

# ANNUAL REPORT

January 1, 2023 to December 31, 2023



FEDERATION OF  
CALGARY COMMUNITIES

# TABLE OF CONTENTS

Our Vision & Mission	.....	2
A Message from Our President & Executive Director	.....	3
2023 Achievements	.....	4 - 13
A Look Ahead	.....	14
Financial Statements	.....	15 - 16
Funders & Sponsors	.....	17
Meet our Team	.....	18

BE PART  
OF IT!

## OUR VISION

At the Federation, we are focused on cultivating a network of nonprofit organizations that are able to thrive, collaborate, and make an impact on their communities.

## OUR MISSION

We build the capacity of volunteer-run organizations delivering resources, workshops and professional services. Through our work, people gain the skills to guide their organizations with confidence and clarity.

## STRATEGIC PRIORITIES



### Service Alignment

Provide a diverse range of opportunities for our members to improve their knowledge, connect with other organizations and access our services in ways that meet their needs.



### Communicate Our Story

Strengthen the Fed's position within the sector as a capacity builder, trusted support, and respected voice for community-based non profits.



### Operational Excellence

Ensure we gain and maintain the necessary human, financial, and technical resources to continue meeting member needs as they evolve over time.

## LAND ACKNOWLEDGEMENT

The Federation of Calgary Communities acknowledges Mohkínsstsisí [mohk-KIN-stiss] and the traditional Treaty 7 territory and oral practices of the Blackfoot Confederacy comprised of the Siksiká [six-ih-GAH], the Káínai [GUY-nah], and the Piikáni [bee-GAH-nee] First Nations; the Tsúut'ínà [soot-IN-uh] First Nation; and the Stoney Nakoda [nuh-KOH-duh] including the Chiniki [CHIN-ih-kee], Bearspaw [BEARS paw], and Goodstoney First Nations. We acknowledge that this territory is also home to the Métis Nation of Alberta, Districts 5 and 6, within the historical Northwest Métis homeland.

We have respect for and deep gratitude to Indigenous peoples whose traditional territories we are honoured to operate within.

# A MESSAGE

## From our President & Executive Director



To Our Members and Supporters:

While we may not be the ones filling community gardens, running after-school programs, or maintaining facilities, our services empower grassroots nonprofits to create lasting and meaningful impacts on their communities. This report goes beyond simple numbers to feature inspiring stories from our members, highlighting how the Federation's unique work has supported their organizations.

Throughout 2023, we've expanded our services and embraced new challenges. This was our first year organizing the international Jane's Walk festival. Held during the first weekend of May, Jane's Walk YYC 2023 hosted over 50 walks with more than 1,000 attendees, encouraging people to explore and share stories about the neighborhoods they love. Like our other initiatives, Jane's Walk exemplifies our commitment to building neighborliness across the city.

We have also expanded our Energizing Spaces powered by ENMAX grant this year. Thanks to an increased annual grant commitment from ENMAX, we now provide more funding opportunities to local organizations seeking to upgrade their appliances and lighting to more energy-efficient options. Additionally, by partnering with Acre Electric for all lighting installation projects, we've streamlined the program and offered additional support to grant recipients.

But our work at the Federation goes beyond programming and grant funding. Through our advocacy efforts, we have influenced key funding decisions at both the municipal and provincial levels. At the City level, we secured a subsidy program for community associations and social recreation organizations for audit services. Provincially, we are credited with restoring the Community Facility Enhancement Fund to its pre-pandemic levels. Additionally, our work on the Casino Task Force has driven positive changes in the use of gaming funds, ensuring that municipally generated revenue stays within the municipality.

This past year, we've witnessed progress, change, and resilience as we diligently upheld our mandate to support and guide non-profit organizations in Calgary and the surrounding areas. None of our accomplishments would be possible without the support of our members, community, and partners, including our core funder, the City of Calgary.

As we look ahead to 2024, we invite you to stay engaged, spread the word about The Federation, and share your great ideas that will help us all thrive. Be part of it!

Sincerely,

**Tina Kakkar**  
President

**Leslie Evans**  
Executive Director

# BUILDING CAPACITY

We are a capacity builder for small, volunteer-led nonprofits in Calgary and surrounding areas. We help them increase their ability to engage their communities through programs, services, infrastructure, and more!



Participant's ability to meet their organization's needs increased by

35%

Organizational effectiveness increased by

40%

## DID YOU KNOW?

Workshop participants increased their ability to engage people in their community by 62%.

