

THE CITY OF CALGARY

# *Action* Plan

2015 - 2018

TELUS Spark

*Action Plan 2015-2018*

CITY OF CALGARY <b>RECEIVED</b> IN ENGINEERING TRADITIONS ROOM  SEP 03 2014 ITEM: <u>CPS2014-6504</u> <u>A Haeh 10</u> CITY CLERK'S OFFICE
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TELUS  
**Spark\***

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# TELUS Spark 2013 Annual Achievements

**Economic Prosperity:** City-backed **Bridge Financing Loan** for the completion of the new facility on St. George's Drive paid off 3 years early:

- Loan Agreement: \$ 17.0M                      8 years
- Loan Actuals:        \$ 12.0M                      5 years
- Net savings to TELUS Spark of \$2,000,000 in interest payments

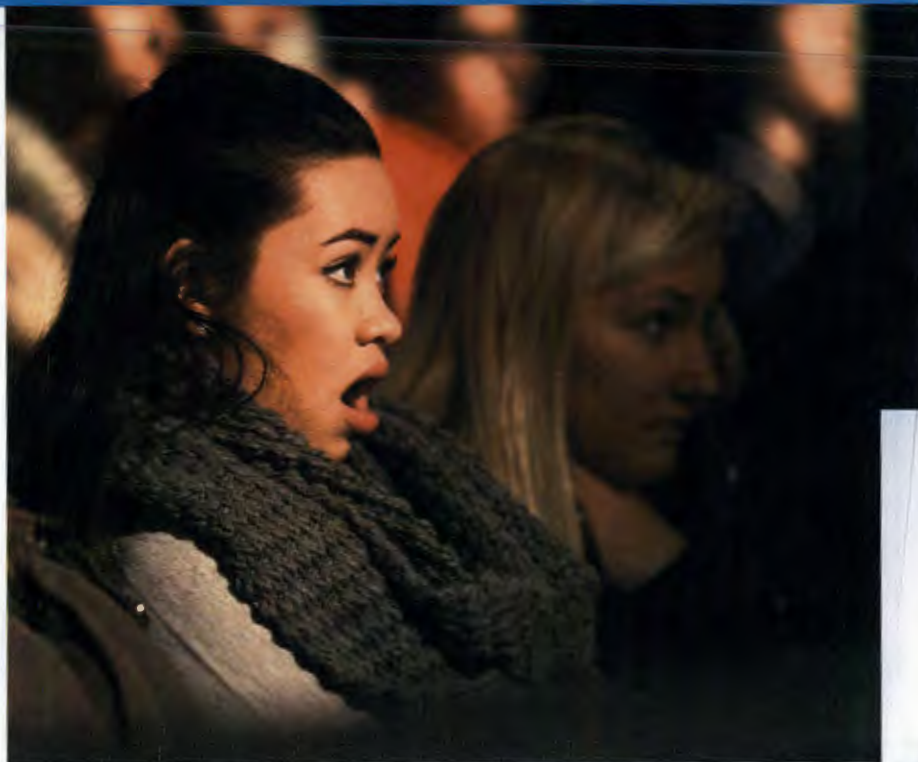
## **Collective Impact:**

- Launched our *Community Connections* partnership program to support access for vulnerable Calgarians, supported by Longview Systems. e.g. Centre for Newcomers, CUPS, Metis Calgary Family Services
- The "Inclusive Community Award" from the *Developmental Disabilities Centre of Calgary*.
- Partnerships with hundreds of individuals and organizations to bring a wide range of content that might otherwise not achieve a public profile, e.g. *Rachel Duckhouse* as Artist in Residence as part of the *Watershed+* project w Utilities & Enviro Protection dept.

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# TELUS Spark 2013 Annual Achievements



CAL1212-TR1G credit: Ted Rhodes/Calgary Herald

First Live Surgery Program in  
Western Canada



Spark Trek



Alleles Design Studio

# TELUS Spark 2013 Annual Achievements

↑ **12%**

increase in  
Adults Only Night visitors



Partners contributed

**969**

volunteer hours to  
Adults Only Nights  
and Special Events

**3,205** in-need  
Calgarians visited  
through the Community  
Connections Program

**2x**

the number of  
participating social service  
agencies over the 2012 pilot



**67,290**

students engaged in  
school programs



**including 676**

students who took part in  
the immersive week-long  
Chevron Open Minds program

↑ **11%**

increase in volunteer hours

That's the equivalent of  
9.6 full time employees!



