

## FEDERATION OF CALGARY COMMUNITIES SOCIETY

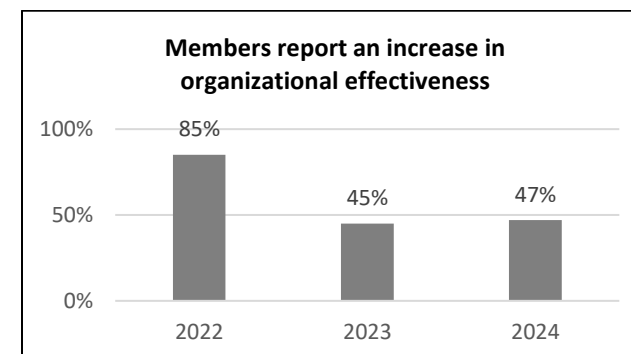
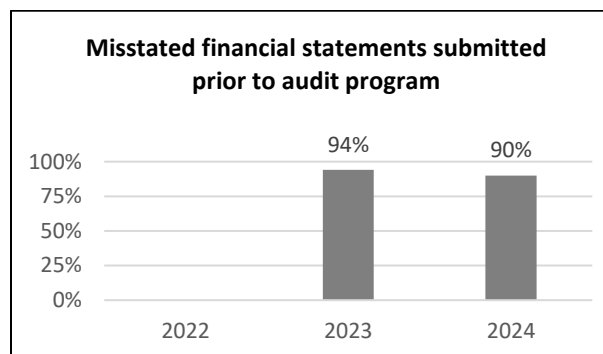
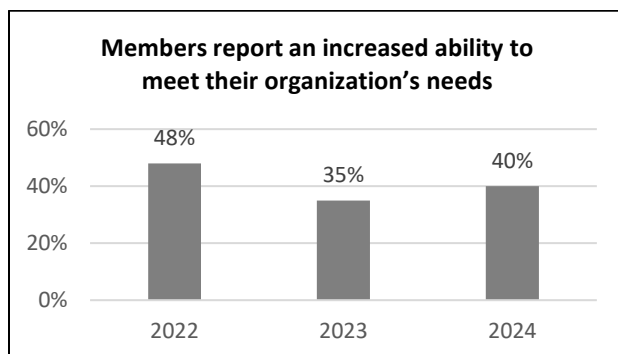
**Mandate:** To provide capacity building support and guidance for its members, and improves neighbourhood life in Calgary by providing services and programs that create, support and enhance vital and representative community based associations.

**Line of Service: Neighbourhood Support**

## 2024 City Investment

**Operating Grant:** \$233,000 (base)  
**Operating Grant:** \$250,000 (one time)

## 2024 Results



## The story behind the numbers

- 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.
- Improvements to participant organizations through learning events has resulted in improvements to organizational effectiveness ratings and lowered financial issues, improving knowledge and confidence of participant organizations.

## Benchmarks

- The Federation's Balanced Score Card uses Key Performance Indicators (KPIs) such as the Auditor/Audit Tech hours spent on a file. Select KPIs are reported on monthly and quarterly basis to guide program reviews, policy updates, and risk mitigation strategies.
- A suite of measures is used to assess the delivery of learning pre- and post-testing, participant change in knowledge and change in confidence as a result of participating in learning events.

## Looking ahead: 2025 highlights

- Key recommendations from the Audit Efficiency report will be implemented, including optimizing program structure and staffing to enhancing client education and tools to improve efficiency and streamline information gathering and analysis.
- Investigating the feasibility of creating an online discussion platform for members to strengthen networking, improve communication and provide deeper insight into member needs.



## FEDERATION OF CALGARY COMMUNITIES SOCIETY 2024 Civic Partner Annual Report

**Civic Partner Name:** Federation of Calgary Communities Society

**Legal Structure:** Independent External organization (Societies Act)

**Manage/operate a City-owned asset:** No

**Mission/Mandate:** The Federation is a support organization for 156 Calgary and area Community Associations and more than 100 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 2024 that contributed to:

#### a) One or more [Council Strategic Directions](#)- economic resilience, social resilience, climate resilience?

As a Civic Partner, our work aligns with all three of the Council's Strategic Directions at the organization and broader community levels. Our core operating funding aligns specifically with social resilience, and our one-time funding aligns with economic resilience.

