



FEDERATION'S AGM AGENDA

Tuesday, June 24, 2025

7:00 – 9:00 p.m.

Southview Community Association

2020 33 Street SE

- 1.0 Networking
- 2.0 Greetings and Introductions
 - 2.1 Land Acknowledgement
 - 2.2 Guests and Partners
 - 2.3 Partners in Planning
- 3.0 AGM Call to Order
- 4.0 Approval of the Agenda
- 5.0 Approval of the June 24, 2024 Minutes
- 6.0 President's Report
- 7.0 Financial Report
 - 7.1 2024 Audited Financial Statements
 - 7.2 Appointment of the 2025 auditors
- 8.0 Nominations
 - 8.1 Nominations Overview
 - 8.2 Presentation of the Slate
 - 8.3 Call for Volunteers for 2026 Nominating Committee
- 9.0 Member Business
 - 9.1 Proposed bylaw revision
- 10.0 Awards
 - 10.1 Llyod Sadd Community Hero Award
- 11.0 AGM Adjournment

Special thanks to our partners:



LloydSadd



THE FEDERATION OF CALGARY COMMUNITIES

Annual General Meeting

NOTES and MOTIONS

AGM – June 24, 2024

1.0 Networking

2.0 Greetings and Introductions

Tina Kakkar

2.1 Land Acknowledgement

Tina Kakkar

22 Guests and Partners:

Guests and Partners: Tina extended a further welcome to the following:

Tina Kakkar

- Lloyd Sadd is a Bronze Sponsor, the Community Hero Award Sponsor and the official insurance provider to The Federation of Calgary Communities.
 - From Lloyd Sadd, we have Neil Hogg, Account Executive/Partner
- Connect First and Servus Credit Union is the Financial Institution of Choice to The Federation.
- Enmax is a Community Champion Sponsor, and the Official Energy Sponsor to The Federation.
- Communal is our Preferred Partner to support our members in membership, volunteer, program, and facility rental management.

2.3 Partners in Planning

Mia Leung

Mia and Afrah acknowledged PIP as a partnership between the Federation and The City of Calgary. There were 3 PIP certificates presented and 13 PIP Graduates who were unable to attend.

3.0 AGM Call To Order

Tina Kakkar

The business meeting portion of the AGM commenced at 7:24 PM

4.0 Approval of the Agenda**Tina Kakkar****Motion**

"THAT, the Agenda be approved as circulated".

Moved by: DJ Kelly, Winston Heights - Mountview Community Association

2nd: Paul Bushell, Calgary Evergreen Community Association

Carried: 23 votes

5.0 APPROVAL OF THE JUNE 22, 2023 AGM MINUTES**Tina Kakkar****Motion**

"THAT, the Minutes of the AGM of the Federation of Calgary Communities, held on June 22, 2023, be accepted as circulated ".

Moved by: Paul Bushell, Calgary Evergreen Community Association

2nd: Sarah Milne, Somerset/Bridlewood Community Association

Carried: 23 votes

6.0 PRESIDENT'S REPORT**Tina Kakkar**

Tina Kakkar, President gave an overview of the board's activities.

7.0 FINANCIAL REPORT**Doreen Herdman****7.1 Accept 2023 Audited Financial Statements****Motion**

"THAT, the audited Financial Statements of the Federation of Calgary Communities for the year ending December 31, 2023, be accepted as circulated".

Moved by: Paul Bushell, Calgary Evergreen Community Association

2nd: Linda Poetz, Bridgeland-Riverside Community Association

Carried: 23 votes

7.2 Appointment of 2024 Auditor

Motion

"THAT, the Federation of Calgary Communities retain the firm of BDO to perform the audit for the year ending December 31, 2024".

Moved by: Toni Shenfield, Triwood Community Association

2nd: Patrick Giroux, McKenzie Towne Community Association

Carried: 23 votes

8.0 NOMINATIONS

Recognition of Board

Tina Kakkar

The current board was recognized.

8.1 Nominations Overview

Tina Kakkar

Thanks were given to our 2023-24 Nominating Committee:

- Linda Poetz, Bridgeland-Riverside Community Association
- Jim Palmer, Scenic Acres Community Association
- Pat Guillemaud, Westgate Community
- Current board members: Craig Loewen, Tina Kakkar

for their commitment and hard work in recruiting, interviewing, and recommending this new slate in accordance with 4.8.5 of our bylaws.

