

1. **Organization Name:** TELUS Spark
(Calgary Science Centre and Creative Kids Museum)
2. **Fiscal Year:** January 1- December 31
3. **Latest Annual Report available and web address:**
<http://www.sparkscience.ca/media/annual-reports/>

GOVERNANCE

4. Current Vision, Mission & Mandate (include any proposed changes).

Mission – We are a role model and force for innovation that drives positive change.

Vision – Our community is transformed by a culture of curiosity, risk-taking and problem solving.

5. Identify Board and senior management positions, incumbents and vacancies.

Chair – Brent Poohkay; Vice-Chair – Brent Allison; Secretary – Don Kjosness; Finance & Audit Chair / Treasurer – Brad Grundy; Other Directors – Cameron Bailey, Martin Kratz, Mary Fong, Rodrigo Sousa, Lorraine Moore, Dennis Sumara, Tracey Bodnarchuk, Gordon Lowe, Sheila Leggett, 2 vacancies.

CEO – Jennifer Martin; COO – Barry Crean; VP Programs – Katherine Ziff; VP Exhibits – vacant; VP Development & Marketing – Alison Pidskalny

6. Discuss succession planning for Board and senior management.

Board terms are 3 years in duration, with a maximum of three successive terms. Chair terms are 2 years in duration. The Vice-Chair is the chair of the Governance & Nominating committee, and incoming Chair of the Board.

Management succession development is underway, identifying early and mid-level leadership, assessing potential and performance.

2014 YEAR IN REVIEW

7. Summarize 2014 accomplishments (based on established goals or objectives).

Our Team – reduced recordable injury rate to 4/100 FTE; completed the first full year of performance management program; benchmarked employee retention for future years strategy.

Our Community

- 250% increase in earned media mentions; social media engagement reached over 53,400
- 5,549 visits from Social Service agency partners through our Community Connections program

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- Achieved over 29,000 visits as Facility Sales clients
- Hosted temporary photography exhibition by Dr. Roberta Bondar
- Collaborated with over 50 community-based organizations to produce the highly successful *Adults Only Night*

Our Business

- Opened outdoor exhibits and experienced an immediate increase in “good weather” attendance
- Achieved budget balance as projected
- Parking lot system changed over to *Park Plus* for improved operations and efficiencies
- Achieved 71,000 student visits (TELUS Spark is the largest education field trip destination in Alberta)
- Achieved Volunteer Hours target: over 15,600 hours contributed from 914 volunteers
- Exceeded overall Donations targets by 60% by signing two major facility-based sponsorships
- Exceeded Facility Sales target by 23%
- Achieved Membership sales target
- Exceeded media and social media reach
- Launched pilot program for educator training called *Shift Lab*

8. Provide performance measures (targets and actual) used in 2014. Include any challenges in meeting targets.

- Safety Target: 7 recordable injuries/100 FTE; Actual: 4/100
- Performance management system Target: 100% completion rate; Actual: 97% (first year of new system)
- Value for Money rating Target: 3.66/5; Actual: 3.82/5
- Met Visitor Expectations rating Target: 4.35/5; Actual: 4.13/5
- Overall Attendance Target: 350,000; Actual: 342,000
- Education Attendance Target: 75,000; Actual: 71,000
- Operating Cost per Visitor Target: *benchmark year*; Actual: \$29.22/on-site visitor
- Operating Budget Balance Target: \$(700,000); Actual: \$(677,421)
- Reserve Funded Projects Target: achieved installation and opening of *Energy & Innovation* exhibits, and *Brainasium* outdoor exhibits, and generated good-weather attendance increases

9. Describe how your organization’s 2014 activities contributed to the economy and culture of Calgary, Calgary’s environment and the well-being of Calgarians.

Economic: 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. Ensured creative, skilled employees are on staff to operate the facility. Strategically invested in new exhibits to meet “good weather” demands (Park phase 1). Ongoing market research identified areas of highest impact. Maintained prices at 2011 levels to keep TELUS Spark affordable and accessible to Calgarians.

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Environmental: Public awareness of natural environment and through play, healthy lifestyles through the investment in outdoor park exhibits and programs (*Brainasium*). Increase pedestrian & bicycle access. Hosted public dialogue & programs related to these issues.

Social: Expanded social agency partnerships from 11 to 29 agencies. Emphasize creative lives for citizens, community partnerships and government through CADA partnership. Attract adult audience and partner with community organizations during *Adults Only Night*. Safe place to learn and play. High accessibility design.

Integrated Activities: Partnerships with other Calgary-based and international organizations. TELUS Spark is acting as a key contributor to the 2017 International Play Association conference. Promoted sustainable communities through LEED Gold facility, and exhibit & program awareness. Excellent example of governance model for civic partners through Board of Directors leadership.