#### **Social Resilience:**

- i. Develop, execute, and support opportunities for members to build connections with each other
  - a. Increase engagement of members through the Peer-to-Peer Network
    - Key Result: average of 498 subscribers over 18 campaigns (Mailerlite Metrics - MM)
    - Key Result: average open rate is 60% (MM)
    - Key Result: 89.8% satisfaction with our peer-to-peer email system (SS2024)
    - Key Result: 42.4% believe the newsletter increased their ability to make connections with other members (SS2024)
    - Qualitative Quote (SS2024): "An organization that helps keep community associations in touch and aware of events and needs of other associations."
  - b. Host face-to-face networking events
    - Key Result: hosted 3 events with 321 participants
    - Key Result: 87.9% satisfaction with networking events
    - Qualitative quote (SS2024): "Incredible resource workshops, networking, expertise, opportunities, etc. I feel very grateful to live in Calgary and have access to Federation programming!"
- ii. To improve volunteers' understanding of non-profit governance
  - a. Increase member participation in our educational offerings
    - Key Result: 1,042 participants across workshops - an increase in attendance of 42.15% over 2023
    - Key Result: 94.8% of respondents (SS2024) stated they are satisfied with the educational opportunities.
    - Key Result: Respondents (SS2024) stated that being a member of the Federation has increased their organization's effectiveness by 46.9%

- Key Result: respondents in SS2024 stated a 48.9% increase in organization development knowledge, while the workshop participants stated a 47.5% increase at the end of the event
- Key Result: respondents to SS2024 stated a 48.9% increase in confidence meeting their organization needs; while workshop participants had the perception of 32.64%
- Qualitative quote (Workshop Eval 2024 – WE2024) – “That was fantastic! I can't wait to attend more workshops provided by the Federation” and “...this presentation should be mandatory every 2 years. Incredible”.
- b. Provide one-on-one support
  - Key Result: 1,053 requests for service from members
  - Key Result: 84% satisfaction with one-on-one support on governance-related matters
- c. Develop new resources and maintain an online knowledge center
  - Key Result: 49.31% of respondents (SS2024) state that they have increased access to information and tools to meet their organization's needs
- iii. To encourage and support volunteers to create welcoming places that enhance the relevancy of the community association to the broader community
  - a. Provide members with regular communications appealing to different audiences (i.e., Get Engaged, Your Moment in Planning)
    - Key Result: 50% of our 2563 subscribers report that they “always or usually read” Get Engaged. We produced 23 editions of Get Engaged (MM 2024)
    - Key Result: 84.8% feel the newsletter informs them on issues affecting their organization (SS2024).
    - Key Result: 67.2% discuss newsletter content with other board members (SS2024)
  - b. Develop and deliver workshops and learning opportunities that help communities engage people who are reflective of their communities (customization available on a fee basis)
    - Key Result: respondents in SS2024 stated a 60.7% increase in engagement knowledge, while the workshop participants stated a 59% increase at the end of the event
    - Key Result: respondents to SS2024 stated a 68.8% increase in confidence in engagement of residents
    - Qualitative Quote (WE2024): “I think my favourite workshop that has had the most impact on me and my position is the Membership workshop. Thank you.”

### **Economic Resilience:**

- i. To increase volunteers' financial fitness
  - a. To offer a subsidized audit program for community associations and social recreation groups
    - Key Result: 95 subsidized audits (91 community associations and 4 social recreation groups)
    - Key Result: 90.32% of respondents are satisfied with our audit service
    - Qualitative Quote: “Very happy with the audit services. We had more questions last year, but this year everything was well established.....”
  - b. Deliver financial fitness learning opportunities across the network
    - Key Result: respondents in SS2024 stated a 54.3% increase in financial knowledge, while the workshop participants stated a 56.2% increase at the end of the event