"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 Community Association

Recipient of ActivateYYC grant for intersection mural

"Shawnee Park, a part of our community with newer homes built on the former golf course has been a hard nut for us to crack. We had made a few efforts to engage them with very modest success. This time, we broke through and had a big crowd from those houses. We recruited a Play Champion and a prospective Board Member from the Shawnee Park crowd. The Play Champion is linked to a posse of young families. We now send out children's program reminders to this group through our Play Champion."

### Shawnee-Evergreen Community Association

"Thank you so much. We really appreciate the information. It will be beneficial as we have many projects on the go. We will be doing a lot of community engaging."

### T.K. Siksika Nation

# FUNDING COMMUNITY

In 2023, we distributed **\$194,404 in grants**. Through these grants, our members have been able to make lasting and positive changes to their communities and community spaces.

## Energizing Spaces

Through Energizing Spaces powered by ENMAX, community associations can receive grants to make their facility more energy efficient. Since 2015, Energizing Spaces has distributed 127 grants worth \$685,000 and made 71 member organizations more sustainable. This year, Penbrooke Community Association was the proud winner of Energizing Spaces powered by ENMAX "Install Day" grant.



Before receiving this grant, the Penbrooke board saw a considerable portion of their casino funding going to electricity and heating bills of \$3000-\$4000 per month, and they knew that their icemaker and refrigerator, which they relied on for programming and hall rentals, were nearing the end of their lives.

Not only did Energizing Spaces pay for the purchase and installation of energy efficient materials at their facility, but it also provided Penbrooke's residents with a Green Calgary workshop on how they can reduce their personal utility costs. Dozens of residents attended and each household received an energy-efficient kit, which included energy-saving materials that residents could install in their own homes.

For the facility, the ENMAX team upgraded everything, including attaching window wraps, replacing lightbulbs with LEDs, installing air-filters on faucets, wrapping pipes and blanketing the hot water tank. Acre Electric even installed Eco thermostats and motion sensors on lights to reduce unnecessary usage. Most importantly, ENMAX changed Penbrooke's energy plan! Penbrooke Community Association is now saving money every month. They saved \$1000 in the first month alone!

**On average, recipients have saved over \$42K on utilities through Energizing Spaces!**

"Our daycare and after school programs support over 100 kids, and we rely on our freezer to run these programs, but it constantly needed repairs. Through Energizing Spaces, we were able to upgrade to a new, energy-efficient freezer. Now, we can rely on our freezer to support these programs, but we are also saving money on energy and food waste costs. We're looking forward to reinvesting these savings back into our community."

**Deer Run Community Association**



# FUNDING COMMUNITY continued...

ActivateYYC and Lloyd Sadd Action Grants are micro grant programs offering community associations, businesses, not-for-profits and individuals resources to transform the way that people can interact with their community. In 2023, we distributed **48** microgrants worth **\$78,438**.

## 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**



## Building Community



We received an Lloyd Sadd Action grant to help fund their winter carnival. Over 250 families enjoyed games, sleigh rides, and a magic show. It was a wonderful opportunity to meet our neighbours.

**Dalhousie Community Association**  
2023 recipient of Lloyd Sadd Action Grant

“WHMCA was thrilled to receive an Action Grant for our Santa Breakfast! We can proudly report that it was a resounding success. We hosted over 230 of [our] neighbours and friends for a pancake breakfast, bake sale, kids craft space, a fire pit with s’mores and a fun visit with Santa. There were smiling faces at every turn!”

**Carolyn**  
Winston Heights-Mountview Community Association



# ACTIVATING YYC



We exist so that our members can successfully engage their community, and nothing shows that better than our ActivateYYC and Jane's Walk programs. From painted sidewalks to light installations to community events, we transform, we transform **"space" into "place."**

"These [Sweetlights from the Chinook Blast Installation] already look amazing, and we can't wait to display them outside the centre! The youth will appreciate the new additions for the centre and the community."

**Cornerstone Youth Centre**

"I have led a Jane's Walk for several years now and I love it. When it rained this year, I thought, 'no one will show up,' but show up they did! and we had 18 attendees and a great time!"

**Joey S.**  
Leader of Jane's Walk

"The sense of community and friendship everyone brought to the [Paint the Pavement] project was inspiring for our community."

**Wildwood Community Association**



# BUILDING NETWORKS

We are a network of over **240 nonprofits**, including **156 Community Associations**. With **20,000+ volunteers**, we are the largest volunteer movement in the city.



