

FEDERATION OF CALGARY COMMUNITIES SOCIETY

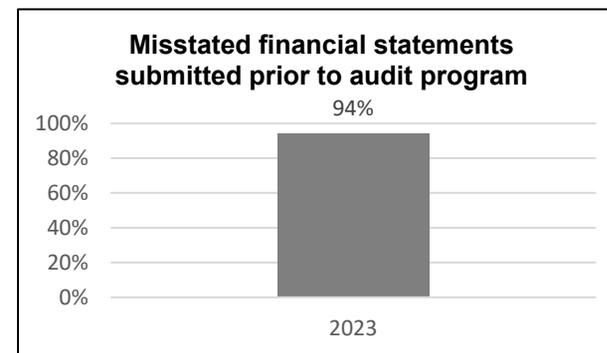
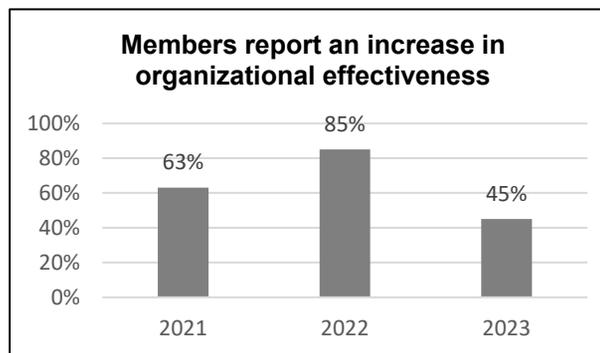
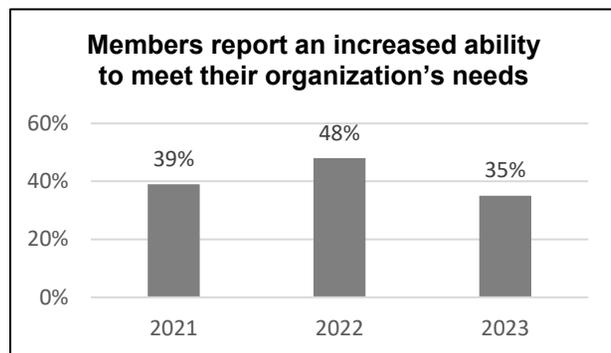
Mandate: To provide capacity building support and guidance for its members, and improves neighbourhood life in Calgary by providing services and programs that create, support and enhance vital and representative community based associations.

One Calgary Line of Service: Neighbourhood Support

2023 City Investment

Operating Grant: \$225,000 (base)
Operating Grant: \$250,000 (one time)

2023 Results



The story behind the numbers

- Member satisfaction rates decreased in 2023 in the annual satisfaction survey for those reporting an increased ability to meet their organization's needs and those reporting an increase in organizational effectiveness. Documentation over the years indicates the Federation is impacted by how members feel about The City during controversial planning issues.
- Of the subsidized audit clients the Federation supports, 94 per cent submitted materially misstated financial statements prior to the completion of an audit through the Federation's audit program. The audit program provides assurance on financial statements for decision making by Community Association boards of directors and The City as the audit program educates members and reduces risk.

Benchmarks

- The Federation's Balanced Score Card uses Key Performance Indicators (KPIs) such as the Auditor/Audit Tech hours spent on a file.
- Different KPI's are reported monthly and quarterly for discussion and to evaluate and improve performance.

Looking ahead: 2024 highlights

- With the support of a Doctorate in Organizational Development, the Finance Committee is completing an Audit Effectiveness/Efficiency Review and will also assess other potential services that can help increase the financial literacy of Federation members.
- Work will start on the organization's 2025 – 2029 Strategic Plan to examine where to focus efforts for existing programs and services and to look at a variety of services with an eye on how social enterprise might serve to grow specific aspects of program offerings.



**FEDERATION OF CALGARY COMMUNITIES SOCIETY
2023 Civic Partner Annual Report**

Civic Partner Name: Federation of Calgary Communities Society

Legal Structure: Independent External organization (Societies Act)

Fiscal Year End: December 31

Manage/Operate City Owned Assets: No

Mandate: The Federation is a support organization for 156 Calgary and area Community Associations and for more than 70 service member organizations that include small area non-profits. The Federation provides capacity building support and guidance for its members, and improves neighbourhood life in Calgary by providing services and programs that create, support and enhance vital and representative community based associations.

