

Chinatown Transformation Collaborative Society of Edmonton

2020 Summary Report



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EXECUTIVE SUMMARY

The Importance of the Continued Growth of Chinatown

Chinatown has adapted to numerous challenges and thrived in Edmonton for over 100 years. The history of Chinatown began in the late 19th century. The community's longevity is due to the guidance of bold community leadership at critical times. Important community organizations were founded on a determined vision to provide a broad range of support to Chinese immigrants and others of various Asian descent. Though the area is named Chinatown, it is home to many different Asian cultures such as Vietnamese, Thai, Filipino, Korean and others. The younger generations have a wish to reaffirm their cultural roots with a relevant and meaningful community. Chinatown will continue to persevere for this reason.

The future of Chinatown is uncertain. Edmonton has continued to develop, while Chinatown has not grown at the same rate alongside it. The area needs to continue to evolve, offering new opportunities to experience the Asian cultural and commercial places. As mentioned above, it is an area of great Asian cultural significance but, it must also welcome those from outside the culture. The Chinatown Transformation Collaborative Society of Edmonton (CTCYEG) works towards actions that collectively contribute toward an economically resilient and culturally vibrant Chinatown. By utilizing the Chinatown Strategy (2017) developed with community organizations and the five economic development pillars, CTCYEG has planned celebratory events such as Lunar New Year and community improvement projects like the collaborative Chinatown Security Council. An inclusive process will grow a network of community members to support implementation and drive the type and pace of programs that result in a relevant and vibrant Chinatown. Multiculturalism is a proud facet of being Canadian. A strong Chinatown will only further enrich Edmonton's overall community.

CTCYEG envisions Chinatown to be a cultural epicentre. Not only for Chinese culture but multiple other cultures. Chinatown is known for its various Asian businesses, but others work and reside in Chinatown as well. It should be a place that welcomes any individual. Ideally, the external environment should reflect the community's nature: a safe, bustling, and welcoming community. Visitors should want to visit and stay to find out what more Chinatown offers.

What is needed is the continued support of the city and other organizations. There has been division and isolation during these current circumstances. In response to those issues, there should be a larger movement to reunite the general Edmonton community. As Chinatown is nearby downtown, it is an advantageous location to promote exploration of Edmonton. When the situation is safe, people will likely want to get out and experience outside life again. CTCYEG aims to bring a vibrant Chinatown that will bring considerable cultural and economic value to its people and Edmonton.

BACKGROUND INFORMATION

CTCYEG was established in 2018 to meet the urgent demand of rejuvenating a declining Chinatown community, a symbol of multiculturalism in Canada and the valuable heritage of the early Asian community. In Chinatown and the Asian communities, many societies and organizations have similar desires of a stronger Chinatown. CTCYEG will be the unifier for these scattered parties to come together and direct their efforts towards improvements. For CTCYEG, Chinatown is the primary focus.

Chinatown Transformation Collaborative Society Mandate

Vision

Edmonton Chinatown is a revitalized, culturally significant, and celebrated destination that supports a prosperous, sustainable place of experience - a hub of commercial, social, and cultural activities.

Mission

The mission of the Society is to oversee the implementation of the Chinatown Strategy by nurturing long-standing relationships and building new partnerships through programs and activities that support the vibrancy of Chinatown in Edmonton.

Guiding Principles - 5 Pillars

Pillar 1 | *Improve Sense of Safety and Security*

Strengthen safety and security in Chinatown to contribute to a strong sense of a vibrant and inclusive place

Pillar 2 | *Focused Economic Development*

Catalyze an environment for renewed interest and investment in Chinatown

Pillar 3 | *Governance and Community Leadership Network*

Implement the Chinatown Strategy through leadership, shared responsibility and resourcing

Pillar 4 | *Celebrate Chinatown as a Destination*

Preserve Chinese Cultural Heritage, showcase Chinatown historical significance, highlight Chinatown as an exciting destination that is treasured by residents and visitors

2020 Reforms

In early 2020, reform of the CTCYEG workforce had occurred. The position of Executive Director was empty from February 2020 to August 2020. Work had come to a standstill. It was not until August where the new Executive Director came to resume progress and hired a new team. Before the reform, activities primarily focused on establishing a digital world presence, media exposure, and tourism. Due to both current circumstances and complete staff turnover, the focus has shifted towards becoming a reliable foundation in the Chinatown community.

July 2020 - New Executive Director appointed

Sept 2020 - Project Planner appointed

Oct 2020 - Marketing Specialist appointed

Nov 2020 - Project Planner Associate appointed

Marketing Associate appointed

Community Role

Several organizations currently operate in Chinatown with varying mandates and scopes in service. Commercial Chinatown is part of the Chinatown and Area Business Improvement Area (BIA). Their core functions include supporting the collective needs of its business members and improving the area as a business and shopping destination. The Chinese Benevolent Association (CBA) has a long track record in stewarding large-scale projects that provide Chinatown facilities and social support services to Chinese immigrants. The CBA represents numerous other Chinese associations and is not geographically bound. Primarily, they emphasize cultivating the Chinese Heritage in the Chinatown area.

Arguably BIA and CBA are some of the most prominent organizations involved with Chinatown and Chinese culture. However, they serve a different purpose than CTCYEG. Besides BIA and CBA, there are still numerous organizations and societies with specific goals and skills related to Chinatown or Asian communities. CTCYEG fits a role between these organizations and can serve as an area of organizational capacity and resources. BIA, as mentioned above, is funded by and focuses on Chinatown's businesses. Their main priority is increased economic activity, so this does not always account for additional social and cultural issues in the area. On the other side, CBA focuses on cultural capital, however, specifically Chinese culture. CTCYEG serves cultures other than Chinese within Chinatown, including Vietnamese, Filipino, Africans, Indian,

Korean and more. CTCYEG balances both business and various cultural aspects of Chinatown. The focus is on Chinatown and its entirety instead of specific demographics. Ideally, CTCYEG will form a strong relationship with both and others that gives balance and direction to the various groups. A combined effort will ultimately lead to a revitalized Chinatown. CTCYEG is essential to gathering together the community for change.

OPERATING MODEL

Proposed Staffing, Budgeting and Organizational Development

To see the full budget and spending, please refer to Appendix A for the 2019 audit report.

Table 1: *Applicable Grants and Funds*

Grant/Fund	Reason	Application Date (DD/MM/YYYY)	Status
Civil Society Fund	Reimagined Abandoned Project	20/1/2021	Submitted
CIP- project based	Community Project	15/5/2021	Under discussion
Neighbourhood Revitalization Matching Fund	Revitalization Related Project	1/2021 - 11/2021	In progress
Small Spark funds	Small Project	4/1/2021	Funding received. Allocated for Chinese New Year event expenses.
AGLC casino grant	Project	12/2021	Rejected by AGLC
Alberta Raffle License	Additional Revenue Source	12/2021	Rejected by AGLC
Neighbourhood Park Development Program Funding	Mary Burlie Park re-development	On-going	Under discussion
Development Incentive Program	New Commercial or Mixed Use Development	11/10/2021 -31/10/2021	Under discussion

Previous Years Accomplishments

CTCYEG'S first active year can be considered 2019 after its formation in 2018.

Table 2: 2019 Activities (Please see Appendix B for full details)

Task	Date (DD/MM/YYYY)	Purpose	Result
Board Members	2019	Begin to build membership and answer to the members of the Society's principal stakeholders.	<ul style="list-style-type: none"> - Gained 14 full voting members
Walking Tours	11/08/2019 25/08/2019 01/09/2019 08/09/2019 05/10/2019	Provide guided experience of the history and some activities of Chinatown.	<ul style="list-style-type: none"> - Successfully ran several days of tours - Can be considered a successful promotion of Chinatown and well received
Contacted potential investors, business and economic stakeholders	29/08/2019 08/09/2019 09/09/2019	Build the connections and relationships to provide sustainable development in Chinatown.	Met with <ul style="list-style-type: none"> - Primavera Development group - Qualico Development group - Affordable and Mixed Housing Solutions
Event - Long Table Feast	18/08/2019	To bring together a diverse group of residents, promote local Chinese food and promote the area. Worked alongside Edmonton Downtown Farmers Market, Chinese Benevolent Association (CBA), and Boyle St Community League.	<ul style="list-style-type: none"> - Brought together the community and a large group of volunteers - Had positive press - Built relationships with other groups
Event - Mid Autumn Festival	08/09/2019	Display table with CTC's information at Edmonton Downtown Farmers Market.	<ul style="list-style-type: none"> - Promoted the organization and Chinatown to the Edmonton community

Current Initiatives

COVID-19 Response

Due to the current global pandemic, it has set limitations on the activities and events that could be done. The new workforce faces severe limitations in actions imposed by COVID restrictions. CTCYEG'S work on social media presence continues, yet the focus has switched from events and tourism to online events, relationship building, collaboration opportunities, research and securing funding. Future actions include, if funded, a project which invites Chinatown stakeholders to reimagine and utilize underused spaces in the area, collaboration with University of Alberta and NAIT. Other projects include further research, upgrades for the website, a Chinatown Security Council and laying the foundations for future community projects.

CTCYEG has remained active despite limitations. Below in tables 3 and 4 are all current, completed, and upcoming projects by the new 2020 team. As well, how they fit into the five guiding pillars of CTCYEG.