8.2 Presentation of Slate of Nominees

Elaina Eifler

Motion to Elect the Presented Nominees:

Motion

"The Nomination Committee recommends THAT, returning members:

Tina Kakkar
Doreen Herdman
Agnes Szaflarski

and new members:

Roopa Khanna
Jordan Furness
Kevin Matieshin
Colin Becker

are elected to serve on The Federation's Board of Directors for a two-year term from 2024 to 2026":

Moved by: Pat Guillemaud, Calgary Westgate Community Association

2nd: Jim Palmer, Scenic Acres Community Association

Carried: 23 votes

8.3 Call for Volunteers for the 2025 Nominating Committee

Elaina Eifler

Individuals interested in the Nominations Committee:

- Toni Shenfield, Triwood CA
- Lorraine Robinson, Millican Ogden Community Association
- Moncy Abraham, Sherwood Community Association
- Pat Guillemaud, Calgary Westgate Community Association
- Linda Poetz, Bridgeland-Riverside Community Association
- Jim Palmer, Scenic Acres Community Association

9.0 Placemaking Presentation and Activity

Adam Schwartz

10.0 Awards

Leslie Evans

10.1 Lloyd Sadd Community Hero Award Presentation

Neil Hogg

Presentation by: Neil Hogg from Lloyd Sadd

Winner: Jenny Mae Smith, Braeside Community Association

Door prize draws

Leslie Evans

11.0 AGM ADJOURNMENT

Tina Kakkar

Motion

"THAT, the 2024 Annual General Meeting be adjourned at 8:49 p.m."

Moved by: DJ Kelly, Winston Heights - Mountview Community Association

2nd: Barry Bickford, Millican Ogden Community Association

Carried: 23 votes

12.0 Networking

THE FEDERATION OF CALGARY COMMUNITIES SOCIETY
Financial Statements
December 31, 2024

THE FEDERATION OF CALGARY COMMUNITIES SOCIETY
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For the Year Ended December 31, 2024

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INDEPENDENT AUDITOR'S REPORT

To the Members of The Federation of Calgary Communities Society:

Opinion

We have audited the financial statements of The Federation of Calgary Communities Society (the "Federation"), which comprise the statement of financial position as at December 31, 2024, and the statements of operations, changes in net assets, and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Federation as at December 31, 2024, and its financial performance and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations ("ASNPO").

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Federation in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our ethical responsibilities in accordance with those requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with ASNPO, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Federation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Federation or cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Federation's financial reporting process.

(continues)

Independent Auditor's Report to the Members of The Federation of Calgary Communities Society:
(continued)

Auditor's Responsibilities for the Audit of Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Federation's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Federation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Federation to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants

Calgary, Alberta
May 29, 2025

THE FEDERATION OF CALGARY COMMUNITIES SOCIETY
Statement of Financial Position
As at December 31, 2024

	2024	2023
Assets		
Current		
Unrestricted cash	\$ 425,914	\$ 630,419
Restricted assets (Note 3)	253,838	196,822
Accounts receivable	355,810	146,601
Work in progress (Note 4)	111,574	141,332
Prepaid expenses	68,382	38,121
	<u>1,215,518</u>	<u>1,153,295</u>
Property and equipment (Note 5)	<u>19,816</u>	<u>33,760</u>
	<u>\$ 1,235,334</u>	<u>\$ 1,187,055</u>
Liabilities and Net Assets		
Current		
Accounts payable and accrued liabilities	\$ 22,090	\$ 51,844
Audit retainer (Note 4)	221,328	150,336
Goods and services tax payable	20,780	17,584
Unearned revenue	-	38,076
Funds held in trust (Note 6)	92,527	88,752
Current portion of lease inducement (Note 9)	-	10,994
Deferred contributions related to operations (Note 7)	161,311	108,070
	<u>518,036</u>	<u>465,656</u>
Deferred contributions related to property and equipment (Note 8)	<u>-</u>	<u>10,614</u>
	<u>518,036</u>	<u>476,270</u>
Net Assets		
Invested in property and equipment	19,816	23,147
Unrestricted	697,482	687,638
	<u>717,298</u>	<u>710,785</u>
	<u>\$ 1,235,334</u>	<u>\$ 1,187,055</u>

Commitments (Note 10)