1. What 3-5 key results did your organization achieve in 2023 that contributed to:

a) one or more Council Strategic Directions- economic resilience, social resilience, climate resilience

As a Civic Partner our work aligns will all three of Council's Strategic Directions at the organization and broader community level.

Social Resilience:

The Federation's most obvious alignment is based in our work around encouraging and enhancing "social resilience" throughout our city. As a leader of the largest volunteer movement in our city, 20,000 volunteers strong, the Federation supports the 156 community associations and about 70 other community-based nonprofits to thrive. Through our programs and services, we offer grassroots leadership volunteers the opportunity to explore innovative ideas, network and share ideas with each other and learn the fundamentals of leading non-profit organizations. The Federation offers more than 56 learning opportunities a year ranging from networking events to engagement workshops, how to read financial statements and budgeting, to the importance of creating welcoming and inclusive spaces. What is important to note is that our workshops, networking events, and the platforms we use to communicate are nimble and responsive to the memberships' needs. The Federation ensures through evaluation and satisfaction surveys that we deliver quality services, that we shift as necessary to ensure we are meeting the needs of our members, and that we measure how our impact increases volunteer knowledge and confidence to lead their own organizations.

We model best practices while championing and communicating to our network about important diversity, equity, and inclusion work. We sit as community leaders on important committees like the Cultural Leadership Council, Established Area Growth and Change Committee, and Calgary Mental Health and Addictions Strategy. Meanwhile, we promote and educate our network on this work and the various ways they can be involved. We partner with the University of Calgary Urban Planning undergraduate program and the School of Architecture Planning and Landscape to match students with communities to tackle engagement and urban planning challenges. These partnerships see a diverse range of students reinvigorate and challenge residents to address their own local placemaking and planning opportunities and challenges.

We help to promote and celebrate the role of our community associations. Through March Community Association Awareness Month and through the promotion and recognition of community volunteers, we

celebrate Calgary's unique model of citizen engagement and participation, which is unlike other grassroots community networks across our country. Nowhere else are citizens empowered to provide social, recreational, and educational opportunities while providing a voice for community life – on City land, in amenities that they build, manage and program – with no operating dollars from the municipality. Thousands of people volunteer to sit on local boards and more than 18,000 others volunteer to run grassroots programs and events to celebrate belonging and community. We live in a city that is made up of hundreds of small towns where people care deeply about where they live and where hope, courage and passion of neighbours meet to strengthen community life in Calgary.

To help community-based non-profits roll up their sleeves and engage citizens where they live, we launched ActivateYYC in 2015. It has championed hundreds of placemaking and tactical urbanism projects across the city and engaged thousands of “unlikely” volunteers in painting the pavement, planting curb planters to slow traffic, and other community projects that encourage neighbourliness. We have hosted mini-TED talks where ‘activators’ share their stories on how they engaged their neighbours while turning space into place. Also, in 2023 we took-on Jane’s Walk from The Calgary Foundation. We engaged over 70 volunteers to offer 52 “walks” to over 1,000 Calgarians. This is an annual festival, and Calgary proudly holds the number 2 place in the world for the most walks! The best part of these walks is the opportunity for people who have a similar interests to meet, walk and connect in a neighbourly way beyond the walk.

Through our urban planning program, engagement and participation is center stage. Through a partnership with the City’s Planning Department, we work to offer education through the Partners in Planning program as well as specific information sessions on strategies that The City is working on (e.g. RCG, Growth & Change, PDWeb). We support the work of The City by bringing a “community” lens to the work, often creating infographics and more plain language resources to assist Calgarians in learning and understanding the planning process in Calgary. As our network is larger than just the community association network, we are educating more cultural groups, students and interested citizens as we grow our engagement of residents around civic responsibility and pride.

The Federation attempts to model best governance practices, works to listen and understand different perspectives while sense making, and seeks information while balancing the needs of our membership with our partnership with The City. This is challenging work as there are always competing priorities, different levels of interest and understanding, and human personalities and positions at play, which we grapple with daily. We want to be part of the solution.

Climate Resilience:

For more than a decade, The Federation has offered our members various opportunities that support climate resilience. Over the years, we have received funding to do 40 building energy efficiency audits offering detailed plans of low cost or no cost energy saving actions they could take to lower their energy costs and carbon footprint. These plans are still being implemented from 2023. We have supported the build out of more than 100 community gardens (through a charitable partnership with The Calgary Foundation) including two gardens in 2023. Our program Energizing Spaces powered by ENMAX offers \$80,000/annually in energy efficient appliance and lighting projects to reduce greenhouse gas emissions and to create more engaging and safe spaces. It is estimated that annually, our program saves member organizations more than \$42,000 per year. In addition, through this program we partner with Green Calgary to deliver energy efficiency workshops to residents through our community associations.