Current And Completed Projects

Table 3 : *Current and Completed Projects*

Task	Date (DD/MM/YYYY)	Purpose	Results
Door to Door Survey	On-going	Build relationships with local businesses and gain an understanding of current daily life in Chinatown. Fits into Pillar 1	<ul style="list-style-type: none">- 68 businesses surveyed- Businesses provided gifts and coupons for events such as Dongzhi festivals photo event
Board Members and non-voting members	On-going	Expand our voting and non-voting membership base. Fits into Pillar 3	<ul style="list-style-type: none">- Voting members had increased from 14 to presently 20.- Non-voting members have increased from 0 to 60 since September 2020, where 19 members are outside of Chinatown.

Security Team Patrols	11- 12/2020	A security team was hired by CTC and BIA to patrol Chinatown North and South.	<ul style="list-style-type: none"> - Positive feedback from local businesses. - Contract ended in December.
Security Team Patrols Con't	11- 12/2020	Fits into Pillar 1	<ul style="list-style-type: none"> - Shall discuss forming a Chinatown security team in the Chinatown Safety Council.
Social Media / Online Marketing	24/10/2020 - 22/12/2020	<p>To increase exposure for CTC and Chinatown through the use of social media.</p> <p>Fits into Pillar 4</p>	<p>Instagram (Oct 20 - Jan 21)</p> <ul style="list-style-type: none"> - Followers: 30 -> 267 or +790% increase - 85 posts launched.
Event - Dongzhi Celebration	12/12/2020- 21/12/2020	<p>Partnered with Chinese Benevolent Association (CBA) and Chinatown businesses. To introduce and celebrate Dongzhi festival, an important date for sinosphere cultures.</p> <p>Fits into Pillar 4.</p>	<ul style="list-style-type: none"> - Another successful partnership which advance our bond with CBA - Restaurateurs and merchants actively participated and contributed numerous prizes.
Health and Safety Campaigns	30/11/2020	<p>Partnered with iPharmacy. To increase awareness of flu season.</p> <p>Fits into Pillar 2.</p>	<ul style="list-style-type: none"> - Increased online exposure for CTC and ipharmacy
Volunteer Program	20/12/2020	Have volunteers to shovel snow in Chinatown for safety purposes.	<ul style="list-style-type: none"> - Postponed due to new COVID restrictions. - Gathered a group of volunteers for future activities
Secondary Education Collaboration	10/2020 - 12/2020	With help of UofA and NAIT, we invited students to participate in marketing strategy planning, fundraising planning, community engagement, storefront design, website design , and rebranding CTCYEG.	<ul style="list-style-type: none"> - Alongside CTCYEG, different groups of students will work on projects to come up with fundraising ideas and marketing strategy plans - NAIT students shall come up with storefront and menu design for selected

		Fits into Pillar 1,2 &4.	businesses, a new CTCYEG website design, and rebranding.
Chinatown Safety council	2/2021 -	<p>Member of a newly formed council addressing safety issues in Chinatown. The council shall invite various organizations including Social service agencies and injection sites to the meeting.</p> <p>Collecting information about security issues that businesses and those in the area face. (ongoing)</p> <p>Collaboration with BIA and CBA.</p> <p>Fits into Pillar 1,2,3,4 & 5.</p>	<ul style="list-style-type: none"> - First Meeting in 2/2021 - Discussed actions and plans to enhance sense of safety in Chinatown and how to make Chinatown a destination where visitors feel at ease to come. - Social agencies are needed to work together toward solutions. - Crime reduction through environmental design (CPTED) discussed
Inventory of Vacant Lots and Buildings	12/2020	<p>An inventory of vacant lots and buildings with detailed information.</p> <p>Fits into Pillar 5.</p>	<ul style="list-style-type: none"> - Currently discovered: 14 vacant lots 10 vacant building - Will add additional information: owners' contact, properties' consideration, and other miscellaneous information

Future Projects

Table 4: *Future Projects*

Project	Purpose	Appx. Time Period (DD/MM/YYYY)
Reimagine Abandoned Spaces Initiative (RASi)	<p>Gather stakeholders to reimagine and utilize vacant lots and buildings in Chinatown.</p> <p>Fits into Pillar 1,2,3,4 &5.</p>	08/2021

Lunar New Year	<p>Celebrate a significant festival in sinophere culture. Promote Asian culture to Edmontonians.</p> <p>Fits into Pillar 4.</p>	02/2021
Further Secondary Education Collaborations	<p>Build relationships with secondary education institutions, encourage the younger generation to become involved.</p> <p>Fits into Pillar 3.</p>	02/2021 - 04/2021
Chinatown Mascot Project	<p>Create a mascot for Edmonton Chinatown for numerous purposes, including tourism, marketing and branding. Advantageous for social media presence and encouraging users to post and advertise for Chinatown.</p> <p>Design of mascot shall be based on stakeholders' feedback. Survey shall be conducted.</p> <p>Fits into Pillar 2.</p>	02/2021~
Dragon Boat Festival preparation	<p>Celebrate a significant festival in sinophere culture. Promote Asian culture to Edmontonians.</p> <p>Fits into Pillar 4.</p>	14/05/2021 - 14/06/2021
Mid Autumn Festival Preparations	<p>Celebrate a significant festival in sinophere culture. Promote Asian culture to Edmontonians.</p> <p>Fits into Pillar 4.</p>	15/08/2021 - 21/09/2021

Additional Ideas:

- Sight-seeing bus tour - using a double-decker bus to sight-see around Downtown to Chinatown.
- Chinatown Night Market - after dark - 3 blocks radius of 105 to 107 Avenue. An authentic night market experience in Asia. With both Western and Eastern entertainment, street food, artist displays, vendors, etc.
- Pop up shops in vacant spaces for artists and merchants.

- Pop-up kitchens to display various ethnic foods from Indigenous, African, European, and Asian communities.

Currently, the list above remains as ideas. If there are resources and opportunities, CTCYEG will explore these ideas further.

OUTCOMES AND PERFORMANCE MEASURES

Comparison to 2018's Four Year Plan

In the 2018 Business Case, there are goals established for each year. As the organization became active in 2019, the focus is on CTCYEG's accomplishments in Years 1 and 2.

Year 1: Start-up

Establish a framework for business plan and begin to build a committed membership base.

Year 2: Establishment

Develop an administratively sound operating organization, and continue to build membership.

Year 3: Operation

Implement, monitor, evaluate and improve programs and projects.

Year 4: Organization Sustainability

Achieve financial, operating and membership sustainability.

YEAR 1 : Start-up

- ✓ Begin to build membership and answer to the members the Society's principal stakeholders
- ✓ Oversee and approve a business plan, annual operating plan and the strategic direction make a plan of the specific deliverables to be delivered each year.
- ❑ Conduct the first Annual General Meeting of the Society and support the selection of additional board members
- ❑ set a high-quality example of how governance functions and adds quality to the venture
- ✓ Select and hire an executive director; onboard and determine performance criteria
- ✓ Develop a process to ensure adequate financing with funding allocation along with financial accounting and reporting systems are in place
- ✓ Appoint auditors and approve the audited statements

- ✓ Partner with selected, appropriate and willing organizations and people to begin to prioritize and implement the actions under the Chinatown Strategy Pillars for focus in Year One
- ✓ Provide City Council with an annual performance report and expectations of success for Year Two

YEAR 2 - Establishment

- ☐ Ensure that short and long-range business and operating plans are generated, monitored, evaluated and adjusted
- ✓ Prepare a fund development plan to identify and source additional funding for planned and anticipated projects, programs and initiatives
- ☐ Set a high-quality example of how governance functions and adds quality to the venture
- ✓ Support and conduct performance reviews on the executive director
- ✓ Ensure adequate financing with funding allocation along with financial accounting and reporting systems are in place
- ✓ Develop and enhance the organization's public image
- ✓ Continue to build membership and answer to the members the Society's principal stakeholders
- ✓ Conduct the first Annual General Meeting of the Society and support the selection of additional or replacement Board members
- ☐ Appoint auditors and approve the audited statements
- ✓ Partner with selected, appropriate and willing organizations and people to begin to prioritize and implement the actions under the Chinatown Strategy Pillars for focus in Year Two
- ☐ Provide City Council with an annual performance report and expectations of success for Year Three

Future Actions to Improve CTCYEG

CTCYEG will develop and advance programs, projects, services, and activities that support increased visitation to and awareness of Chinatown. This goal includes innovative approaches that express the Chinatown story to commemorate heritage, yet is future-forward to conjure interest in supporting the area in new and creative ways. CTCYEG will focus on projects, initiatives, programs, and services in the following four areas:

1. *Find Grants to Fund Community Projects*
2. *Develop Collaborative Relationships*
3. *Build Connections*
4. *Improve the Area and Surroundings*
5. *Concrete Business and operating Plan*

1. Find Grants to Fund Community Projects

Projects require materials or services that need to be purchased. By finding other sources of funding, there will be a lesser monetary restriction on progress.

- ❑ Actions : CTCYEG shall devise plans for future projects and secure grants and funding to support CTCYEG to fulfill our mandates. Funding applications, such as the Civil Society Fund (CSF), were submitted. CTCYEG is still researching other sources of funding.