AGM 2023



Neighbour Day 2023



Value

The biggest thing I have learned or gained from the Federation is.....

*Understanding what's impacting other communities to truly let us know that "We're All in This Together"*

Anonymous Member

**40**

Peer to Peer newsletters

"I wanted to reach out and thank FedYYC for assisting us with our Audio Visual equipment that we were no longer able to use. Thanks to the Peer to Peer post [...], Miskanawah has been able to connect with another group that is going to take this equipment and put it to good use."

**Tracey**  
Miskanawa East

Colette,  
I was absolutely blown away by the connections you had [...]. Everything you presented was new, thoughtful, and forward thinking. The most valuable thing you have is that you listen and understand the issue rather than trying to offer half solutions. I am absolutely blown away by meeting you and still smiling from it."

**Laura**  
Alberta Bike Swap

**1336**

Support calls answered

# PLANNING COMMUNITY

The Federation listens to all voices of community and advocates for good engagement practices in the planning process. Our Urban Planners work to provide members with the confidence and knowledge necessary to be an active and engaged voice in community planning. This includes designing resources that break down complicated issues, partnering with the City to host our award-winning Partners in Planning certificate program, and acting as a trusted advisor to our members.



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

"Urban Planning at The Federation of Calgary Communities keeps us informed about planning trends and policies that affect our community. They provide excellent courses, seminars, and training to provide us with the knowledge and skills necessary to deal effectively with development matters that come before us. FedYYC Urban Planners are always available to provide file-specific counsel and advice on difficult issues. They provide balanced and nuanced insight on planning matters."

**Colin Y.**

Scenic Acres Community Association

## *Dear Federation of Calgary Communities,*

*Just wanted to reach out and thank The Federation and its people, (because an organization is only as good as its people!).*

*I have always looked for opportunities to connect and give back to the community, the city and the organizations within. I was recruited to help in our community as one of the development liaison members for the Community Association. I found out quickly that there was much to learn about being an effective resource for my neighbours and CA as a whole.*

*The Partners in Planning workshops have been great resources that have provided me with the knowledge necessary to contribute and give back. I cannot say enough about how amazing The Federation Team is at hosting these sessions, helping coordinate the resources and teaming up with City staff to present and educate the attendees.*

*I am now embarking on initiatives in our community that I would have not attempted to start without the training, resources, and support from The Federation and its team members.*

*Thanks to The Federation and its staff for all you do!*

*Mike*

*Shaganappi Community Association*

*P.s. I have just recruited another community member to start the Partner's in Planning workshops in order to add to our CA team!*

# SHARING KNOWLEDGE



Workshop attendees' confidence on the subject matter increased by

**30%**

Attendees increased their knowledge of the subject by

**40%**

Attendees increased their understanding of urban planning topics by

**60%**

In 2023, we reached **755 participants** through **53 workshops**. These workshops have helped our members increase their knowledge, but as also provided them with confidence and inspiring ideas to bring back to their organizations.

"I took the Partners in Planning certification program with a series of workshops with FedYYC staff and City of Calgary Planners. The facilitators were all highly knowledgeable, great listeners, and focused on what the class members wanted to know.

I have recommended the program as well as other individual FedYYC workshops I have already taken."

**Jim, Workshop Participant**

"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**

"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**

# FINANCIAL LITERACY

Nonprofit accounting differs from regular accounting and requires specialized knowledge. Most volunteer treasurers and bookkeepers don't have any nonprofit or bookkeeping experience when they accept their position.

Patrick, a CA volunteer treasurer, sums up a common problem:

“*I thought I was doing good, but then ???*”

Sometimes you just don't know where you go wrong. In fact, 94% of our subsidized audit clients come to us with materially misstated financials. It happens, and **we're here to help.**

Through our financial literacy training and our trusted audit services, we help organizations feel confident that they can rely on their audited financials when making financial decisions for their organizations and the communities they serve.

“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  
Audit Satisfaction Survey

“I especially appreciate the additional advice and service I received on tax matters including returns and assistance in dealing with a CRA GST audit.”

**Audit Client**  
Audit Satisfaction Survey

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



# RESOURCES CREATED

## Did You Know?

There are **544 resources available** in our Resource Library. Every year we add new templates, how-to's and general reference material to this growing number. Our library is open to all of our members at [members.calgarycommunities.com](https://members.calgarycommunities.com), just use the passphrase "Community."