10. Indicate what resources were leveraged to support operational activities, providing examples.

Leveraged City operating grant by a factor of five (5) through earned revenues.

Volunteer hours: 15,636

Community agency program (29 agencies): 5,549 individuals in 2014 (a 73% increase over 2013) visited free of charge through our indepth Community Connections partnership program.

Community partners highlighted in exhibits and programs in 2014: over 250 (e.g. Neuroscience Students association of U of C, Alberta Water Portal, Calgary Sexual Health Centre)

CAPITAL REPORTING

11. Provide an overview of your organization's capital development for 2014, including specific lifecycle/maintenance projects.

New exhibits were developed and installed for the *Energy & Innovation* gallery, to address improvements in visitor experience, and add specific content on electricity. This exhibit upgrade was supported by a Capital Civic Partner Grant.

One acre of outdoor exhibits was added to the Park (branded *Brainasium*), to increase attendance revenues during "good weather" periods in the spring and summer.

Visitor navigation improvements were installed in the Atrium in 2014, with further investment in added visitor experiences planned for 2015.

12. Indicate what funding was leveraged to support capital activities in 2014.

Capital Civic Partner Grant of \$250,000 was leveraged by an additional \$800,000 from the Society reserve fund to complete the upgrade of electricity exhibits for the Energy & Innovation gallery.

The Park installation of one acre of outdoor exhibits was fully funded by the Society reserve. This capital investment totalled \$1,260,000 in permanent infrastructure.

The total Atrium improvements project budget is funded by the Society reserve fund. In 2014 approximately \$5,000 in improvements were made.

LOOKING FORWARD**13. Based on your business plans for 2015-2018, what are your priorities and deliverables for 2015-2016?****Revenue Diversification:**

- Lease international feature exhibition annually to increase General Paid attendance revenues
- Increase earned revenue through adult learning programs (pilot in 2015 is break-even)
- Expand education programs online to serve western Canada (virtual operating room, N. Alberta service delivery initiated)
- Increase facility sales and retained earnings by 20%
- Add a further 1 acre of outdoor exhibit infrastructure to attract “good weather” visitation
- Complete Catering Kitchen business analysis project

Community Impact:

- Increase visitor experience ratings through incremental improvements in on-site program
- Achieve *Value for Money* visitor ratings targets, and *Likelihood to Visit* ratings targets
- Refine community partnerships to increase impact and efficiencies
- As the Canadian science centre located in Calgary, begin a progressive exhibit and program development focused on energy and the environment

Operating Efficiency:

- Reduce operating costs per visitor by increasing visitor attendance
- Continue pro-active visitor opinion research
- Ensure all business units achieve revenue targets
- Effectively manage capital projects to achieve on-time, on-budget, high quality standards targets

14. Identify any changes to plans and/or budget projections for 2015-2018.

None

15. What would be the operational impact should there be a reduction in your grant(s) from The City?

Reduced funding for facility maintenance (cleaning, landscaping, equipment) of a unique City of Calgary asset.

Raised prices to make up the shortfall would mean reduced community access.

Program that subsidizes school visits would be cancelled.

Inability to secure international feature exhibitions would mean Calgarians would have to travel to other cities (e.g. Edmonton, Las Vegas) to view these.

16. Identify any specific opportunities/projects that would directly stimulate the Calgary economy if supported by a strategic investment by The City.

Catering Kitchen business plan – Due to the limitations of the current physical facilities, our catering gross revenues are capped at \$2,000,000 per year. Demand has grown annually for unique facility rentals and events at TELUS Spark, and is expected to continue to grow through the next 4 years. With off-site catering expenses added to the fees charged by the food services contractor, margins retained by TELUS Spark are limited. Expansion of the physical plant for food services, through the investment in a catering kitchen, will reduce costs and therefore benefit the science centre operations through higher retained earnings. A thorough business case analysis is underway, along with preliminary architectural designs for the facility addition. Capital investment is projected to be \$2M-\$4M.

Outdoor exhibits – TELUS Spark has over 6 acres of outdoor space that is within the “paid zone” of admissions to the science centre. Warm, dry summers are predicted to continue, and the science centre therefore has a strong business incentive to be a destination for “good weather”. Outdoor play is also a key program objective of the Council’s Priorities for 2015-2018. By the end of 2015, approximately 2 acres of outdoor exhibits will have been installed, fully funded by the Society reserves.

The remaining cost to complete the full 6 acres is approximately \$1,500,000. This investment cannot be fully funded by the Society reserves without reducing the available emergency operations funds.

Major exhibition renewal – 2015 represents the fourth year of operations of TELUS Spark. Within the next 2 years the science centre will experience a significant pressure to renew at least one of the major exhibition galleries. Science centre statistics show that permanent exhibit renewal is a key driving force for sustained visitor admissions revenues. The full development, design, fabrication and installation cost of an exhibition gallery is approximately \$4,000,000.