2. Develop Collaborative Relationships

Chinatown has far-reaching connections and memories for many Edmontonians. CTCYEG is not the only organization that would like to see a revitalized Chinatown. By combining efforts with these other organizations, progress will be faster and the results will be greater.

- ❑ Actions: CTCYEG shall continue to seek and develop collaborative relationships with stakeholders in Chinatown and organizations beyond the area.

3. Build Connections

To properly serve the community, the community must be understood and heard. False assumptions can hurt the community and bring necessary attention and action elsewhere. There needs to be an established connection to build fundamental trust that CTCYEG is there to serve the community.

- ❑ Actions: CTCYEG shall continue to build deeper relationships with the Chinatown community through various activities, daily interactions, and reporting issues to relevant councils.

4. Improve the Environment and Surroundings

Multiple factors can influence an individual's choice to visit an area. Though the business or organization is appealing, the surrounding areas can be a reason to choose another location. The environment should reflect the hard work and care that the community has put in for themselves. In the long term, we picture Chinatown as a place where people are eager to live.

- ❑ Actions: CTCYEG shall launch projects, events, and activities over the year to stimulate economic activities, attract visitors, beautify the area, and other concerns. These actions will ensure Chinatown is not merely a destination with service and distinctive cuisine, but a place where culture will be preserved and embodied. CTCYEG will collect and summarize safety concerns by the community for the Chinatown Safety Council meetings.

5. Business and Operating Plan

Organizational structure and integrity are essential for an organization to run long-term. By having a business and operating plan, CTCYEG can remain accountable to its board, community, government, and others.

- ❑ Actions: CTCYEG will finalize an annual plan with specific deliverables to be delivered.

RISKS AND RISK MANAGEMENT

With all intentions, there can be barriers that can impede progress. It is often better to be proactive instead of reactive to worse case scenarios. By identifying all surrounding risks, CTCYEG can better solve related issues. Practicing self-awareness as an organization will strengthen the foundation and trustworthiness of CTCYEG.

Table 5: Risk and Risk Management

Risk	Description of Risk	Mitigation Strategy
Financial Support	Not receiving City Council approval for the Service Packages and therefore not having City resources (financial and human) to help move this effort forward. Success and uptake will be considerably delayed.	<ol style="list-style-type: none"> 1. Establish an inventory of applicable fundings. 2. Put forward projects and plans to secure funding and improve Chinatown. 3. Strategize to create priorities that can be planned, developed and implemented under current or new grants.
Political	Friction between organizations caused by differing views and expectations can cause delays in services and projects.	<ol style="list-style-type: none"> 1. Maintain and improve cooperative relationships with organizations through deeper communication. 2. Close the gap through collaborative opportunities.
Social	There was a complete turnover in staff, so all existing trust and relationships with the community no longer exist in the previous capacity. CTCYEG needs to reforge the bonds with the Chinatown community.	<ol style="list-style-type: none"> 1. Maintain consistent communication with community members about daily life and concerns. 2. Plan activities that bring together the community.
COVID - 19	COVID restriction reduces foot traffic to Chinatown and limits actions in promoting the area and culture via traditional means.	<ol style="list-style-type: none"> 1. Shifting focus from tourism to online activities, operational capacity, systems upgrade and research.

Security Concerns

In future action #4, CTCYEG highlights improving the environment and surroundings of Chinatown. A large factor of that is the security of the area. Chinatown has historically faced issues of homelessness, drug trafficking, and other safety concerns. The location does contribute to these issues. There are many Social Services Agencies (SSAs) like Boyle Street, George Spady, and Boyle McCauley facilities within Chinatown's vicinity. As well, Chinatown has four safe injection sites nearby. The close proximity of all these organizations has led to a generally negative impression of the area. These impressions affect the economic viability and community aspect of Chinatown. They are also an impediment to further business investment in the neighborhood. When faced with security concerns, people may place restrictions on visiting and considering moving into the area. Some examples include not visiting after dark or avoiding specific businesses due to safety concerns. Security not only refers to people's safety from others but also the environment. The security issue is a pressing concern for the community and its future improvement.

Hence, in 2019, a beat police patrol program was set up for Chinatown during spring time as a result of collaboration with BIA and Edmonton Police Service (EPS). The program had a positive yet limited impact on the area as only two beat officers were available. The program inspired CTC and BIA to form a safety patrol pilot for Chinatown, which was brought into reality in late 2020. Although the pilot lasted for only 3 months, it had some success. Feedbacks from the general public were overall positive.

CTCYEG has strived to do as much as possible by putting together a security council with other concerned organizations. The security council discusses community issues such as accessibility, safety, and consistency. At the first meeting in February 2021, the discussion centred around multiple future actions. More coordinated cleaning plans consisting of power-washing sidewalks, a window cleaning service, garbage can inventory, providing and encouraging proper needle disposal, and more. Regular safety audit walks to maintain areas and note areas of need quickly. As well, promoting a greater sense of community by encouraging businesses to take more responsibility for their storefronts and allies. Unfortunately, there is a limitation of what CTCYEG, the community, and the security council can accomplish by themselves.

This issue requires more cooperation by outside organizations, municipal and provincial governments. SSAs could help maintain their surrounding areas, which would improve the reputation and sanitation of Chinatown - and better the relationship with the homeless population. They deserve a safe, clean space as well. It could potentially improve negative stigmas and stereotypes surrounding these areas. Perhaps SSAs could investigate additional funding for cleaning services and encourage their demographic to practice more sanitary habits. CTC, in coordination with BIA, should also have a greater input in the planning and development approval process by the city planning department. Increased police collaboration

could also be beneficial. Business owners in Chinatown have mentioned more support for deemed *petty crimes*. There have been suggestions to set up an EPS station dedicated to the Chinatown area and establish a crime report hotline for Chinatown with minority language support. However, there are limitations for both personnel and funding on both organizations. CTCYEG will do its responsibility in reaching out and looking for collaborative opportunities. However, support from both the municipal and provincial governments will be essential. CTCYEG and these organizations do not have the necessary jurisdiction to make infrastructure changes required to improve current security conditions. The government should help facilitate an environment of collaboration instead of competition for the same resources. All these organizations, including CTCYEG, are striving for a stronger Edmonton.

CONCLUSION

In 2020, CTCYEG encountered multiple challenges to its operations. Externally, COVID has imposed considerable limitations in running conventional activities to revitalize the area, such as events, activities, and tourism. The circumstances have caused the accelerated deterioration of Chinatown. Internally, CTCYEG had come to a standstill in operations for six months until August of 2020. Thus, despite CTCYEG's presence for two years in Edmonton, the new team needs to build trust in the community and other organizations. As well, funding is running short and insufficient to carry out the mission in the long term. These factors have put considerable pressure on the team. Arguably, the timeline has shortened in terms of needed action. Future action must happen swiftly and thoughtfully to prevent further deterioration.

When facing these challenges: CTCYEG shall continue to develop collaborative relationships with organizations, build connections with the community and organizations beyond the area, secure sources of funding to support projects and actions which improve the environment and surrounding as the mandates demand. The annual business plan and operation plan shall be discussed in detail and finalized to steer CTCYEG in a clear direction. These goals and the Five Pillars stay consistent with CTCYEG's purpose - a revitalized Chinatown.

In response to the issues, CTCYEG has been working hard to compensate for lost time and circumstance. Since the team reform, memberships have expanded significantly. Surveys have provided detailed insight into Chinatown's situation. Events and activities have been building trust in the community. It appears that the community agrees with the direction and steps that CTCYEG has taken. In the meantime, collaboration with Chinatown organizations and outside organizations continues. Projects with secondary education institutions shall have students improve CTCYEG and Chinatown in varying ways. Long term projects such as research into a Chinatown mascot and Chinatown vacancy shall persist. CTCYEG continues to look for further research and funding applications on top of current funding applications. The CTCYEG team has taken the presented challenges and continues to progress forward.

In less than six months, CTCYEG has achieved a considerable amount. If given support, it is reasonable to expect that CTCYEG will continue to progress and achieve loftier projects. When founding this organization back in 2018, the original intention was to create a helpful organization like no other in Chinatown. Arguably, CTCYEG has made its place in Chinatown. The community has shown its support through actions like increased members and participation in various activities. There was a demand for an organization like this and now, it is being filled. Chinatown will eventually become a beacon of culture and economic activity within Edmonton and, CTCYEG will help with its achievement.



Schedule A – Reporting From
Reporting Metrics 2019 Funding Year

1. Number of new members

Presently - 14 Full voting members.

A membership drive will be launched on the upcoming year with an official gathering event.

CTC has also amended the bylaw in 2020 to allow non-voting members with a more affordable membership. Promoting the Chinatown Transformation Collaborative Society and recruitment of members are on an ongoing daily basis.

Please see attached:

1. Membership list
2. Full Membership form
3. Non-voting Membership form

2. Number of tours and number of participants in tours.

Walking tours are done with tour guide and/or the Executive Director of the CTC with microphone. It is minimum a group 5 and maximum of 10 for each round. There are sometimes 2- 3 tours per day. Participants are provided maps on this unique walking tour of the Historical (south) and Business (north) Chinatown. Narration on the Louise McKinney Park Chinese Garden, Relocation of Harbin Gate and significance Gate of Happy Arrivals, Downtown's Farmer Market, Multi-cultural centre, history of Edmonton Chinatown and various organizations, various historical buildings, today's Chinatown, and new developments. It always ends with a unique food experience at one of the local businesses in the region. The tours fee is flexible and by donation, \$5- 10 per person. All bookings are done by Eventbrite, phone, or email. All tours are promoted via social media such as CTCYEG Edmonton Facebook, Twitter, and website.