Urban planning remains our hottest topic of reference and resource material as we work to help community associations understand and participate in city planning processes.

### H-GO: HOUSING GRADE ORIENTED

NEW LAND USE AND WHERE IT CAN GO  
JANUARY 2023

WHAT IS H-GO?

A new townhouse-style housing type approved by the City that allows some units to be stacked, but still maintains direct ground-level access for all homes (i.e. no apartment forms). These will be slightly bigger and have more units than a rowhouse.

CAN THIS BE BUILT NEXT TO ME?

If you live in the Centre City or Inner City area shown in outlined orange on this map OR have a NEW plan for your area called a Local Area Plan (LAP) the new H-GO form MAY be built in your area.

If you have a new Local Area Plan (LAP), lots on streets identified as Neighbourhood Connector or Neighbourhood Flex can apply to be rezoned to H-GO (these are specific names for a type of street identified in the new LAPs). Focus for this district is along busier streets with amenities close by.

If you do NOT have a Local Area Plan AND you are in the orange map area in the inner city AND are located:

- 200 m from a Main Street or Activity Centre,
- 600 m from an LRT platform,
- 400 m from a BRT station, or
- 200 m from Primary Transit Network.

You MAY have someone apply to rezone a property to H-GO. The land use has to be changed by City Council after a public hearing to approve H-GO to be built.

If you do NOT live in the inner city area or do NOT have a new LAP then H-GO is not an option at this time.

FIND OUT MORE

You can view more information about this land use, along with a more detailed Urban Structure Map on the City of Calgary's Website here: [calgary.ca/housingchoice](https://calgary.ca/housingchoice).

1 Urban Structure

FOUR-UNIT APARTMENTS SINGLE DETACHED SEMI-DETACHED H-GO STACKED TOWNHOUSES WITH SUITES APARTMENT BUILDING

CA Name and Contact:

### Presenting at Public Hearings

Effective Communication on Matters in Planning

Sometimes, planning matters hit at our emotions by proposing changes to the community we love. For some, this might feel personal when going through the planning processes. It can feel challenging and stressful. When trying to communicate in such situations, it's essential that you take time to move from reacting to constructively and effectively responding to the matter.

Effective citizen participation in City processes creates a legacy and trusting relationship between you and the developers/councillors, which can lead to more efficient and better-quality planning applications and communities. This document will help you prepare to be a partner working towards better planning outcomes.

When does it feel personal?

We love where we live, so it's understandable to feel personally invested in the community. Change is also hard for most. It's okay to be uncomfortable, but before you voice your opposition, explore what aspects make you uncomfortable (e.g., added density, shadowing, declining property values, parking, fear of losing neighbours, etc.). From there, you and your committee should ask yourself what aspects of the project make you uncomfortable and which are planning arguments. In the examples given, only "setbacks" are something council can consider when weighing the feedback. Making sound planning arguments will help to remove the emotion from the presentation as using personal feelings will be disregarded and potentially erode your efforts.

What is your role?

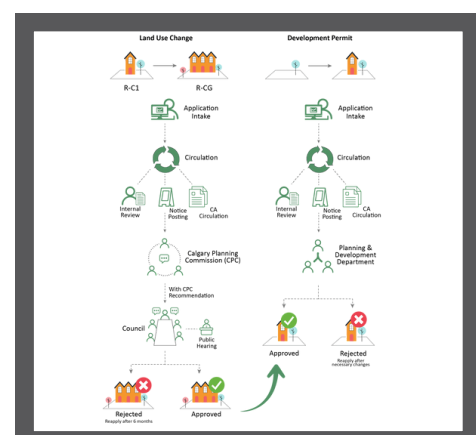
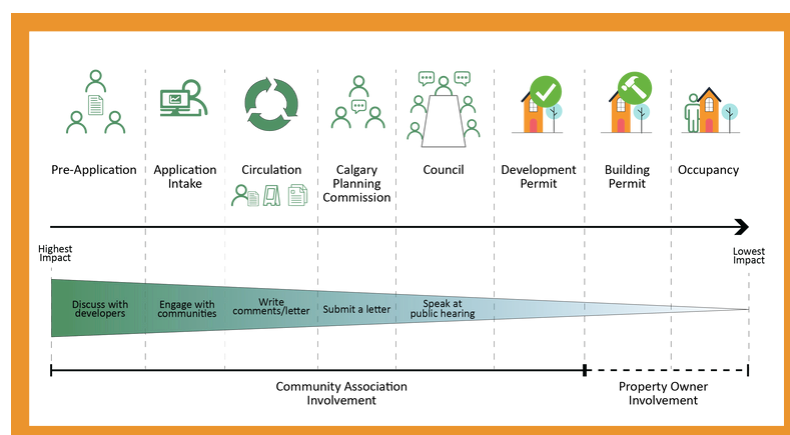
As a community association, your role is to reflect the diversity of the people who live, work and play within your geographic boundaries: homeowners, renters, business owners, workers, etc. This is a challenging job, but when you write a letter or appear at a public hearing, you are responsible for ensuring you have done some due diligence. When did you know? Missing the engagement does not discredit the engagement that did happen. Being reflective comes in many forms and is scaled based on the size or impact of a project. If you are speaking on behalf of the community, you must consider all input and balance your response. Go in prepared!