As a hub for communications, we have direct connections to community newsletter and social media editors. On a monthly basis we send them content from The City of Calgary (e.g. waste and recycling,

cycle tracks) and from other partners (e.g. Calgary Climate Hub, Calgary Regional Airshed) to ensure content reaches a broader audience. While, perhaps a small effort, we do our part and encourage others to do theirs.

Economic Resilience:

The Federation's biggest impact in this area is on our audit clients. As the only non-profit organization specializing in non-profit financial literacy and audit, we support our members to understand and utilize their financial information for decision-making purposes. We support leaders to learn about how to manage their grant funding, budgeting, financial policies and tax filings like GST and income tax. Through our fee for service audit program, we find more than 94% of our subsidized audit clients have financials that are materially misstated before we finalize the audit. As such, having our unique service is essential not only to our members but to the City of Calgary who relies on accurate financial information to gauge the health of City partners, like social recreation groups organizations and community associations.

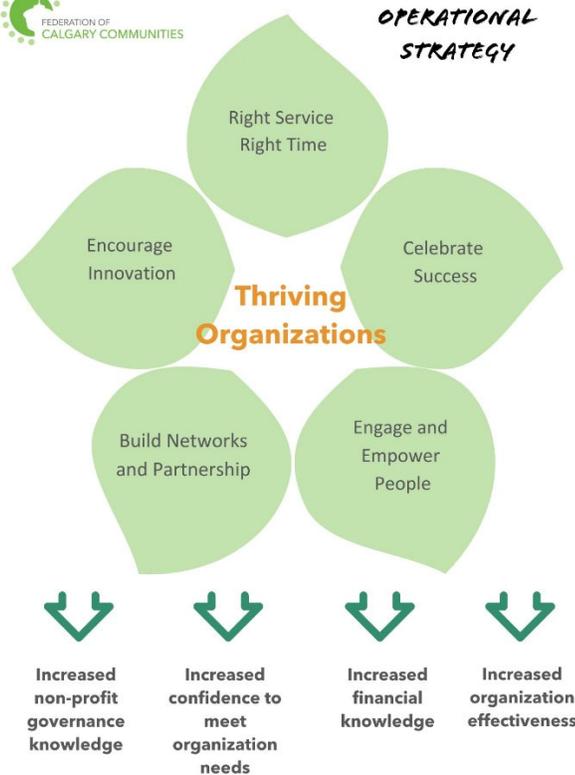
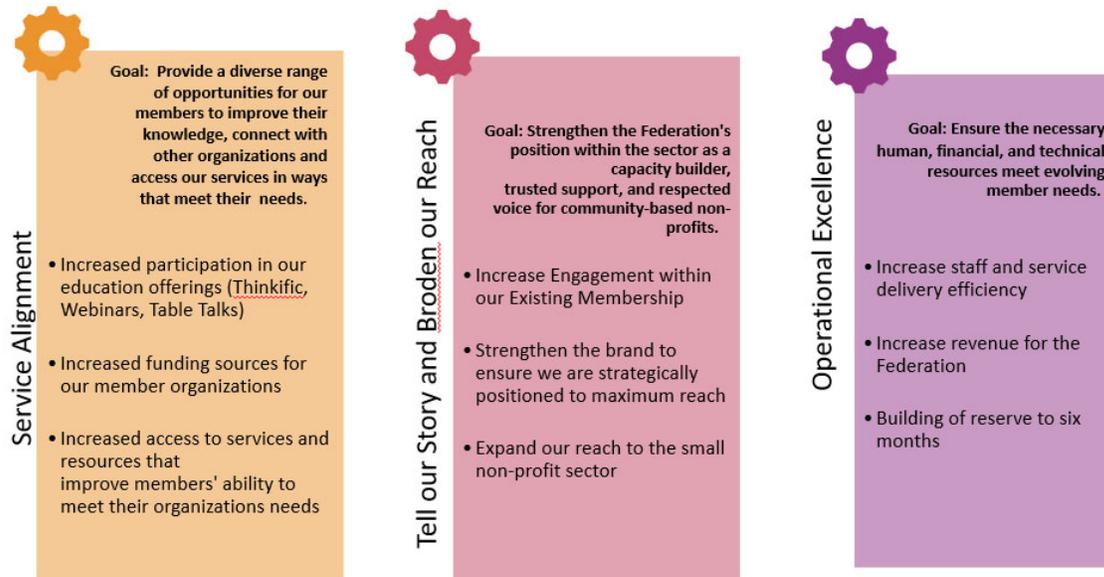
The Federation also advocates for funding for buildings on City land. In partnership with the Edmonton Federation of Community Leagues, we have successfully been credited by Calgary Chamber of Voluntary Organizations for increasing the Community Facility Enhancement Fund from \$25/million per year back to normal levels of \$50/million. We have also been credited with educating the AGLC on our community associations and the need to increase the amount of operating dollars that they can use. Finally, we minimized the changes to these funds during the last review advocating that these are essential funds in keeping aging public amenities operating. Advocating for this infrastructure and operational funding is critical to ensure our members can augment their own fundraising with these relied-upon funds.