On behalf of the Board

Tina Kakkar
Tina Kakkar (May 27, 2025 10:28 MDT)

Director

Agnes Szallarski
Agnes Szallarski (May 26, 2025 21:29 MDT)

Director

THE FEDERATION OF CALGARY COMMUNITIES SOCIETY
Statement of Operations
For the Year Ended December 31, 2024

	2024	2023
Revenue		
Service and fees	\$ 1,212,377	\$ 1,159,982
Grants	549,448	503,140
Casino (Note 7)	30,000	30,000
Memberships	65,475	64,458
Fees for contracted services	87,380	59,733
Donations and sponsorships	46,524	40,541
Interest	43,118	39,698
Office and miscellaneous (Schedule 1)	3,129	1,721
	<u>2,037,451</u>	<u>1,899,273</u>
Expenses		
Salaries and benefits	1,723,798	1,557,592
Occupancy	80,571	97,692
Office and administration (Schedule 2)	68,021	71,318
Equipment lease	7,609	10,571
Professional fees	43,770	12,802
Education and training	7,914	4,397
Memberships and audit insurance	14,224	17,338
Website and technology support	9,416	5,102
Convening and group meeting	6,425	7,716
Community resource and promotion	9,418	1,560
Volunteer recognition	1,074	3,205
Library	860	189
CSRF Grant Expenses	35,497	30,600
	<u>2,008,597</u>	<u>1,820,082</u>
Excess of revenue over expenses before amortization	<u>28,854</u>	<u>79,191</u>
Amortization of deferred contributions related to property and equipment (Note 8)	(10,614)	(13,861)
Amortization expense	<u>32,955</u>	<u>33,563</u>
	<u>22,341</u>	<u>19,702</u>
Excess of revenue over expenses for the year	<u>\$ 6,513</u>	<u>\$ 59,489</u>

THE FEDERATION OF CALGARY COMMUNITIES SOCIETY
Statement of Changes in Net Assets
For the Year Ended December 31, 2024

	Invested in property and equipment	Unrestricted	2024	2023
Net assets - beginning of year	\$ 23,147	\$ 687,638	\$ 710,785	\$ 651,296
Excess (deficiency) of revenue over expenses	(22,341)	28,854	6,513	59,489
Purchase of Capital assets	19,010	(19,010)	-	-
Interfund transfers	-	-	-	-
Net assets - end of year	\$ 19,816	\$ 697,482	\$ 717,298	\$ 710,785

THE FEDERATION OF CALGARY COMMUNITIES SOCIETY
Statement of Cash Flows
For the Year Ended December 31, 2024

	2024	2023
Operating activities		
Excess of revenue over expenses	\$ 6,513	\$ 59,489
Items not affecting cash:		
Amortization of property, and equipment	32,955	33,563
Amortization of deferred contributions related to property and equipment	(10,614)	(13,861)
	<u>28,854</u>	<u>79,191</u>
Changes in non-cash working capital:		
Restricted cash	(57,016)	(4,989)
Accounts receivable	(209,209)	148,276
Work in progress	29,758	(60,232)
Accounts payable and accrued liabilities	(29,755)	17,921
Prepaid expenses	(30,261)	5,675
Goods and services tax payable	3,196	3,853
Unearned Revenue	(38,076)	35,001
Audit retainer	70,992	7,976
Funds held in trust	3,775	(14,553)
Lease inducement	(10,994)	(14,657)
Deferred contribution related to operations	53,241	19,542
	<u>(214,349)</u>	<u>143,813</u>
Cash flow from (used by) operating activities	<u>(185,495)</u>	<u>223,004</u>
Investing activity		
Purchase of equipment	<u>(19,010)</u>	<u>(15,802)</u>
Increase (decrease) in cash flow	(204,505)	207,202
Cash - beginning of year	<u>630,419</u>	<u>423,217</u>
Cash - end of year	\$ 425,914	\$ 630,419

THE FEDERATION OF CALGARY COMMUNITIES SOCIETY

Notes to Financial Statements

Year Ended December 31, 2024

1. Purpose of organization

The Federation of Calgary Communities Society (the "Federation") is a not-for-profit organization incorporated under the Societies Act of the Province of Alberta on August 10, 1961. The Federation is a support organization for 156 Calgary and area Community Associations and for more than 90 service member organizations that include small area non-profits, directly 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. Under section 149(1) of the Income Tax Act, the Federation has determined that they are not subject to the payment of income tax.