If you are speaking as an individual, be clear that you are there as an individual.

Citizens are the experts on where they live, so if you can offer planning arguments and alternatives to improve the project, you are likely to receive questions from council and thus be more likely to have influence.

Who are the decision makers?

When an item goes to a public hearing, it's ultimately the elected officials (city council) who are the decision makers. It's also important to acknowledge that citizen participation is only "a piece of the whole pie" that City Council considers when making decisions about the City's future. Nevertheless, constructive and informed citizen input is critical to the planning process.





# A LOOK AHEAD

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Looking ahead to 2024, we will be developing a new four-year strategic and operating plan that aligns with our new status as a civic partner with The City of Calgary. Our board is reviewing key information, such as the 2023 Satisfaction Survey, the September 2023 Leadership Summit report, to help us assess and understand our current strategy and operating environment and needs of our members. This research will help identify gaps and opportunities for the next four years. Our review and research stages will run from July 2024 to November 2024, and the new plan will take effect in January 2025.

Meanwhile, we are working on some exciting new plans to support our member organizations. To support our members' learning and opportunities to share ideas, we are reimagining how we deliver our workshops around the city. We're exploring a learning day format and opportunities to create targeted peer learning groups for specific positions, such as treasurers and presidents. Additionally, we are looking into ways to use technology to better engage and support our members, by facilitating a unified online platform for connection and community. While we're still working on the specifics of these initiatives, we can promise that the summer of 2024 will be a bustling time where we'll transform ideas into action. Keep an eye on our "Get Engaged!" newsletter for exciting updates!



# FINANCIAL STATEMENT

## THE FEDERATION OF CALGARY COMMUNITIES SOCIETY Statement of Financial Position As at December 31, 2023

	2023	2022
<b>Assets</b>		
Current		
Unrestricted cash	\$ 630,419	\$ 423,217
Restricted assets (Note 3)	196,822	191,833
Accounts receivable	146,601	294,877
Work in progress (Note 4)	141,332	81,100
Prepaid expenses	38,121	43,797
	1,153,295	1,034,824
Property and equipment (Note 5)	33,760	51,521
	<b>\$ 1,187,055</b>	<b>\$ 1,086,345</b>
<b>Liabilities and Net Assets</b>		
Current		
Accounts payable and accrued liabilities	\$ 51,844	\$ 33,924
Audit retainer (Note 4)	150,336	142,360
Goods and services tax payable	17,584	13,731
Unearned revenue	38,076	3,075
Fund held in trust (Note 6)	88,752	103,305
Current portion of lease inducement (Note 9)	10,994	14,657
Deferred contributions related to operations (Note 7)	108,070	88,528
	465,656	399,580
Deferred contributions related to property and equipment (Note 8)	10,614	24,475
Long-term portion of lease inducement (Note 9)	-	10,994
	476,270	435,049
Net Assets		
Invested in property and equipment	23,147	27,047
Unrestricted	687,638	624,249
	710,785	651,296
	<b>\$ 1,187,055</b>	<b>\$ 1,086,345</b>

Commitments (Note 10)