We teach our members how to fundraise in a very limited funder market. We offer workshops in this area but we also offer numerous grant programs to help them engage their communities and do projects that build stronger neighborhoods. We lend our charitable status to leverage The Calgary Foundation \$10,000 Neighbour Grants in partnership with our members and we encourage partnership with The Parks Foundation to support the rebuilding of aging playgrounds and rinks. We teach communities how to leverage as we model ourselves.

b) Your own organization's strategy?



Strategic Priorities



2. Performance measures help demonstrate the return on The City’s investment in a partner’s operations and support continuous improvement for Partners. What performance measures reflect your organization’s impact in 2023?

	Performance Measure Name	2021 results	2022 results	2023 results	How does this measure reflect your organization’s impact?
How much did you do?	# of participants in workshops	798	523	775	This measure shows our ability to be nimble and to respond with our resources based on needs. For example, during 2021 people were reluctant to meet in person, so we programmed virtually. By 2022, that strategy changed, and we ended up doing 50% virtual and 50% in-person. We have been encouraging support in one-on-one requests, as we know the impact on learning and confidence is greater. This shift has been successful.
	# of workshops	91	57	53	
	# of requests for support	872	924	1,336	
How well did you do it?	% <u>increased</u> satisfaction with Federation Services	53%	55%	45%	Our satisfaction survey coincided with the Rezoning Initiative. Commentary is that we are not backing communities in their fight but rather just an extension of The City.
How are Calgarians better off?	% who report an <u>increased</u> ability to meet their organization’s needs	39%	48%	35%	These measures showed “ <u>increased</u> ” ability and effectiveness. Overall, our numbers are down, likely due to the contentious planning issues during the satisfaction survey. It should be noted, in the same survey, that organization development as a single measure shows a 76% <u>increase</u> in the ability to meet their organization's needs. It is well documented over the years that The Federation reputationally is impacted by how our members feel about The City during controversial planning issues. This is our first year, for this metric. This is a measure that helps us educate our members; but also reduce City risk.
	% who report an <u>increase</u> in organizational effectiveness	63%	85%	45%	
	Financial statement assurance:% of subsidized audit clients with materially misstated financial statements			94%	

3. Are there any additional stories or information you wanted to share beyond performance measures that demonstrate the impact of your organization’s programs or services?

Highlight Story "We had one gentleman who was a recent refugee from Ukraine, now living in Highland Park, stop by on his walk. He didn't speak much English, but I did my best to explain to him what we were doing [by painting the intersection]. I asked him if he wanted to help paint, but he kept going on his walk. Later on, he came back. He had changed his clothes and was ready to volunteer. We were able to communicate to him what colour to use and in which area of the mural, gave him a roller and he got started!" - **Highland Park CA Volunteer Coordinator, recipient of ActivateYYC grant from intersection mural**

- “I just wanted to send a note to you and your team (Paul, Adithi, Mia & Francis) and thank you for hosting the Toole Peet Action Grants awards night. It was a wonderful evening of networking and socializing with other community organizations, and I really enjoyed hearing about all the wonderful projects happening around our city. I don’t think anyone could go away disappointed; we were so happy for the lucky recipients, and I remember how exciting it was to be on the receiving end, so I was thrilled to see their excitement too. Thank you for calling Clara up on stage and making her feel special. Both kids enjoyed the evening and thought it was way more interesting than they expected. You may have just solidified 2 future community board members!” - **Anna, Willow Ridge Community Association**
- “I have always appreciated Heidi, she is very helpful to us through the audit and as a resource to align ourselves better to move towards excellence. Sincerely appreciated.” - **Matt, audit client**

4. Does your organization use benchmarks to evaluate and improve performance and operations, and increase your organization’s impact?

a) Examples of benchmarks:

- Auditor/Audit Tech Hours on a file
- Percent billable of each audit staff
- Increase Number of Funder Relationships
- Increase Number of Engaged Community Associations/Social Rec Groups

b) What is your current and targeted performance in comparison to these benchmarks?