2. Summary of significant accounting policies

Basis of presentation

These financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations (ASNPO) in Part III of the *CPA Canada Handbook*, and in management's opinion, have been properly prepared within reasonable limits of materiality and within the framework of the significant accounting policies summarized below:

Revenue recognition

The Federation follows the deferral method of accounting for externally restricted contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred.

Unrestricted contributions and donations are recognized as revenue when received or receivable, if the amount to be received can be reasonably estimated and collection is reasonably assured.

Membership revenue is recognized in the year to which the membership applies.

Revenue from fundraising events is recognized in the period when the event occurs.

Services and fees are invoiced when the services are rendered and are recorded on an accrual basis in the period to which they relate.

Interest revenue is recognized on accrual basis.

Cash and cash equivalents

Cash includes cash on hand and in banks. Cash equivalents are short term, highly liquid investments that are readily convertible to known amounts of cash, with original maturities of three months or less and that are subject to an insignificant risk of change in value. The Federation currently holds no cash equivalents.

Restricted cash

Cash subject to restrictions imposed by Alberta Gaming, Liquor and Cannabis Commission (AGLC) and other external parties is classified as restricted cash.

(continues)

THE FEDERATION OF CALGARY COMMUNITIES SOCIETY
Notes to Financial Statements
Year Ended December 31, 2024

2. Summary of significant accounting policies (*continued*)

Contributed services

Volunteers contribute many hours per year to assist the Federation in carrying out its services and programs. Because of the difficulty of determining their fair value, contributed services are not recognized in the financial statements.

Property and equipment

Property and equipment is stated at cost or deemed cost less accumulated amortization. Property and equipment is amortized over its estimated useful life at the following rates and methods:

Leasehold improvements	The term of the lease	straight-line method
Computer equipment	3 years	straight-line method
Office equipment	7 years	straight-line method

The Federation regularly reviews its property and equipment to eliminate obsolete items. Government grants for the acquisition of equipment are recorded as deferred contributions related to property and equipment.

Property and equipment acquired during the year but not placed into use are not amortized until they are placed into use.

Financial instruments

The Federation initially measures its financial assets and financial liabilities at fair value. It subsequently measures all of its financial assets and financial liabilities at amortized cost, except for investments in equity instruments and mutual funds that are quoted in an active market, which are measured at fair value. Changes in fair value are recognized as unrealized gains or losses in the statement of operations.

All other financial instruments are reported at amortized cost, and tested for impairment at each reporting date.

The Federation currently holds no financial assets measured at fair value.

Use of estimates

The preparation of financial statements in conformity with ASNPO requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Accounts receivable and work in process are stated after evaluation as to their collectability and an appropriate allowance for doubtful amounts is provided where considered necessary. Amortization is based on the estimated useful lives of property and equipment. These estimates are reviewed periodically and, as adjustments become necessary, they are reported in earnings in the period in which they become known.

(continues)

THE FEDERATION OF CALGARY COMMUNITIES SOCIETY
Notes to Financial Statements
Year Ended December 31, 2024

2. Summary of significant accounting policies (continued)

Impairment of Long Lived Assets

The Federation tests for impairment whenever events or changes in circumstances indicate that the carrying amount of the assets may not be recoverable. Recoverability is assessed by comparing the carrying amount to the projected future net cash flows the long-lived assets are expected to generate through their direct use and eventual disposition. When a test for impairment indicates that the carrying amount of an asset is not recoverable, an impairment loss is recognized to the extent the carrying value exceeds its fair value.

3. Restricted cash

	2024	2023
Funds held in trust (Note 6)	\$ 92,527	\$ 88,752
Deferred contributions related to operations	161,311	108,070
	\$ 253,838	\$ 196,822

4. Work in progress

Work in progress represents the billing value of services provided to the members up to December 31, 2024. These services are completed and billed subsequent to that date. Audit retainers represent payments made in advance by members for audit services to be provided.