### On behalf of the Board

DocuSigned by:  
 Tina Kakkar  
 4571FF0E4034437... Director

DocuSigned by:  
 Akshar  
 7E8096E3CF8F47B... Director

# FINANCIAL STATEMENT

## THE FEDERATION OF CALGARY COMMUNITIES SOCIETY

### Statement of Operations

For the Year Ended December 31, 2023

	2023	2022
<b>Revenue</b>		
Service and fees	\$ 1,159,982	\$ 927,562
Grants (Note 7)	503,140	350,594
Casino (Note 7)	30,000	100,000
Memberships	64,458	61,175
Fees for contracted services	59,733	49,651
Donations and sponsorships	40,541	40,182
Interest	39,698	15,729
Office and miscellaneous (Schedule 1)	1,721	1,439
	<u>1,899,273</u>	<u>1,546,332</u>
<b>Expenses</b>		
Salaries and benefits	1,557,592	1,424,212
Occupancy	97,692	89,757
Office and administration (Schedule 2)	71,318	70,242
Equipment lease	10,571	10,766
Professional fees	12,802	11,500
Education and training	4,397	9,517
Memberships and audit insurance	17,338	7,189
Website and technology support	5,102	5,683
Convening and group meeting	7,716	5,432
Community resource and promotion	1,560	495
Volunteer recognition	3,205	395
Library	189	52
CSRF Grant Expenses	30,600	-
	<u>1,820,082</u>	<u>1,635,240</u>
Excess of revenue over expenses before amortization	<u>79,191</u>	<u>(88,908)</u>
Amortization of deferred contributions related to property and equipment (Note 8)	(13,861)	(13,861)
Amortization expense	<u>33,563</u>	<u>28,768</u>
	<u>19,702</u>	<u>14,907</u>
<b>Excess (deficiency) of revenue over expenses for the year</b>	<u>\$ 59,489</u>	<u>\$ (103,815)</u>

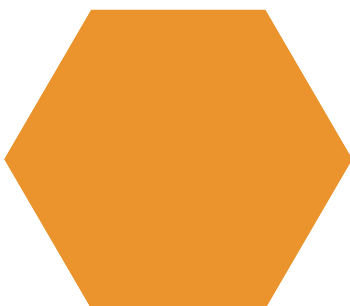
# FUNDERS & SPONSORS





# MEET OUR TEAM

As of June 2024



## **BOARD OF DIRECTORS**

**Tina Kakkar**, President  
**Elaina Eifler**, Vice President  
**Agnes Szaflarski**, Treasurer  
**Tim Lipp**, Secretary (resigned Feb 2024)  
**Alyson Robb**, Past President  
**Doreen Herdman**, Director  
**Austin Muir**, Director  
**John Mckinley**, Director  
**Marta Ligocki**, Director (resigned May 2024)  
**Craig Loewen**, Director, Interim Secretary  
**Nina Rehill**, Director  
**Paul Mercer**, Director  
**Asif Rashid**, Director

## **STAFF**

**Leslie Evans**, Executive Director  
**Lori Winder**, Administration Assistant  
**Kayleigh Kernaghan**, IT and Data Management Specialist  
**Phyllis Yeung**, Bookkeeper  
**Paul Meunier**, Director of Education  
**Mia Leung**, Urban Planner  
**Afrah Rayes**, Urban Planner  
**Adam Schwartz**, Community Activator  
**Ian Hernandez**, Community Implimentor  
**Francis Kahihu**, Organizational Development Analyst  
**Danielle Hillje**, Communications Generalist  
**Colette Acheson**, Member Services Coordinator  
**Chloe Chan**, Data Entry and Program Assistant  
**Ronaldo Chua II**, Power BI Technician  
**Heidi Brauer**, Auditor  
**Nancy Murdoch**, Auditor  
**Michael Ihekuna**, Auditor  
**Anthony Chiu**, Auditor  
**Fateha Muzaffar**, Audit Technician  
**Azra Qureshi**, File Coordinator & Audit Technician  
**Sophia Wu**, Intermediate Audit Technician  
**Yuvraj Badhan**, Audit Technician  
**Hanna Zarubina**, Audit Technician  
**Harjot Singh Atwal**, Audit Technician  
**Viktoria Shabanova**, Audit Technician  
**Uliana Kabanova**, Audit Technician



FEDERATION OF  
CALGARY COMMUNITIES



Training  
**Support**  
Resources  
**Understanding CAs**  
Community Resilience  
Engaging Volunteers  
Partnership Savings  
Committed to Making this City Amazing  
Gives  
Audits  
Planning Assistance  
Guidance  
Meets Community Needs  
Volunteer Acknowledgements  
Trust  
**Network**  
Education  
Grants  
Events

403.244.4111

[fedyyc@calgarycommunities.com](mailto:fedyyc@calgarycommunities.com)

[calgarycommunities.com](http://calgarycommunities.com)