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# TELUS Spark 2013 Annual Achievements



**18,145** -strong  
membership base  
(at December 2013)

**↑ 20%**  
increase in Gold  
level Members

**2**  
new memberships  
introduced: Ignite  
and Green family

**373** events in **365 days**  
**↑ 36%** increase in total events hosted

We were the facility of choice for:

**201** corporate or community events  
**23** facilitated team-building programs  
**149** birthday parties



**+100**  
earned local and  
national media stories

In-kind contributions from  
media partners **more than**  
**double** advertising budget

**+130**  
community partners  
collaborated on content  
and programming

**26**  
new program streams  
introduced

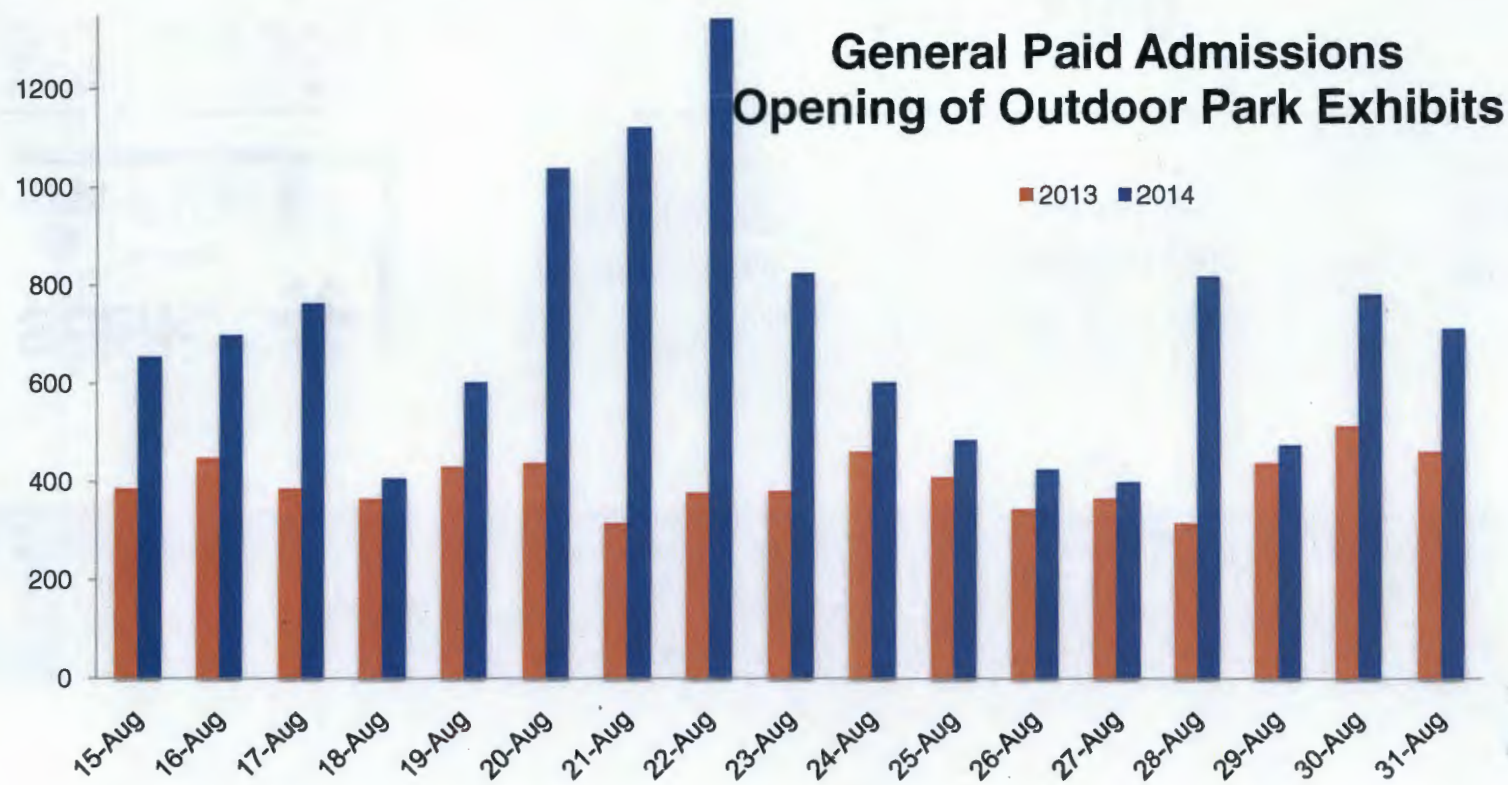
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# Action Plan 2015-2018 – Business Plan

## 2013-2015 Business Plan was presented to PFC on April 30, 2013:

- Priority was placed on an General Paid Admissions revenue growth strategy
- Actions to support this were new visitor experiences (park exhibits Aug 2014, electricity exhibits Fall 2014)



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# Action Plan 2015-2018 – Business Plan