Dates of walking tours since CTC officially launched in July 2019:

August 11- Edmonton downtown market and Chinatown

August 25 – Jasper Ave and 97 Street

September 1 – Jasper Ave and 97 Street

September 8 - Mid Autumn Festival at Edmonton City Farmers Market

October 5 - Edmonton City Farmers Market



Chinatown Transform... · 27 Aug. 19 ✓

What's so historic about this seemingly empty space? You'd know the answer if you had been on our walking tour of Chinatown. Next one is on Sept 1. Sign up on Eventbrite.

#Yegevents #ExploreEdmonton
#yegchinatown



Ticket Sales Have Ended

Thank you for your interest in the YEG Chinatown Walking Tours. The current tickets are either sold out or tours are not operating for this period. Please check back again for the next dates of our tours!

Sales Ended



Description

YEG Chinatown Walking Tour
Cost: Suggested Donation (\$5-10)

Did you know that Edmonton's Chinatown is the largest in North America?

Did you know that there are 3 Chinatowns in Edmonton (one only exists in memory)?

Join us for a friendly, informative, 60-90 minute, guided wandering to visit Chinatown's past and envision its future.

We will explore different understandings of culture, immigration history, and economic development in Edmonton's heritage.

Share stories and open conversations about culture, art, food, and the roots of Edmonton's Chinatown.

IMPORTANT NOTES:

- Food is NOT provided.
- Suggestion to bring your own bottled water/thermos for coffee and wear comfortable shoes for walking.
- Prepare to be outdoors (booked tour will run rain or shine!)
- Minimum 10 registrants (max. 20) for each tour dates. Bring your friends and family!
*Event will be cancelled if less than 10 participants are registered.
- Meet at the new location of the Downtown Farmer's Market at 10299 97 St NW, Edmonton, AB (Old GWG Great Western Garment Building) located across the street (EAST) of Canada Place.
- Gather 10-15 minutes prior to the start time of tour.
- Look for our tour lead(s) with a

The Chinatown Transformation Collaborative came together in 2018 with the goal of enhancing Chinatown to making it a go-to destination in Edmonton. An area where business thrive, streets are clean, and people are happy. Working with the City of Edmonton, community organizations, non-profits, social service agencies, business owners and residents we strive to make Chinatown a vibrant and inclusive place.

- By strengthening the sense of safety and security in Chinatown it is our hope that we can create an atmosphere that encourages economic investment.
- While respecting the Chinese community who gave this place its identity, we will also embrace other communities who have chosen to make this place their home.
- We will invest in history and creativity. A strong business community helps to give a place stability, but it is heritage and culture that gives a place its soul.



3. Number of courses at continuing education and number of participants in courses

- in the planning stage

4. List the number of potential investors, business and economic development stakeholders contacted

Met with CBA, Chinese benevolent Association, and through the CBA, CTC was able to know various Chinatown organizations.

CTC is collaborating with many associations' activities and meetings. We are reaching out to Community Leagues and other cultural entities in the Chinatown regions.

Board director Sandy Pon initiated meetings with Developers regarding investment and housing in the Chinatown Economic region. Introducing the CTC and the Executive Director to be in discussions with them. The goal to create sustainable development in Chinatown.

August 29 – Tour of The Brighton Block and meeting with Primavera Development Group, Ken Cantor

September 8 – Qualico Development Group on “Station Land” and the 97 Street Bridge with Michael Saunders

September 9 - Executive Director Linda Tzang and Board Director Sandy Pon meeting with the CDC, City Development Corp Mark Holmgren, and the City of Edmonton liaison Clair St. Aubin on how CTC can collaborate with Affordable and Mixed Housing solutions in Chinatown region.



Sandy Pon

Aug. 29, 2019 at 5:51 p.m. • 🌐

Thanks to my friend Ken and his son Adam, I had a fantastic tour of the rebuilding and preservation of the **#BrightonBlock** on Jasper Avenue. A historical gem in Edmonton. This will be an award winner when finished! **#TheQuarters #Chinatown #Transformation #Downtown**



👍❤️ Sara Bennett and 44 others

2 Comments



Chinatown Transformation Collaborative Society of Edmonton

5. List the number of investors or businesses who have been successfully attracted to Chinatown in the planning stage – in the planning phase. A Strategic Plan has been established. Please see attached: **CTC Edmonton - Strategic Plan (August 2019)**


6. Number of businesses participating in the loyalty program - in the planning stage

7. Number of sponsorships for local businesses - in the planning stage. CTC was able to secure a promissory Donor for \$5,000 in 2019. Funds received in June 2020.

8. Number of existing events and activities in Chinatown assisted:

August 18 - 1000 table feast organized by Edmonton Downtown Farmers Market, Chinese Benevolent Association, Boyle St community League and the CTC. Program funded by donation by various Chinese organization and local merchants. Funding by the Ministry of Culture and Multiculturalism, Ministry of Agriculture of the Government of Alberta. CTC also provided volunteers, gathered sponsors and food.

September 8 - Mid - Autumn Festival at the Edmonton Downtown Farmers Market - a large display table with information promoting the CTC and selling memberships.

 **Sandy Pon** is 🥰 feeling grateful with **Sara Bennett** and **6 others**.
Aug. 18, 2019 at 5:23 p.m. • 📍

Thanks to our new City Farmers Market, Boyle Street Community League, Chinese Benevolent Association, 80 volunteers, 35 sponsors & restaurants to put on the "Long Table Feast" to feed 1000 today on Alberta Local Food Week. Also a big thank you to our fabulous emcee Bob Layton and Minister of Culture Leela Aheer and many dignitaries congratulating... See More





9. Number of new commercial or cultural events and activities:

CTC is in a continuing effort to create opportunity to engage with local organizations, groups, and residents. We want to create a positive Chinatown region which will entice more visitors, business, and developments in the area. More promotional and innovative events are in the plans for the upcoming years. Please see attached: **CTC Edmonton - Strategic Plan (August 2019)**

Attraction and Event ideas such as:

1. Rickshaws
2. Tricycle tours
3. E-bike and Scooter tours
4. Double decker sight-seeing bus tours around Downtown to Chinatown.
5. Chinatown Night Market – after dark – 3 blocks radius of 105 to 107 Avenue. All types of entertainment western and eastern, Street food, Artists display, side-walk vendors, and extended night hours for merchant. An authentic night market one experience in Asia.
6. Pop up shops in vacant spaces for artists, side hustle.
7. Pop-up kitchens for various ethnic foods from Indigenous, African, European, and Asian communities.

Other commercial and cultural events and activities:

July 1 - Canada Day celebration - at the Edmonton Chinatown Multicultural Center. Participated and introduced CTC to various Edmonton City Officials, Councillors, Provincial MLAs and Federal MPs.

July 7 - CBA Chinese Benevolent Association AGM Dinner

August 18 - Chinese Freemason Society 66th Anniversary Dinner

September 18 – Grand Opening of Double Tree Hilton Edmonton Downtown

September 24 - Alberta Premier Jason Kenney Dinner with Chinatown and Chinese community organizations.

October 1 – 70th Anniversary Dinner for People's Republic of China. Met with the Chinese Consulate General Lu Xu to discuss assistance and funding of the Harbin gate.

October 17-27 – Edmonton “LitFest” by Alberta Book Fair Society – CTC Executive Director Linda Tzang panel speaker on Food in Chinatown for 2 sessions.

September 27 - IHuman Youth Society - Cheque presentation from the Rotary Club of Edmonton.

December 19 – “Has the Community Been Fed”: aiya - Aiya Collective Group celebrating Winter Solstice at Latitude 53



10. Number of social agencies businesses and community members attending workshop for safety and security crime prevention.

The first pillar is Safety and Security in the “Chinatown Plan”, the Chinatown Strategy developed by founding members from the CCDC, Chinatown Community Economic Development Task Force.

CTC would like to hold a Safety and Security Forum and develop a comprehensive report like the Downtown Business Association has done and published in 2019. This will provide us an update of the problems and possible solutions for an economic and social development plan.

Working with the Edmonton Police Service is important. We have requested for a meeting with Police Chief McFee. This will be followed up with a report.

Another pillar in the Chinatown Plan is the preservation of historical Chinatown and the uniqueness of the community. We are fortunate to have a shared Chinatown Community Survey report from the CBA, conducted in July 2019. The report provides insights of the overall Chinese community, demographic and organizations. Please see attached Chinatown Community Organization Survey report.

Also, in 2019, the Provincial Government of Alberta has taken tremendous effort in dealing with drug addiction. Illegal drug use is strongly correlated to homelessness, mental health, and crime. All these issues have increased in Chinatown the recent years with the installation of supervised consumption sites. CTC has been actively involved in community engagement with feedbacks from the people and businesses affected.

Through news and social media CTC has brought Chinatown matters to the forefront, so Edmontonians know what is happening. From the rebuilding of the Harbin Gate to the revitalization of the area, we encourage more community stakeholders to get involve. CTC is working hard to bring positive change and sustainable development of Edmonton Chinatown region.