KPI Description	KPI Metric	2023 KPI Performance	Reasons for KPI Variance (up or down)
Auditor/Audit Tech Hours on a file	65/35	85.5% of files meet this KPI	High staff turnover in 2023
Delivery of Audits on budget	10% write-off	15%	New staff in training
Increase Number of Funder Relationships	\$25K in new funding	\$55K	Special project funding from two funders – hopefully a new relationship

c) How this information is being used to support continuous improvement?

The KPI's are metrics that the board monitors through a Balanced Score Card approach that they uniquely designed for The Federation. Different KPI's are taken monthly and quarterly through the report for discussion. KPI monitoring helps inform program reviews, policy improvement and risk mitigation.

5. How does your organization address equity, diversity or inclusion, or support racial equity?

Internally, the Federation has equitable hiring practices (more than 60% of our staff are racialized with many on work VISA or landed immigrant status). Our values include inclusion, where we endeavour to listen to all ideas and perspectives. Policies & procedures, that all staff must sign and agree to, address important topics on equity, diversity, inclusion, and anti-racism.

Externally, The Federation is dedicated to educating and promoting opportunities for our membership – and the sector at large – through ongoing programs (internal) and timely communications (external).

For example, each year we present our workshops on diversity and inclusion. Three primary focus areas address: (1) Inclusion and the Benefit of Diverse Perspectives, (2) Designing Inclusive Engagement, and (3) How to Have Difficult Conversations. In spring 2024, These three topics have been combined into one Core Workshop, “Building Inclusive Community Engagement, being delivered April 9 (in-person) and April 11 (online) to engage our members through different platforms and meet accessibility needs.

Federation diversity workshops also promote external services and community-based information, to help our members address organizational culture, community diversity, and anti-racism:

- [Anti-Racist Organizational Change](#) (AROC) training;
- [Community Profiles](#) by The City of Calgary, with diverse neighbourhood demographics;
- [Calgary Economic Development demographics](#); and
- [Community Mediation Calgary](#), for groups who find themselves navigating difficult situations.

We also continue to promote our historical research on “[Grow Your Community Hub](#)” (2017), which outlines welcoming and inclusion tactics and strategies by community leaders, for community leaders. The Federation also leads by example, educating our members on the importance of using and understanding the Land Acknowledgement which is embedded in all our work.

6. How is your organization advancing Indigenous Truth and Reconciliation? (For example addressing specific calls to action in the [Truth and Reconciliation Commission of Canada: Calls to Action](#) report or [The City's White Goose Flying Report](#))

In addition to Federation policy on Treaty 7 land acknowledgements, and our investment in September 30 as a recognized paid day-off to reflect on the truth and reconciliation, all formal Federation communications include the land acknowledgement. We also teach this process in our Diversity Workshop series as well.

Furthermore, Federation staff model how to present the Treaty 7 land acknowledgement at all meetings, workshops, and events. When Treaty 7 was recently amended with a change of Indigenous nation names and land specifications, we shared educational links through Get Engaged to update the land acknowledgement for our members, while educating on why these changes are important.

Federation programs have also centered Indigenous topics, leaders, and Indigenous-focused learnings within our own programming. Two examples include Indigenous-led walks through the Federation's “Jane's Walk” series (numerous walks in spring 2023 were Indigenous-led; 2024 walks are now being

developed); through-to an Indigenous-led Partners in Planning session, “Learning From Place: Indigenous Planning and Placemaking on Medicine Hill” (October 21, 2023).