**2015-2018 Business Plan strategy is to balance the reliance on general paid admissions revenue through diversification:**

- Optimize existing revenue generating programs
- Apply successful core competencies to the development of new revenue generating programs

## **Existing Successes for Optimization**

- *Direct From the Operating Room*
- School Programs
- Summer Camps
- Professional Development programs
- Facility Sales

## **Growth Program examples**

- Virtual Education program delivery
- Additional "*Direct From...*" content
- Weekend paid programs
- Additional Professional Development programs
- New Facility Sales offerings

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# **Action Plan 2015-2018 – Business Plan**

**... cont'd**

**2015-2018 Business Plan strategy is to reduce the reliance on attendance revenue through diversification:**

- Optimize existing revenue generating programs
- Apply successful core competencies to the development of new revenue generating programs

## **Additional Revenue & Funding Priorities**

- Fundraising trend improving out of the Capital Campaign to Annual Support requests
- Government funding at provincial and federal levels as part of education and curriculum changes; innovation skills development

# Performance Measures

## Science Centre sector operating benchmarks\*:

<u>revenue sources</u>	<u>Earned Income</u>	<u>Public</u>	<u>Private</u>	<u>Endowment/Reserve</u>
Sector Averages	47%	28%	23%	2%
TELUS Spark 2015 (projected)	64%	20%	10%	6%

- Expenses / Interior Exhibit Area
- Expenses / Onsite Visitor
- Earned Revenue / Onsite Visitor
- Onsite Visitors / FTE
- Onsite Attendance / Interior Exhibit Area

## TELUS Spark specific operating benchmarks:

Operating Reserve = 25% of annual expenditures

Employee Retention <15% turnover

Employee Engagement >40% engagement & aligned with strategies

\* Association of Science & Technology Centres, 2013

# 2015-2018 Operating & Capital Budgets

<b>Operations (000's)</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
City of Calgary draft operating grants	1,982,550	2,056,577	2,133,247	2,212,562
Other operating grants	0	0	0	0
Earned revenue from operations	6,846,200	7,193,823	7,712,853	8,085,738
Donations & fundraising revenue	950,000	1,025,000	1,050,000	1,050,000
Operating expenses	10,378,750	10,575,400	10,896,100	11,148,300
<b>Net of revenue and expenses</b>	(600,000)	(300,000)	0	200,000
Opening operating reserves	2,500,000	1,900,000	1,600,000	1,600,000
<b>Ending operating reserves</b>	1,900,000	1,600,000	1,600,000	1,800,000
<b>Capital (000's)</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Opening capital reserves				
Requested City of Calgary lifecycle grants	819,500	500,000	1,500,000	1,000,000
Other City of Calgary capital grants				
Other capital revenues				
Capital expenditures				
<b>Ending capital reserves</b>				

# Risks and challenges

General Paid Attendance

Private Donations

Upward pressure on Compensation expenses

City Operating Grant stability

Utilities and Maintenance

School Board policies



# Alignment with Council Priorities

**Effective management of city asset** – Proactive maintenance, capital infrastructure renewal through optimum timing for equipment aging. Cost-effective and/or partnered service contracts in utilities, landscape management, etc. Skilled employees to operate the facility.

**Focus on value for money** – Continue to strive for improvement in this measure. Ongoing market research to identify areas of highest impact. Maintain prices at 2011 levels as long as possible.

**Public awareness of natural environment and through play, healthy lifestyles** – Investment in outdoor park exhibits and programs. Partnerships with other Calgary-based and international organizations. Act as a key contributor to the 2017 *International Play Association* conference.

**Great public spaces & urban vitality** – Increase pedestrian & bicycle access. Host public dialogue & programs related to sustainable mobility issues.

**Affordable youth programs & after-school partnerships** – Expand social agency partnerships.

**Creative lives for citizens, community partnerships and government** – CADA partnership

**Attract local and global investment** – International Dome theatre program sales. Distance learning program sales, international granting programs.



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# Performance Measures

## Science Centre sector operating benchmarks\*:

revenue sources	Earned Income	Public	Private	Endowment/Reserve
Sector Averages	47%	28%	23%	2%
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Operating Measures	TELUS Spark	ASTC	TWS Edmonton
Expenses / Interior Exhibit Area	\$193/sf	\$145/sf	\$253/sf
Expenses / Onsite Visitor	\$24.75	\$23.75	\$21.41
Earned Revenue / Onsite Visitor	\$15.60	\$10.93	\$16.41
Onsite Visitors / FTE	3,500	3,909	5,175
Onsite Attendance / Interior Exhibit Area (sf = square foot)	7.8/sf	5.7/sf	11.8/sf

## TELUS Spark specific operating benchmarks:

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2013

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