Community and stakeholder engagements:

September 18 & 19- Government of Alberta Consumption Site Community Townhall Meetings in Edmonton. CTC Director Sandy Pon attended on behalf of CTC on both evening sessions that were 4 hours each.

October 7 - Review meeting with the SCS Supervised Consumption Site panel with the CTC. We brought data and statistics on Chinatown and had 2-hour discussion on problems and solutions. Meeting attended by Directors, Dr. Michael Lee, Sandy Pon and Executive Director Linda Tzang.

October 9 - Smart Cities Readiness Workshop - by the City of Edmonton attended by the CTC

November 27 – CTC Director Sandy Pon and Executive Director Linda Tzang attended the screening of the movie “ In the name of your daughter” hosted by the Government of Alberta’s Ministry of status of women, Culture and Multiculturalism at the Royal Alberta museum with the panel of experts, African women speakers on FGM. Cultural practice and customs that affect immigrants, women’s health and safety.

News, Radio, TV and social media:

August 13 – 630 Ched Scott Johnson – Saving Edmonton’s Harbin Gate

August 14 - 6:30 Ched The Ryan Jespersen Show – The Transformation of Edmonton Chinatown.



Chinatown Transformation Collaborative Society of Edmonton

August 19 - CBC Radio - Edmonton AM with Mark Connolly - on future of Edmonton Chinatown and Harbin Gate

August 18 - The Edmonton Journal -Dustin Cook on the future the Harbin Gate and the revitalization of Chinatown Edmonton

August 22 - Global Television News Hour - Breanne Karstens-Smith – Chinatown business push for revitalization

August 22 - The Edmonton Journal - toured Chinatown reporter Elise Stolte. Introduced her to several business in the area. She wrote a compassionate and compelling article on the problems in Edmonton Chinatown.

August 27 - 6:30 Ched – The J 'Lyn Nye Afternoon Show – Chinatown planning a major revitalization and how the City of Edmonton is making the CTC initiative a success.

CANADA

Chinatown businesses push for revitalization



Sandy Pon

Aug. 28, 2019 at 11:55 a.m. • 🌐

Our 630 Ched interview with J'Lyn Nye on her show. "Chinatown has been forgotten for quite some time with the city strategy, but they have stepped up and it's not too late,"



OMNY.FM

Chinatown planning a major revitalization - CHED Afternoon News - Omny.fm



Sandy Pon

Aug. 14, 2019 at 10:03 a.m. • 🌐

Our conversation today on the #HarbinGate and #Chinatown #Transformation in Edmonton. Thank you Ryan Jespersen!



OMNY.FM

Saving Harbin Gate: What 52 acres of revitalization could do for Chinatown - Ry...



BY BREANNA KARSTENS-SMITH
• GLOBAL NEWS

Posted August 26, 2019 5:04 pm

Updated August 27, 2019 3:37 pm



— WATCH ABOVE: We're getting an idea of how some Edmonton business owners would like Chinatown to change in the coming years. It's the latest push to revitalize an area that has increasingly seen a decrease in foot traffic. Breanna Karstens-Smith has the details.

We are working on it! #HarbinGate #Edmonton



GLOBAL NEWS • 3 MIN READ

Plan in the works to save Edmonton's Harbin Gate

CTC Membership List

	Name	Position	Phone	Email
1	Stan Mah	Interim President	780-619-5958 780-487-2786	svmah@telus.net
2	Sandy Pon	Vice President	780-710-7101	sandypon@live.ca
3	Patty Ko	Secretary	780-421-2478	pko@bmllp.ca
4	Sharon Zhang	Treasurer	780-990-9860	bestcga@gmail.com
5	John Woo		780-424-9050 780-906-1883	woofok@shaw.ca
6	Dr. Michael Lee		780-436-1490 780-499-9884	drmlee@hotmail.com
7	Raimond Fung		780-932-6388	raimond@rkfarchitects.com
8	Mark Havin		780-695-8009	markhavin@gmail.com
9	Bob Dawe		780-718-5869	bobdawe@telus.net
10	Hon Leong		780-887-2681	lpynholdingsltd@gmail.com
11	Ben Lui		825-993-1818	ben.lui@yorktongroup.com
12	Wen Wang		780-423-2628	wenwang@shaw.ca
13	Terry Howlett		780-903-4846	tahowlett@shaw.ca
14	Ratan Lawrence		780-232-1943	ratanlawrence@gmail.com



Full Membership Form

THE CHINATOWN TRANSFORMATION COLLABORATIVE SOCIETY OF EDMONTON

First Name _____
Last Name _____
Cell Phone _____ Work Phone _____
Email _____

Full Membership: \$100 annually

The Chinatown Transformative Collaborative Society (CTCS) has evolved as a key component of a community development process that encourages the various community stakeholders to work together and build partnerships with government and private sectors.

Eligibility

Membership in the Society shall be by application affirming agreement with the Society's Mission, Vision, Principles and Goals and payment of the membership fee. Any resident residing in Alberta, and being of the full age of 18 years, may become a Member by a favourable vote passed by a majority of the board members at a regular board meeting of the Society, and upon payment of the membership fee, where applicable.

Member signature

Chair or Secretary signature

Date: _____

Valid till: _____



Full Membership Form

Guiding principles

The Society believes the following principles are critical to the planning and delivery of Community activities and events for the revitalization of Chinatown:

Improve Sense of Safety and Security – Strengthen safety and security in Chinatown to contribute to a strong sense of a vibrant and inclusive place;
Focused Economic Development - Catalyze an environment for renewed interest and investment in Chinatown;
Governance and Community Leadership Network – Implement the Chinatown Strategy through leadership, shared responsibility and resourcing;
Celebrate Chinatown as a destination – Preserve Chinese Cultural Heritage, showcase Chinatown historical significance, Highlight Chinatown as an exciting destination that is treasured by residents and visitors;
Enhance Built Form and Landmarks - Leverage the buildings, landmarks and streetscapes of Chinatown.

GOALS

Provide oversight on the activities and programs that support the implementation of the Chinatown Strategy;
Promote appreciation and interest for a Chinatown destination in Edmonton;
Establish an inclusive and open place for ideas and contributions to support a strong and future forward looking Chinatown that nurtures marketing, promotion and business and arts;
Provide programming and events that support increased visitors and investments in Chinatown;
Engage in and nurture relationships with partners to leverage programs and activities that support Chinatown;
Raise funds to achieve goals of the Society including, but not limited to, the accepting of gifts, donations, grants, legacies, bequests and inheritances.

Member initials



Non-voting Membership Form

THE CHINATOWN TRANSFORMATION COLLABORATIVE SOCIETY OF EDMONTON

First Name _____
Last Name _____
Cell Phone _____ Work Phone _____
Email _____

Non-voting
Membership: \$10 annually _____

The Chinatown Transformative Collaborative Society (CTCS) has evolved as a key component of a community development process that encourages the various community stakeholders to work together and build partnerships with government and private sectors.

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Non-voting Member signature

Chair or Secretary signature

Date: _____

Valid till: _____



Non-voting Membership Form

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Provide programming and events that support increased visitors and investments in Chinatown;

Engage in and nurture relationships with partners to leverage programs and activities that support Chinatown;

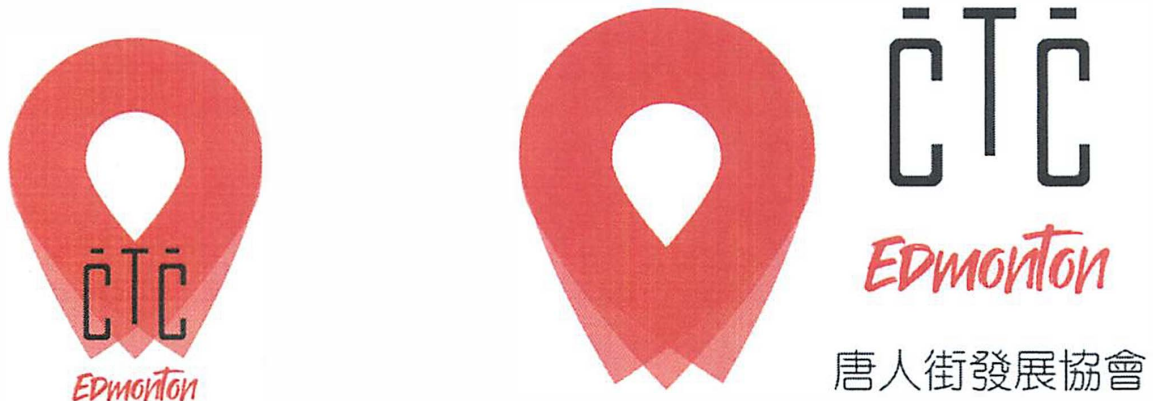
Raise funds to achieve goals of the Society including, but not limited to, the accepting of gifts, donations, grants, legacies, bequests and inheritances.

Non-voting Member initials

CTC Edmonton – Strategic Plan (August 2019)

Messaging

Logo



Comprised of 3 location pins representing Edmonton, Chinatown North and Chinatown South

The logo can be expanded to include the Chinese name of the organization or shortened with just our initials and the graphic.

This is also represented in 3 statements which form the underlying basis for our activities:

- Chinatown continues to be part of Edmonton
- Chinatown can be challenging but being here is rewarding
- We want Chinatown to be a welcoming place for people

The formal statement about CTC and its function is below. Please keep in mind this statement is for the general public.