RESOURCES

7. Please estimate how The City’s operating funding was allocated in 2023.

%	Advertising and promotion
1%	Programs or services
9%	Office supplies and expenses
%	Professional and consulting fees
55%	Staff compensation, development and training (to run programs and service; no audit salaries)
%	Fund development
%	Purchased supplies and assets
%	Facility maintenance
%	Evaluation or Research
35%	<i>Other, please name: Audit Subsidies, ActivateYYC Grants</i>

8. Did volunteers support your operations in 2023? (including board and committee members)

How many volunteers?	78
Estimated total hours provided by volunteers:	1180

9. Did your organization receive any awards or recognition in 2023, or have any client or participant feedback that you want to highlight?

We did not receive any awards. However, Karen Ball from The Calgary Chamber of Voluntary Organizations sent an email to us on April 11, 2023, stating, “Hello, Leslie! Long time no see, I hope all is well with you. I was pleased to see a commitment in the 2023-24 budget for CFEP and have heard from many that it is due to your advocacy. Congrats and thanks for ALL that you do!”

- “Hi Paul, thanks for hosting the great session tonight. I'm feeling more inspired about my project and I'm excited to share a ton of information with my project partners. Also thanks for the peer to peer help earlier this week! Have a great end to your week!”
- **Carly Secretary, Springbank Hill Community Association**
- “This was an excellent course. I learned some specific techniques for communicating our community’s concerns and issues on LOCs and DPs. The instructor was knowledgeable about the subject matter. Specific examples reinforced the points being made.”
- **2023 Workshop Survey Respondent**

We also continue to grow and invest in partner and member relations, and one recent experience helps demonstrate our dedication to relationship building as we provide meaningful service. Invited to the Marda Loop Communities Association (February 10, 2024), Paul collaborated with the Neighbourhood Partnership Coordinator by sharing his board orientation in advance. He then presented how Federation services support volunteers in community building and spoke to the importance of working with Calgary Partners to ensure our members have the support and resources they need to thrive. The President was so moved that he was visibly and expressly emotional when thanking Paul for coming out. Multiple board members approached Paul as he left the venue, including a second Neighbourhood Partnership

Coordinator who was in attendance, and now that NPC is working with Paul to arrange a similar board presentation for the Scarboro Community Association. Furthermore, Marda Loop CA continues to be highly engaged. Multiple board members have since attended Paul’s monthly governance workshops, and the President has reached out to request help on making bylaw changes. These series of interactions are important, as Marda Loop CA has also been dealing with contentious planning issues, which has flagged necessary work for them on community engagement and governance matters. Our multi-stage, collaborative dedication to help them build their team has been appreciated, celebrated, and successfully integrated with NPC relationships.

In addition, The Federation was incredibly pleased when this same NPC, working with Scarboro CA, has been the latest to join Paul’s monthly steering committee with three NPC partners, working cross-organizationally to enhance our communications and continue strengthening these vital relationships.

10. How did your organization address climate change in 2023, for example, operational or program changes that reduced green house gas emissions (GHG), air/water pollution, or waste that aligned with [The City’s Climate Change Program](#) including Council’s Climate Emergency Declaration?

The Federation has invested many resources and supports into addressing climate change in Calgary including, over the years, hosting environmental round tables, conducting energy audits through a funded program of more than 25 buildings, and we sat on the Climate Change committee to provide a community perspective on the strategy. Our most sustained effort, since 2015 has been to offer the Energizing Spaces powered by ENMAX grant program to upgrade appliances and lighting to energy efficient options. Since 2015, we have offered more than 127 grants totaling over \$685K to 71 member organizations. Through these investments we have conservatively saved the following:

Annual Saving Based on Investments from 2015 - 2023	
Annual Electricity Savings (kWh)	260,690
Annual Natural Gas Savings (GJ/Yr.)	357
Annual Water Savings (Litres/Yr.)	1,290,275
Annual GHG Savings (tCO2e)	198
Annual dollar savings (\$/Yr.)	42,021

11. Are there any projects, initiatives or plans for 2024 that you want to briefly highlight?

- *Audit Effectiveness/Efficiency Review* – Our Finance Committee is working with a Doctorate in Organizational Development to review the audit program, look for efficiencies, and to assess other potential services that can help increase the financial literacy of our members.
- *Strategic Planning 2025-2029* – In the second and third quarter, the board and staff will work on our next strategic plan. In addition to examining where we will focus our efforts on existing programs and services, we will be looking at a variety of our services with an eye to how social enterprise might serve to grow specific aspects of our offerings.

THE FOLLOWING SECTION IS FOR CIVIC PARTNERS MANAGING CITY-OWNED ASSETS

12. CAPITAL PROJECTS AND ASSET MANAGEMENT

Asset: n/a