- Key Result: respondents to SS2024 stated a 48.9% increase in confidence in their reading their organization's financial statements; while workshop participants had the perception of 37.7% - indicating customized one-on-one support is important to build confidence
- Key Result: 47.8% stated they had better access to financial tools and resources to meet their organization's needs
- Qualitative Quote: "Really enjoyed this workshop of helpful information. Looking forward to any knowledge I can get to improve my bookkeeping for my community association. (WE2024)

**b) Your own organization's strategy?**

We had an ambitious year but the Key Result areas we are most proud of include:

- **Audit Effectiveness/Efficiency Review** – We conducted the review in collaboration with staff, stakeholders, and board members, resulting in a highly focused, actionable, and multi-pronged plan. Key 2024 deliverables included:
  - Enhancing employee engagement, particularly among junior staff, to empower them in their audit roles.
  - Strengthening clarity and accountability through a comprehensive job description review and the development of clear performance review indicators.

This work will continue into 2025, ensuring ongoing improvements in engagement, structure, and accountability.

**Strategic Planning 2025-2029** – The board has completed a new strategic plan for 2025–2029, developed through stakeholder input gathered during a leadership retreat, along with trend analysis, staff insights, and board contributions. While our Vision, Mission, and Values remain unchanged, we have established three new priority areas and corresponding goals to guide our work over the next five years.

As part of this process, the board also approved a 2025 implementation work plan and related budget. Additionally, existing Key Performance Indicators (KPIs) were reviewed, and new ones were introduced where needed to measure progress effectively.

**Strategic Objective 1:** Enhanced value to our members and communities.

**Goal 1.1:** Champion small-NPO issues and amplify community voices in municipal planning.

**Goal 1.2:** Enhance the Federation's role as a trusted source of support for members and communities.

**Goal 1.3:** Increase member engagement and feedback mechanisms.

**Goal 1.4:** Share and model EDIB (Equity, Diversity, Inclusion and Belonging) best practices as we learn and adopt them.

**Strategic Objective 2:** Evolved workplace culture and organizational processes.

- Goal 2.1:** Make the Federation a workplace of choice, particularly for individuals starting or growing their careers.  
**Goal 2.2:** Optimize the utilization of technology.  
**Goal 2.3:** Enhance the Federation's capacity as a learning organization.  
**Goal 2.4:** Minimize leadership risks to ensure continuity and stability in key leadership functions.  
**Goal 2.5:** Improve and sustain the efficiency and management of the audit program.

**Strategic Objective #3:** Diversified resource base

- Goal 3.1:** Deepen and expand funding partnerships.  
**Goal 3.2:** Broaden the Federation's resource base, especially revenue generation.  
**Goal 3.3:** Strengthen the Federation's brand and visibility.

**2. Performance measures help demonstrate the return on The City's investment in a partner's operations, and support continuous improvement. What performance measures reflect your organization's impact in 2024?**

	Performance Measure Name	2022 results	2023 results	2024 results	How does this measure reflect your organization's impact?
<b>How much did you do?</b>	# of participants in workshops	523	775	1,032	Reflects a significant increase in reach and engagement of members in learning opportunities. Assists with future planning and resource allocation – demonstrating The Federation's ability to meet needs of participants.  This demonstrates the number of educational opportunities on diverse subject matters including core subjects as well as topical issues that members identify, and we respond to throughout the programming year.  Support tickets represent demand for services, but this is only part of the story. While this year's number decreased, the issues we addressed were more per support and they took longer to address. Through these requests, we track trends, guide service improvements, allocate resources and so on.
	# of workshops	57	53	53	
	# of requests for support	924	1,336	1,053	
<b>How well did you do it?</b>	% <u>increased</u> satisfaction with Federation Services	55%	45%	56%	This metric helps us track service effectiveness and demonstrates accountability to objectives set. Most importantly, it helps reinforce what is working or identifies areas