The Chinatown Transformation Collaborative came together in 2018 with the goal of enhancing Chinatown to make it a go-to destination in Edmonton. An area where businesses thrive, streets are clean, and people are happy. Working with the City of Edmonton, community organizations, non-profits, social service agencies, business owners and residents we strive to make Chinatown a vibrant and inclusive place.

By strengthening the sense of safety and security in Chinatown it is our hope that we can create an atmosphere that encourages economic investment.

While respecting the Chinese community who gave this place its identity, we will also embrace other communities who have chosen to make this place their home.

We will invest in history and creativity. A strong business community helps to give a place stability, but it is heritage and culture that gives a place its soul.

愛城唐人街發展協會以增進唐人街的發展並使其成為埃德蒙頓的首選目的地而組建於2018年。致力於打造一個生意興隆，街道乾淨，人民幸福的唐人街。我們與埃德蒙頓市政府、社區組織、非營利組織、社會服務機構、企業主和居民合作，努力使唐人街成為一個充滿活力和包容性的地方。

我們希望通過加強唐人街的安全感來營造一種鼓勵經濟投資的氛圍。

在尊重給予唐人街身份的華人社區的同時，我們也非常歡迎那些希望融入唐人街並選擇在這裡構建自己家園的其他社區。

我們非常重視於投資唐人街的歷史和創造力。強大的商業社區能帶給一個地方繁榮穩定，但傳承和維繫唐人街的文化遺產是這裡靈魂命脈的延續。

This statement will be presented on our website in English, Traditional Chinese and Vietnamese. And can be used other places as needed.

These messages have been crafted to focus on our purpose to promote Chinatown as a site, rather than focus on a particular community. Our focus is much wider than existing organizations that address needs of specific groups of people. Our mandate is related to the needs of a specified geographic area – Chinatown as defined by the economic development plan adopted by the City of Edmonton

- e.g. The BIA looks after their members and their business activities, we promote the economics of Chinatown which goes beyond their membership and expands beyond existing businesses to include future planning

Target Audience

In order to achieve our state goal of enhancing Chinatown it will be critical to draw people to the area. Our target audience is not specifically Chinese. Chinese-Canadian communities who have arrived since the 1990s have very limited cultural links to Chinatown and almost no historic associations. They tend to see Chinatown as old-fashioned, representing a history that is not theirs and a place that does not meet their needs for modern services.

Our focus will be much broader and centre on adults (defined as 18+) and 'urbanites'. In this instance, the term 'urbanites' refers to those with a predisposition and comfort with living and working in an urban centre. Urbanites have loose but multiple social

networks, largely based on shared interest rather than familial networks. We will design events to appeal to their shared interest in food, history/nostalgia, cultural experience to draw them into Chinatown.

This audience is not afraid of Chinatown and are willing to venture into this area as long as we can provide an experience that they cannot find elsewhere.

We will also make special efforts to target opportunities for new immigrants and Chinese international Students. Chinatown is historically and presently a site for new immigrants to open businesses near the downtown core. Chinese international students generally come with the plan to transition into permanent residents and then apply for immigration. Many come with the intention of setting up their own businesses. They have little introduction to Chinatown and its available resources, instead they focus on opportunities in and around the University of Alberta. We want to encourage these future entrepreneurs to consider Chinatown as a place for business.

Initial Activities

CTC needs to build up its communication networks and to be settled as an organization. This will be the focus of our activities through the remainder of 2019. CTC will participate and have a presence at existing Chinatown events through this period but will not launch new activities until 2020.

- During this time, we will build our mailing list, meet with other local agencies, etc. It will be critical to establish these networks in order to work cooperatively and without duplication.
- Staff will build databases so that we can maintain information properly for accurate reporting
- We will also need to establish what is meant by 'membership' in the CTC
- The Board will need to recruit new members to meet the requirements of the by-laws
- Stabilize staffing. Currently all staff with the exception of the Executive Director are temporary. CTC needs to determine correct level of staffing and their roles.

Our initial activities will focus on Chinatown North. Construction in Chinatown South and the uncertain impact of the LRT will hamper our abilities to reasonably plan activities with impact. When the LRT is completed, CTC will begin monitoring its impact on the area and after a period of 6 months, will begin strategic planning for activities in Chinatown South.

CTC's activities through 2020 will be focused on encouraging people to see Chinatown as a desirable place to visit. These activities will be designed to appeal to our target audience.

- *Chinatown – Edmonton website*
 - Primarily in English. Chinese and Vietnamese translations will be provided for the 'About Us' and history sections. It was determined that other translations were not necessary and made the website design too cumbersome.
 - Development will be in stages:
 - First, a page detailing the history of Chinatown and relevant information about the early immigration history of the Chinese community. Translations will be in printable pdfs. An 'About Us' page with our public statement and contact information.
 - Second, the development of a community events calendar which may include events in Boyle McCauley. Events will be published in the language of submission.
 - Third, 'Explore' will be content generated by CTC designed to assist and encourage visits to Chinatown. E.g. a parking map, a Chinatown scavenger hunt (this will be an extension of a social media campaign), possibly a directory of businesses and social services, on-line self guided tour.
 - Parking Map
<https://docs.google.com/document/d/1IAeClfFXEUUFxj7OcR5j22pAFw7CfUu7xBZSfH-zcZQ>
 - Fourth, 'News' used to call attention to issues on Chinatown that require in-depth discussion. CTC may provide editorial comments but will link to other content. (under development)
- Social Media accounts – must be carefully managed. Regular posting is required to drive traffic to the site but postings take time to create and monitor. We are restricted in the amount of time we can devote to these activities.
 - Facebook – clearing house of postings, activities, information
 - Twitter – short statements and retweets
 - Instagram – graphic rich activities and specific campaigns (e.g. Hidden Chinatown – postings featuring things only found in Chinatown)
 - WeChat – community event board targeting Chinese speaking community. Our use of this is limited by the fact that we are not an organization based in China. We are barred from many features of the site.
- Pursue strategic partnerships, keeping in mind other activities. We have to seek partners who will work with us on jointly developed projects.

Future Projects

Please keep in mind, all these projects are at initial concept stage.

Details are subject to change as funding, resources and interest will determine final outcomes.

- Create slate of themed walking tours as regular programming
 - Partner with agencies to supply tours to meet requirements for disabled
- Seek partnership with EPL once Stanley Milner is completed (Feb 14, 2020)
 - EPL will have a demonstration kitchen. Have regular Asian cooking demonstrations with added shopping for ingredients workshop in Chinatown
- Seek partnership with Winspear once their education extension is open
 - Ensure that non-Western music is represented in their education programming and facilitate programs
- Seek partnership with City Market once they are fully moved into 97th Street location
 - Food demonstrations
 - Introduction to Asian produce and food products
 - Hold regularly scheduled, short walking tours with facility to hold purchases for participants
- International Students' orientation
 - International students are given a walking tour of Chinatown which focuses on specific resources available and of interest to them.
 - [Updated] Work with NAIT, MacEwan, and University of Alberta student groups and International Student Services
 - Followed by workshop on adjusting to living in Canada.
 - [Updated] Offered in late September or early October as students begin adjusting to living in Edmonton.
 - Secondary connection time close to Jan-Feb in connection with events, Lunar New Year/Spring Festival.
- Picnic in the Park
 - Sponsor a picnic at the Chinese gardens with entertainment
 - People will be encouraged to bring their own food (no permits needed)
- Lunch Club
 - On a regular basis (frequency to be determined) with specific restaurants in Chinatown offer a packaged, take-out lunch.

- Members pre-pay for the lunch and pick-up on the day.
Possibility of delivery for large orders.
Pre-payment reduces the risk for participating vendors and allows for planning.
- Partnership for CTC to provide administrative support, manage the orders and be the 'external' contact liaison
 - [Updated]
Optional: add CTC food containers (Swag order example from a promotional products supplier, not just plastic)
First order: can pay a fee to get this type of container (higher end) and then CTC would provided to the restaurants with the orders that CTC processes with companies or people.
 - Options for expansion: if the customer uses the box at their new purchase at a listed partnership restaurant, they can get a 5% discount?
 - NOTE: likely need a bulk minimum amount of orders required to support start up partial costs of these containers, and CTC cover some costs
(** ensure less Styrofoam waste and opportunity to promote with a CTC logo/contact embossed on the containers)
- Chinatown Night Market
 - This has been tried before, iterations have largely consisting of a tent market with stage in a confined area (parking lot)
 - Night Market as street festival.
 - Takes place on 97 Street which is blocked off to traffic.
 - Existing businesses will be allowed to sell goods from tables on the sidewalks
 - Tents, other vendors will be allowed to set up where businesses are not participating, in front of empty lots.
 - Busking rather than a formal stage
 - Market will run late into the night, vendors will change, food trucks will be allowed into the area once majority of restaurants close
- Pop-up businesses in empty storefronts
 - Spaces are leased from landlords with permission to sublet.
 - Vendors apply to CTC for sublets - commit to monthly leases.
 - New immigrants who have completed business development and support program run by Action for Healthy Communities would be able to take advantage of the program
 - Rent will be monthly rate or percentage of profit, whichever is less.
 - Could extend this idea to a pop-up restaurant/food truck concept. More investment required but more appropriate to the area. Applicants would

have to demonstrate that they have appropriate food safety training and relevant permits.