5. Property and equipment

	Cost	Accumulated amortization	2024 Net book value	2023 Net book value
Computer equipment	\$ 116,963	\$ 101,559	\$ 15,404	\$ 14,329
Office equipment	33,144	28,732	4,412	1,584
Leasehold improvements	142,776	142,776	-	17,847
Website	11,650	11,650	-	-
	\$ 304,533	\$ 284,717	\$ 19,816	\$ 33,760

THE FEDERATION OF CALGARY COMMUNITIES SOCIETY

Notes to Financial Statements

Year Ended December 31, 2024

6. Funds held in trust

The Federation is acting as an administrator for three funds: Energizing Spaces Fund which aims to replace inefficient electric appliances and rink lights. Energizing Spaces is funded by ENMAX providing \$86,332 for 2024 (2023: \$85,000) to be used for appliance and lighting replacements for successful applications. The entire balance of this fund has been committed and the Federation is awaiting supporting documentation before releasing the remaining funds of \$72,096 (2023: \$63,281) to Energizing Spaces Recipients.

ActivateYYC is a partnership with the Pedestrian Strategy Department, City of Calgary, Alberta. It is a microgrant which supports programs that invites neighbours to focus on reclaiming public space. Volunteers utilize the microgrants to make low cost transformative changes to create place.

Exploring Communities is a partnership with the University of Calgary, Urban Design program. Microgrants are awarded annually to the winning teams.

	2024	2023
Funds Held in Trust - Energizing Spaces	\$ 72,097	\$ 63,281
Funds Held in Trust - Active YYC	8,894	21,935
Funds Held in Trust - Exploring Communities	1,536	3,536
Funds Held in Trust - AREF	10,000	-
	\$ 92,527	\$ 88,752

7. Deferred contributions related to operations

Deferred contributions related to operations represent the portion of grants received in the current year which relate to a future period.

	Opening	Additions	Utilizations	2024
CSRF	\$ 45,900	\$ -	\$ 45,900	\$ -
City of Calgary - Operating	-	423,000	423,000	-
Casino	62,170	85,619	30,000	117,789
City of Calgary - Subsidy	-	200,000	179,178	20,822
BIA	-	44,000	21,300	22,700
SCP Summer Student	-	12,600	12,600	-
Activate YYC-City of Calgary	-	-	-	-
Operating	-	35,000	35,000	-
	\$ 108,070	\$ 800,219	\$ 746,978	\$ 161,311

THE FEDERATION OF CALGARY COMMUNITIES SOCIETY

Notes to Financial Statements

Year Ended December 31, 2024

8. Deferred contributions related to property and equipment

Deferred contributions related to property and equipment represent donations and grant funding received for the purchase of capital assets. These deferred contributions are being amortized to income on the same basis as the related capital asset.

	2024	2023
Balance, beginning of year	\$ 10,614	\$ 24,475
Less: Utilizations recognized as revenue during the year	(10,614)	(13,861)
Balance, end of year	\$ -	\$ 10,614

9. Lease inducement

As part of the Federation's facility lease renewal in 2016, the landlord offered a total of 11 months of free rent and cash allowance of \$90,900. The lease inducement is being recognized as a reduction of the lease expense over the seven year term of the lease.

	2024	2023
Deferred lease inducement, beginning	\$ -	\$ 25,651
Recognition of lease inducement current period	-	(14,657)
Balance, end of year	-	10,994
Less: Current portion	-	(10,994)
Deferred lease inducement, long-term portion	\$ -	\$ -

10. Commitments

The Federation has minimum lease commitments under office and photocopier leases. The lease agreement was amended and renewed for additional 6 years from January 2024 to December 2029. During 2023, the Federation replaced the existing copier with a new lease which will expire in April 2028. Future minimum payments excluding operating costs are as follows:

2025	\$ 58,320
2026	64,380
2027	64,380
2028	63,060
2029	66,660
	<u>\$ 316,800</u>

THE FEDERATION OF CALGARY COMMUNITIES SOCIETY

Notes to Financial Statements

Year Ended December 31, 2024

11. Controlled not-for-profit organization

The Federation controls The Friends of The Federation of Calgary Communities Society (the "Society") as the Board of Directors is the same for both organizations. The Society was formed in November 1988 to seek financial assistance from corporations and individuals to be used to provide specific services to the member community associations of the Federation. The Society is a registered charity under the Income Tax Act.