					for improvement. 2024 results indicate some of the changes and pivots to our programs and services.
<b>How are Calgarians better off?</b>	% who report an <u>increased</u> ability to meet their organization's needs	48%	35%	40%	demonstrates that our services increased their ability to meet their own organization's needs through tangible skill building, resource access and support offered by us.
	% who report an <u>increase</u> in organizational effectiveness	85%	45%	47%	
	Financial statement assurance: % of subsidized audit clients with materially	n/a	94%	90%	Our baseline over time has been 43% due to turnover of volunteers. This year's results exceed our baseline slightly - signifying sustained improvements in understanding and leadership.
	% increase in knowledge on a topic	n/a	40%	44%	This reduction can indicate improvement and suggests organization level changes to their bookkeeping; it could also mean they hired a skilled treasurer or bookkeeper.
	% increase in confidence to meet their organization's needs	n/a	30%	33%	<p>These results, from pre- and post-tests, demonstrate a significant boost in participant understanding and confidence, showing that our training effectively empowered individuals with the knowledge and skills needed to support our organization. By enhancing their self-assurance, we are strengthening their ability to contribute meaningfully to their mission.</p> <p>We have found evidence to suggest that pre- and post- testing results in a scale of change that rates impact as follows:</p> <ul style="list-style-type: none"> <li>• &lt;10% Change → Often considered small or not significant unless the baseline was already high.</li> <li>• 10-20% Change → Moderate impact, could be meaningful depending on the context.</li> <li>• 20%+ Change → Strong improvement, usually significant.</li> </ul>

					<ul style="list-style-type: none"> <li>40%+ Change → Highly significant, indicating major impact.</li> </ul>
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**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?**

The Federation's wealth of knowledge and accessible resources, both in person and online, have been indispensable in navigating the complexities of urban planning within our community and beyond. From insightful workshops to informative publications, the FCC has consistently delivers invaluable guidance and assistance.

What truly sets FedYYC apart is their unwavering support and availability. The FedYYC team is always ready to lend a helping hand, and provide expert advice and assistance whenever needed. Their commitment to empowering communities and fostering collaboration is truly commendable [...] and makes them an indispensable ally for communities across Calgary. I am immensely grateful for their contributions and look forward to continuing our collaboration in the future."

**Colin B.**  
Spruce Cliff Community Association

**Building Accessibility**

"During the design of the space, we considered accessibility. One day while we were mapping out the new space after school hours. A mother in a wheelchair came through to watch her kids participate in a sport ball program in the school field. She had to traverse across a very bumpy grass corridor to get from the sidewalk to the field. We were so excited to be able to share with her family that we had received [ActivateYYC] funding to build a new, more inclusive and accessible pathway for next season. Seeing firsthand how this could make a direct impact to community users was heartwarming."

**Killarney Parent Fundraising Society**

Nancy and Azra are [...] quick to get back to my questions. If I have an accounting treatment question for new business, Nancy always advises me how to do the accounting for these new items. Nancy knows the taxes very well and her accounting knowledge is vast. I would recommend the audit service as they always teach me something as the treasurer.

**Audit Client**  
Audit Satisfaction Survey

"Really appreciated the microgrant and starting projects at a grassroots level idea. I personally got a lot of inspiration from that "seed" I think it will help with developing our planning committee vision."

**Workshop Participant**

ed knowledge.  
kkeeping

"Thanks for hosting the great [Capitol Projects 101] session tonight. I'm feeling more inspired about my project and I'm excited to share a ton of information with my project partners."

**Carly, Workshop Participant**

"I thought I was doing good, but then ??"

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

There are no benchmarks that we have found for our unique services and programs. We have been using a pre- and post- test evaluation benchmark to understand the impact of our learning events.

a) Examples of benchmarks:

We have found some evidence to suggest that pre-and-post testing on workshops have a scale of change that rates impact, to which we subscribe, as follows:

- b) <10% Change → Often considered small or not significant unless the baseline was already high.
- c) 10-20% Change → Moderate impact, could be meaningful depending on the context.
- d) 20%+ Change → Strong improvement, usually significant.
- e) 40%+ Change → Highly significant, indicating major impact.

Our benchmark is 20%.

