006 C\$900 \$2,000

Sunrise Community Link

Carpentry work building shelves for Food Bank donations.

May 2006 C\$200 \$300

Supporting Pesticide-Free Parks

A redesigned interactive website will allow five pesticide-free parks to educate Calgarians.

March 2006 C\$500 \$500

Seed Exchange

Community organized event to promote local growing of food using heirloom and non-gmo seeds.

Feb 2006 C\$1,250 \$550

African Sudanese Community

Community outreach and funding support focussed on a gala dinner.

Jan 2006 C\$1,661 \$554

Calgary Activist Calendar

For use in administering the Calgary Activist Calendar on a part time basis for a pilot period of 6 months, as well as marketing and promotion of the calendar.

2005 C\$1500

“An Evening of A Cappella”

The C\$ would be put towards the initial start-up costs for a benefit concert for the Canadian Breast Cancer Foundation. This a learning experience for the Mount Royal Students in Small Business and Entrepreneurship.

2005 C\$500

U of C Campus Garden

The Seedy Sunday Working group maintains an organic garden on the U of C campus. They promote the growing of healthy foods sustainable living, accessible food for everyone. Some of the food grown was donated to Foods Bank and Mustard Seed.

2005 C\$610

New Edinborough Park

Sunnyside residents have had a pesticide free park for 6 yrs, and needed to negotiate the next 5 year contract with the city of Calgary. They held a family educational event to celebrate the park and raise money. The C\$ were put towards promotion of the events and PA rental for the event.

2004 C\$574

Alberta Social Forum

Organizing for the Alberta Social Forum in Calgary in 2005. C\$ will be used for advertising, Honorariums, lead-up events etc.

2004 C\$500

Sustainable Calgary - State of The City Report

For use in publishing the 3rd State of The City Report. Sale of the reports are in C\$.

2004 C\$350

The Calgary Mayworks Collective

CMC is a consortium of community organizations, new and old. They have been active in the community for years, and bring the Mayworks festival to Calgary every year. The grant went towards offsetting the cost of a 4 page ad, which is also the official program calendar.

2003 C\$1000

Broad Minds Productions

A not-for-profit production co. dedicated to creating challenging and interesting roles for women in the theatre. Also raising consciousness of women's issues and celebrating women's distinction and strength. C\$ was used for advertising, fundraising, start-up, rehearsal space.

2004 C\$2000

U of C Community Garden

The campus garden is an open space for learning and practicing organic and cooperative gardening. The grant was used to enhance the workshops planned for the next 6 months.

2003 C\$400

Project Sudan

Project to end Talisman's operations in the Sudan until a just and sustainable peace is formed. The grant was used to pay for meeting space, signage, fundraising etc.

2003 C\$300

Boiled Frog Trading Cooperative



“CBC, CJSW and a Calgary blog covered the workshop (and) an action plan was created.”



The objective of the BFTC is to promote, and provide access to , environmentally sustainable technologies that already exist in society. The grant was used for the Biodiesel project

2002 C\$850.

Calgary Activist Network

This is a place to connect with Calgary’s environmental and social justice community. The grant was used to upgrade the network and server.

2000 C\$500.

Calgary Alternative Transportation Coopertive

Promoting Transportation alternatives in Calgary. To grant was used to hire staff to launch carsharing in various communities.

2000 C\$2600

Calgary Works Barter Community

CW assists immigrants and refugees to enhance their skills and develop alternative employment through Barter.

The grant was used when funding ran out, for the administration requirements and for the needs of the outreach workers.

1998 C\$500