- The restaurant concept is currently running as a business model in Japan and Vancouver Chinatown
- Already have some expression of interest from a Chinatown landlord
- Activity falls within CARES grant as it would be an on-going economic incubation initiative

Due to the uncertainty of current pandemic situation from Covid19. All goals are going on simultaneously and in the future for the good of Chinatown region and its stakeholders.

Goal # 1	Goal # 2	Goal # 3	Goal # 4
<p>Setup database of all stakeholders within Chinatown region</p> <p>How you'll archive the objective:</p> <ul style="list-style-type: none"> ➤ With database we can get to know more about all situation of Chinatown stakeholders, it will help us to help them what they really need. And also, for the good to expand our membership pool. ➤ With our new hired employees, they will have to go to every individual, handout questionnaires, collect them and input all data in a systematic format. 	<p>Build up and maintain our communication network. (Instagram, Facebook, WeChat, CTC website, Twitter, YouTube etc.)</p> <p>How you'll archive the objective:</p> <ul style="list-style-type: none"> ➤ Let Edmontonian knows more about CTC and what is going on in Chinatown region. Help to advertise for our Chinatown Stakeholders. ➤ Our marketing associate must maintain and keep posting on our communication network in regular basis. Increase visibility of CTC. 	<p>Advertisement of Chinatown area and Stakeholders</p> <p>How you'll archive the objective:</p> <ul style="list-style-type: none"> ➤ To bring more people to come visit Chinatown. ➤ Join with bloggers and YouTubers to make videos for Chinatown. Go to individual shops to take pictures and videos to show their uniqueness and post them to our communication networks. 	<p>Increase CTC incomes</p> <p>How you'll archive the objective:</p> <ul style="list-style-type: none"> ➤ By helping Chinatown Stakeholders to advertise, they will be more willing to join our membership. That will increase our membership pool and revenue. ➤ Program planner will design new events under our unsure situation brings by COVID-19. Pre-sales of raffle tickets and auctions in different festivals are essential. Look for grants from all sectors. Approach all possible donors for any kind of donations.

Schedule A—Reporting Form

Reporting Metrics 2019 **Funding Year**

ANNUAL REPORTING FORM

Use "none" if not yet commenced

1. Number of new members -14
2. Number of tours and number of participants in tours - 5 Days
3. Number of courses at Continuing Education and number of participants in courses - see attachment - none
4. List the number of potential investors, business and economic development stakeholders contacted - 3
5. List the number of investors or businesses who have been successfully attracted to Chinatown-15
6. Number of Businesses participating in the loyalty program - none
7. Number of Sponsorship for local businesses - A promissory Donor for \$5,000 in 2019.
Funds received in June 2020.
8. Number of existing events and activities in Chinatown assisted - 2
9. Number of new commercial or cultural events and activities - 8
10. Number social agencies, businesses and community members attending workshop for safety and security/crime prevention - 4

Use "none" if not yet commenced or "N/A" if not applicable

Progress made on the following actions

1. Inventory of vacant and available buildings and existing land and property with strategic community development potential- none
2. Trade area assessment and market research of spending habits and consumer demand- none
3. Long Term optimal tenant mix plan - none
4. Tourism Strategy - see Strategic Plan
5. Marketing Plan - see Strategic Plan
6. Development of cross-promotional opportunities between area businesses and attractions - see Strategic Plan
7. Online self guided walking tour map - in the plan. Walking tour handouts
8. Toolkit to support property owners that can help animate Chinatown - none
9. Art piece to acknowledge- Instagrammable walls and Harbin Gate
10. Transportation Analysis - none
11. Future Redevelopment of Mary Burle Park - none
12. Strategy for Streetscape materials in future public art- see Strategic Plan
13. Strategy for 97th Street and 98 Street - see Strategic Plan
14. Maintenance Plan for Happy Gate of Arrival - none
15. Urban Design for gateway along 101 Street - none
16. 97 Street CN Rail Bridge--interim and long term solutions for improvements that address community concerns - none
17. Relocation of Harbin Gate - ongoing discussion with City and Harbin
18. Chinatown Safety Audit - none but in planning stage

Summary of Community Impact, Project Performance and Corporate Performance

Information Certified by:

Board Member Signature

Print Name

Date

Board Member Signature

Print Name

Date

Stanley U Mah

Stanley U Mah

1/9/20

Terry Howlett

Terry Howlett

1/9/20

**CHINATOWN TRANSFORMATION
COLLABORATIVE SOCIETY**

Financial Statements

Year Ended December 31, 2019

CHINATOWN TRANSFORMATION COLLABORATIVE SOCIETY
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Year Ended December 31, 2019

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MAH_{LLP}

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INDEPENDENT AUDITORS' REPORT

To the Members of Chinatown Transformation Collaborative Society

Qualified Opinion

We have audited the financial statements of Chinatown Transformation Collaborative Society ("the Society"), which comprise the statement of financial position as at December 31, 2019, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, except for the possible effects of the matter described in the *Basis for Qualified Opinion* section of our report, the accompanying financial statements present fairly, in all material respects, the financial position of the Society as at December 31, 2019, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Qualified Opinion

In common with many not-for-profit organizations, the Society may derive revenue from donations and fundraising activities, the completeness of which is not susceptible of satisfactory audit verification. Accordingly, our verification of these revenues was limited to the amounts recorded in the records of the Society and we were not able to determine whether any adjustments might be necessary to contributions, excess of revenues over expenses, current assets and net assets. Our audit opinion on the financial statements for the year ended December 31, 2019 was modified accordingly because of the possible effects of this limitation of scope.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Society in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with those requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified audit opinion.

Emphasis of Matter

We draw attention to Note 7 of the financial statements for details on how the COVID-19 pandemic has impacted the Society and the financial statements for the year ended December 31, 2019 and future periods.

Responsibilities of the Board and Those Charged with Governance for the Financial Statements

The Board is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board is responsible for assessing the Society's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless management either intends to liquidate the Society or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Society's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Society's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Society's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Society to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



CHINATOWN TRANSFORMATION COLLABORATIVE SOCIETY
Statement of Financial Position
As at December 31, 2019

ASSETS	
CURRENT ASSETS	
Cash	\$ 57,885
Guaranteed investment certificate	50,255
Loan receivable	8,243
Prepaid expenses	1,050
	<u>117,433</u>
CAPITAL ASSETS (Note 2)	<u>2,564</u>
	<u>\$ 119,997</u>
LIABILITIES AND NET ASSETS	
CURRENT LIABILITIES	
Accounts payable and accrued liabilities	\$ 5,580
Government remittance payable	6,362
	<u>11,942</u>
DEFERRED CONTRIBUTIONS (Note 3)	<u>104,531</u>
DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS (Note 4)	<u>2,564</u>
	<u>119,037</u>
NET ASSETS	
Investment in capital assets	-
Unrestricted net assets	960
	<u>\$ 119,997</u>

Approved by the Board

President

Treasurer

The accompanying notes are an integral part of these financial statements.

CHINATOWN TRANSFORMATION COLLABORATIVE SOCIETY

Statement of Operations

Year Ended December 31, 2019

REVENUE

City of Edmonton community grant	\$ 62,361
Canada Summer Jobs grant	11,347
Amortization of deferred contributions related to capital assets	804
Membership fees	800
Donations	160
	<u>75,472</u>

EXPENSES

Advertising and publicity	730
Amortization	804
Bank service charges	172
Business taxes, licences and memberships	326
Office	2,156
Professional fees	5,250
Rent and occupancy costs	8,453
Repairs and maintenance	1,007
Telephone and utilities	693
Wages and related benefits	54,921
	<u>74,512</u>

EXCESS OF REVENUE OVER EXPENSES FOR THE YEAR

\$ 960

The accompanying notes are an integral part of these financial statements.

CHINATOWN TRANSFORMATION COLLABORATIVE SOCIETY
Statement of Changes in Net Assets
Year Ended December 31, 2019

	Invested in Capital Assets	Unrestricted Net Assets	2019
BALANCE AT BEGINNING OF YEAR	\$ -	\$ -	\$ -
Excess of revenue over expenses for the year	-	960	960
BALANCE AT END OF YEAR	\$ -	\$ 960	\$ 960

The accompanying notes are an integral part of these financial statements.

CHINATOWN TRANSFORMATION COLLABORATIVE SOCIETY
Statement of Cash Flows
Year Ended December 31, 2019

OPERATING ACTIVITIES

Excess of revenue over expenses for the year	\$ 960
Add (deduct) items not involving cash	
Amortization of capital assets	804
Amortization of deferred contributions related to capital assets	(804)
	<u>960</u>

Net changes in non-cash components of working capital

Loan receivable	(8,243)
Prepaid expenses	(1,050)
Accounts payable and accrued liabilities	5,580
Government remittance payable	6,362
	<u>2,649</u>

Cash flow from operating activities

3,609

INVESTING ACTIVITIES

Purchase of capital assets	(3,368)
Interest earned from guaranteed investment certificate	260
	<u>(3,108)</u>

Cash flow used by investing activities

(3,108)

FINANCING ACTIVITIES

City of Edmonton grant received	170,000
City of Edmonton grant spent	(62,361)
	<u>107,639</u>

Cash flow from financing activities

107,639

INCREASE IN CASH FLOW

108,140

CASH AT BEGINNING OF YEAR

-

CASH AT END OF YEAR

\$ 108,140

CASH CONSISTS OF:

Cash	\$ 57,885
Guaranteed investment certificate	50,255
	<u>\$ 108,140</u>

The accompanying notes are an integral part of these financial statements.