Our audit program also has these internal benchmarks:

KPI Description	KPI Metric
Auditor/Audit Tech Hours on a file	65/35
Delivery of Audits on budget	10% write-off
Increase in Number of Funder Relationships	\$25K in new funding

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

We measure, through pre- and post-testing, participant change in knowledge and change in confidence as a result of participating in our learning events. Our benchmark for each topic area is a minimum of 20% change. We also measure increased knowledge and confidence in the annual satisfaction survey. These are the 2024 results:

Topic		Workshop Evaluations			Annual Survey	
		Pre	Post	Change	Change	
Financial	Knowledge	4.82	7.53	56.00%	54%	
	Confidence	5.71	7.86	38%	49%	
		Pre	Post	Change		
Urban Planning	Knowledge	5.49	7.92	44%	68%	
	Confidence	5.82	7.73	33%	52%	
		Pre	Post	Change		
Organization Development	Knowledge	5.29	7.8	47%	49%	
	Confidence	5.76	7.64	33%	48%	
		Pre	Post	Change		
Engagement	Knowledge	5.33	8.5	59%	61%	
	Confidence	6	8.2	37%	69%	
		Pre	Post	Change		
Communications	Knowledge	4.6	6.8	32%	n/a	
	Confidence	5.8	6.8	20%		

Our workshop evaluations clearly demonstrate a strong to significant impact on volunteer knowledge acquisition and confidence in applying new skills across all subject areas. However, this is just part of the story. We recognize that longer-term volunteers are seeking more advanced content to continue their growth and deepen their expertise.

KPI Description	KPI Metric	2024 KPI Performance	Reasons for KPI Variance (up or down)
Auditor/Audit Tech Hours on a file	65/35	86% of files meet this KPI	Audit efficiency
Delivery of Audits on budget	10% write-off	13%	New staff in training
Increase Number of Funder Relationships	\$25K in new funding	\$90K	Pilot Project addition and a consulting contract

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

While our programs consistently deliver strong to significant impact, we remain committed to continuous improvement. We actively evaluate feedback and make iterative enhancements to our professionally developed curriculum and learning opportunities. With our members' evolving needs, we use a multi-faceted approach—including evaluations, surveys, and trend data—to ensure our learning materials remain relevant, responsive, and high-impact, all within our available resources. Our challenge is capacity to grow. With current funding we cannot expand further.

Our Key Performance Indicators (KPIs) serve as essential metrics for board oversight. Using a Balanced Scorecard approach uniquely designed for The Federation, the board monitors select KPIs monthly and quarterly to guide program reviews, policy updates, and risk mitigation strategies. This ongoing assessment ensures our initiatives remain effective, data-driven, and aligned with our mission.

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

At The Federation, diversity and inclusion are not just values—we actively embody them in our work, internally and externally. More than 65% of our staff are racialized individuals, including many on work VISAs or with landed immigrant status. Our commitment to equitable hiring ensures diverse voices shape our organization. Every staff member upholds these principles by signing policies that address equity, diversity, inclusion, and anti-racism, reinforcing our dedication to a respectful and inclusive workplace.

Beyond our internal commitments, The Federation plays a pivotal role in educating and empowering our members and the sector at large. Through dynamic programs and timely communications, we provide tools and knowledge to foster inclusive community leadership.

Each year, we deliver high-impact workshops designed to create meaningful change. In 2024, we offered our comprehensive Core Workshop: "Building Inclusive Community Engagement" several times, including at our one-day pilot learning event called "Fed on the Move".

We also offer other learning opportunities and utilize existing resources to address needs and to connect members to resources. For example, we connect members to essential external services and community-based insights, including:

- Anti-Racist Organizational Change (AROC) training – helping organizations implement meaningful change.

- Community Profiles (City of Calgary) – offering demographic insights to foster better representation.
- Calgary Economic Development Data – supporting informed, inclusive decision-making.
- Community Mediation Calgary – providing conflict resolution support for organizations navigating challenges.

In addition to our work on diversity and anti-racism, we continue to champion inclusive community development. Our historical research, "Grow Your Community Hub" (2017), remains a vital resource for fostering welcoming and inclusive spaces.

At The Federation, we believe inclusion isn't just about policies—it's about action. By providing education, resources, and leadership, we are helping shape a sector that is more equitable, diverse, and engaged.

**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](#))**

The Federation remains steadfast in our commitment to honouring Treaty 7 land and advancing reconciliation through meaningful action. In addition to embedding Treaty 7 land acknowledgments in all formal communications, we actively educate and engage our members on their significance. We provide guidance on delivering land acknowledgments with authenticity and respect.

Recognizing the importance of reflection, The Federation also observes September 30 as a recognized paid day off for staff to engage in learning and reflection on Truth and Reconciliation. Just prior to this day, we host a 30-minute organization culture session to help focus and reflect on the purpose of September 30.

Federation staff consistently model how to present the Treaty 7 land acknowledgment at all meetings, workshops, and events. Our board and staff have been encouraged to learn about their ancestry or if they are new to Canada about residential schools and generational trauma. Our board and staff also are encouraged and supported to deliver the land acknowledgement with their story or in their own words. At the board level, this has exposed us to a variety of versions and familial stories which has increased learning and reflection.

Through these efforts, The Federation continues to promote awareness, understanding, and meaningful action toward reconciliation—ensuring that Indigenous perspectives are not only acknowledged but actively integrated into our work.

## RESOURCES

### 7. Please estimate how The City's operating funding was allocated in 2024.

%	Advertising and promotion
%	Programs or services
4.8%	Office supplies and expenses
3.1%	Professional and consulting fees
88.6%	Staff compensation, development and training
%	Fund development
%	Purchased supplies and assets
%	Facility maintenance
%	Evaluation or Research
3.5%	Other, admin 2% and insurance E&O 1.5%

### 8. Did volunteers support your operations in 2024? (including board and committee members)

How many volunteers?	112
Estimated total hours provided by volunteers:	1,498

### 9. Did your organization receive any awards or recognition in 2024, or have any client or participant feedback that you want to highlight?

On November 13, 2024, our program ActivateYYC won the Mayor's Urban Design Award: Community Initiative. Not only does this program fund traffic calming and placemaking across the city, but it also engages citizens in their own community, turning underutilized space into place!

### 10. How did your organization address climate change in 2024, 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?

#### Climate ReadyYYC: A New Initiative for Climate Adaptation

In summer 2024, we began exploring how a **microgrant program** could help equity-deserving communities **adapt to severe climate events**. This conversation, held in collaboration with **The City's Climate Adaptation department**, led to the creation of a new pilot program: **Climate ReadyYYC**.

Launched in late 2024, **Climate ReadyYYC** is designed to fund small groups of individuals and non-profit organizations to develop **community-driven climate adaptation projects** that directly benefit vulnerable populations. Stay tuned for our 2025 report, where we'll share the impact of this initiative and the innovative projects it has supported.

#### Energizing Spaces powered by ENMAX: Driving Energy Efficiency in Community Spaces

We continue to deliver **Energizing Spaces powered by ENMAX**, helping community organizations reduce energy costs and improve sustainability. As of December 2024, this initiative has:

- **Empowered 83 community-based organizations** (primarily community associations)
- **Provided \$824,050 in grant funding**

- **Supported 163 energy-efficient appliance upgrades**
- **Completed 54 outdoor and security lighting projects**

The impact? **Sustained electricity, gas, and water savings exceeding \$50,000 annually**—plus ongoing **GHG reductions** through energy-efficient appliances and LED lighting. Through **Energizing Spaces**, we continue to support Calgary communities in their transition to a more sustainable future.

**11. Are there any projects, initiatives or plans for 2025 that you want to briefly highlight?**

- **Implement Action Items from the Audit Efficiency Report** – We will execute key recommendations from the report, which cover a range of improvements, from optimizing program structure and staffing to enhancing client education and tools. By better educating clients on bookkeeping practices and the “why” behind audit requirements, we aim to improve efficiency, reduce time spent correcting errors, and streamline information gathering and analysis.
- **Explore Launching an Online Member Forum** – We will assess the feasibility of creating an online discussion platform where members can engage with us and each other. This initiative will strengthen networking, improve communication, and provide deeper insight into member needs.
- **Pilot Expansions of *FED on the Move*** – This initiative brings our core workshops directly to volunteers, potentially by geographic regions or specific organizations. In response to feedback from the 2023 and 2024 Satisfaction Survey, we are expanding access to these workshops, empowering more participants with knowledge and confidence while increasing overall engagement.

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

**12. CAPITAL PROJECTS AND ASSET MANAGEMENT**

***Not Applicable***