CHINATOWN TRANSFORMATION COLLABORATIVE SOCIETY

Notes to Financial Statements

Year Ended December 31, 2019

PURPOSE OF THE ORGANIZATION

The Chinatown Transformation Collaborative Society is incorporated as a not-for-profit organization under the Societies Act of the Province of Alberta without share capital. The purpose of the Society is to develop and advance programs, projects and activities that promote increased visitation and awareness of Edmonton's Chinatown. This includes innovative approaches that commemorate Chinese heritage with a future forward perspective to promote interest in supporting Chinatown in new and creative ways.

As a not-for-profit organization under paragraph 149(1)(l) of the Income Tax Act (Canada), the Society is not subject to either federal or provincial income taxes.

1. SIGNIFICANT ACCOUNTING POLICIES

Basis of Accounting

These financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations as set out in Part III of the Chartered Professional Accountants ("CPA") Canada Handbook - Accounting Standards for Not-For-Profit Organizations ("ASNPO").

In the opinion of management, these financial statements have been properly prepared within reasonable limits of materiality and within the framework of the significant accounting policies summarized below:

Management Estimates

The preparation of financial statements, in conformity with Canadian accounting standards for not-for-profit organizations, requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Such estimates are periodically reviewed and any adjustments necessary are reported in earnings in the period in which they become known. Actual results could differ from those estimates.

Items in these financial statements subject to estimates and assumptions include allowance for doubtful accounts and the estimated useful lives of capital assets.

Cash and Cash Equivalents

Cash and cash equivalents are defined as cash, bank deposits, and guaranteed investment certificates which are cashable within 90 days or have maturity dates that are less than 90 days.

(continues)

CHINATOWN TRANSFORMATION COLLABORATIVE SOCIETY
Notes to Financial Statements
Year Ended December 31, 2019

1. SIGNIFICANT ACCOUNTING POLICIES (continued)

Capital Assets

Capital Assets are recorded at cost less accumulated amortization. The Society amortizes the cost of the assets over their estimated useful lives as determined by management using the following annual rates and methods, except for the acquisitions in the current year, which are amortized at one-half of the annual rates:

Furniture and equipment	20%	declining balance method
Computer equipment	55%	declining balance method

The Society regularly reviews its capital assets to eliminate obsolete items.

Impairment of Long Lived Assets

The Society tests for impairment whenever events or changes in circumstances indicate that the carrying amount of the assets may not be recoverable. Recoverability is assessed by comparing the carrying amount to the projected future net cash flows the long-lived assets are expected to generate through their direct use and eventual disposition. When a test for impairment indicates that the carrying amount of an asset is not recoverable, an impairment loss is recognized to the extent the carrying value exceeds its fair value.

Revenue Recognition

These statements are prepared on an accrual basis whereby all revenues and expenses are recorded in the period in which they pertain. The Society follows the deferral method of accounting for contributions. Restricted contributions and restricted investment income are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions (grants), unrestricted investment income, membership fees and donations are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Donated Services

The Society is governed and supported by numerous volunteers. The value of donated services is not recognized in these financial statements.

(continues)

CHINATOWN TRANSFORMATION COLLABORATIVE SOCIETY

Notes to Financial Statements

Year Ended December 31, 2019

1. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

Financial Instruments

The Society initially measures its financial assets and financial liabilities at fair value adjusted by, in the case of a financial instrument that will not be measured subsequently at fair value, the amount of transaction costs directly attributable to the instrument.

The Society subsequently measures all its financial assets and financial liabilities at amortized cost.

Financial assets measured at amortized cost include cash and cash equivalents, guaranteed investment certificate and loan receivable.

Financial liabilities measured at amortized cost include accounts payable and accrued liabilities.

Financial assets are assessed for impairment on an annual basis at the end of the fiscal year if there are any indicators of impairment. If there is an indicator of impairment, the Society determines if there is a significant adverse change in the expected amount of timing of future cash flows. If significant, the carrying value of the financial asset is reduced to the highest present value of the expected future cash flows which is the amount that could be realized from selling the financial asset or the amount the Society expects to realize by exercising its right to any collateral. If events and circumstances reverse in the future period, an impairment loss will be reversed to the extent of the improvement, not exceeding the initial carrying value.

2. CAPITAL ASSETS

	Cost	Accumulated Amortization	Net Book Value
Furniture and equipment	\$ 700	\$ 70	\$ 630
Computer equipment	2,668	734	1,934
	<u>\$ 3,368</u>	<u>\$ 804</u>	<u>\$ 2,564</u>

3. DEFERRED CONTRIBUTIONS

Deferred contributions represent unspent resources which are externally restricted funds for promoting awareness for Edmonton's Chinatown received in the current year that are related to a subsequent period. The changes in the deferred contributions balance are as follows:

BALANCE AT BEGINNING OF YEAR	\$ -
Funding from City of Edmonton community grant	170,000
Add interest from guaranteed investment certificate	260
Less purchase of capital assets	(3,368)
Less amount recognized as revenue during the year	<u>(62,361)</u>
BALANCE AT END OF YEAR	<u>\$ 104,531</u>

CHINATOWN TRANSFORMATION COLLABORATIVE SOCIETY

Notes to Financial Statements

Year Ended December 31, 2019

4. DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS

Deferred contributions related to capital assets represent restricted contributions used for the purpose of acquiring depreciable capital assets. These amounts are then amortized at the same rate that the corresponding capital asset is amortized. The changes in the deferred contributions related to capital assets balance for the year are as follows:

BALANCE AT BEGINNING OF YEAR	\$ -
Capital assets acquired	3,368
Less amount recognized as revenue during the year	(804)
	<hr/>
BALANCE AT END OF YEAR	\$ 2,564

5. FINANCIAL INSTRUMENTS

The Society is exposed to various risks through its financial instruments and has a comprehensive risk management framework to monitor, evaluate and manage these risks. The following analysis provides information about the Society's risk exposure and concentration as of December 31, 2019.

Credit Risk

Credit risk arises from the potential that a counter party will fail to perform its obligations. The Society is exposed to credit risk from its members. In order to reduce its credit risk, the Society collects a new member's fee before admission into the membership. Therefore it is in management's opinion that the Society is not significantly exposed to credit risk.

Liquidity Risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. Cash flows from government grants, which cover substantially all operating expenses, provide adequate funding to minimize the Society's exposure to liquidity risk.

Market Risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency rate risk, interest rate risk and other price risk. The Society is only exposed to interest rate risk.

Currency Risk

Currency risk is the risk to the Society's net assets that arise from fluctuations of foreign exchange rates and the degree of volatility of these rates. The Society is not exposed to foreign currency exchange risk.

Interest Rate Risk

Interest rate risk is the risk that the value of a financial instrument might be adversely affected by a change in the interest rates. In seeking to minimize the risks from interest rate fluctuations, the Society manages its exposure by purchasing cashable Guaranteed Investment Certificates.

(continues)

CHINATOWN TRANSFORMATION COLLABORATIVE SOCIETY
Notes to Financial Statements
Year Ended December 31, 2019

5. FINANCIAL INSTRUMENTS *(continued)*

Other Price Risk

Other price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or currency risk), whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market. The Society is not exposed to other price risk.

6. RELATED PARTY TRANSACTION

During the year the Society paid \$8,453 to a company, SSEV Holdings Ltd., owned by one of the Society's directors for the rental of its premises. This transaction is in the normal course of operations and is measured at the exchange amount which is the amount of consideration established and agreed to by the related party.

7. SUBSEQUENT EVENT

In March 2020, the World Health Organization declared a global pandemic due to the novel coronavirus (COVID-19).

Actual and potential impacts of COVID-19 on the Society's operations are as follows:

1. In an effort to minimize the spread of COVID-19, the government has placed restrictions limiting the number of people that can gather. This has impacted the Society's ability to hold walking tours, events or other fundraising activities.
2. The economic slowdown resulting from COVID-19 may have impacted the ability and willingness of donors to contribute to the Society.
3. As a source of funding, the Society intended to apply for a Casino to raise funds during 2020. However, due to the pandemic, casinos have either been closed or operating at a reduced capacity and this has impacted the Society's ability to obtain this source of funding in the near future.

The situation is constantly evolving and the measures put in place are having multiple impacts on local, provincial, national and global economies. As such, it is not possible to reliably estimate the length and severity of COVID-19-related impacts on the financial results and operations of the Society. The Society is closely monitoring for any material adverse effects on its financial position, liquidity and results of operations. The overall effect of COVID-19 on the Society and its operations is too uncertain to be estimated at this time. Therefore, the potential impacts will be accounted for when they are known and may be assessed.

8. COMMENCEMENT OF OPERATIONS

The Society was incorporated under the Societies Act of the Province of Alberta without share capital on June 26, 2018. These financial statements reflect operations since commencement of operations on January 1, 2019 and accordingly, no comparative figures are shown.