	2024	2023
Statement of financial position		
Total assets	\$ 246,525	\$ 280,426
Total liabilities	(111,478)	(159,170)
	<u>\$ 135,047</u>	<u>\$ 121,256</u>
Statement of operations		
Total revenue	\$ 143,112	\$ 73,697
Total expenses	(129,320)	(73,576)
	<u>\$ 13,792</u>	<u>\$ 121</u>
Statement of cash flows		
Cash flows from operating activities	\$ 14,076	\$ (382)
Cash flows from financing activity	(10,000)	(30,000)
	<u>\$ 4,076</u>	<u>\$ (30,382)</u>

In 2024, the Friends paid \$4,500 (2023 - \$4,286) plus GST to the Federation for accounting services and office expenses and \$63,753 (2023 - \$56,250) included GST to the Federation for providing workshops and Janes Walk. These transactions are in the normal course of operations and are measured at the exchange amount, which is the amount of consideration established and agreed to by the related parties.

12. Financial instruments

The Federation is exposed to various risks through its financial instruments and has a comprehensive risk management framework to monitor, evaluate and manage these risks. The following analysis provides information about the Federation's risk exposure and concentration as of December 31, 2024.

(a) Credit risk

Credit risk arises from the potential that a counter party will fail to perform its obligations. The Federation is exposed to credit risk from customers. In order to reduce its credit risk, the Federation reviews a new customer's credit history before extending credit and conducts regular reviews of its existing customers' credit performance. An allowance for doubtful accounts is established based upon factors surrounding the credit risk of specific accounts, historical trends and other information. The Federation has a significant number of customers which minimizes concentration of credit risk.

(continues)

THE FEDERATION OF CALGARY COMMUNITIES SOCIETY
Notes to Financial Statements
Year Ended December 31, 2024

12. Financial instruments (*continued*)

(b) *Liquidity risk*

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. The Federation is exposed to this risk mainly in respect of its receipt of funds from its customers and other related sources, accounts payable, and accrued liabilities.

(c) *Interest rate risk*

Interest rate risk is the risk that the value of a financial instrument might be adversely affected by a change in the interest rates. In seeking to minimize the risks from interest rate fluctuations, the Federation manages exposure through its normal operating and financing activities.

13. Comparative figures

Some of the comparative figures have been reclassified to conform with the current year's financial statement presentation. This reclassification has no effect on prior year excess of revenues over expenses.

THE FEDERATION OF CALGARY COMMUNITIES SOCIETY
Schedules to the Financial Statements
(Schedule 1)
For the Year Ended December 31, 2022

	2024	2023
Office and miscellaneous revenue		
Postage	\$ 722	\$ 900
Mileage and parking	40	401
Stationary and supplies	320	190
Miscellaneous revenue	1,896	50
Courier	118	11
Photocopier	33	36
Marketing and publications	-	133
	<u>\$ 3,129</u>	<u>\$ 1,721</u>

(Schedule 2)

	2024	2023
Office and administration expenses		
Stationary, supplies and software	\$ 34,369	\$ 33,623
Insurance	23,129	24,294
Telephone	3,790	3,791
Postage	685	2,847
Payroll service charges	2,187	2,696
Copier charges	2,164	2,099
Bank charges	950	538
Small equipment	-	688
Mileage and parking	548	588
Repairs and maintenance	-	39
Merchant account charges	29	48
Courier	170	67
	<u>\$ 68,021</u>	<u>\$ 71,318</u>



2025 NOMINATIONS SLATE

The Federation of Calgary Communities Board of Directors annually approves a list of persons to be nominated for election as Directors. The total number of Directors consists of a minimum of seven (7) and a maximum of fifteen (15) Directors, appointed for two (2) years, to a maximum of three (3) consecutive terms.

Responsibilities are to recommend to the Board of Directors, & ultimately to the Members at the AGM, candidates that are competent and willing to assist the Federation to meet its goals. The Board has assessed its skill gap areas for the next term & identified the following experience, skill areas, and resource networks to fill for the 2025 search:

- Accounting (CPA/CMA)
- Legal
- Fundraising/Communications
- Ability/potential to fill Executive Leadership positions

Priority is given to candidates that have community leadership experience. The potential candidates will be expected to purchase membership in their community association should they become a Board member with the Federation.

2025 Nominating Committee:

- Kevin Matieshin, Federation Board Director (Chair)
- Pat Guillemaud, Westgate Community Association
- Linda Poetz, Bridgeland-Riverside Community Association
- Moncy Abraham, Sherwood Community Association
- Toni Shenfield, Triwood Community Association
- Lorraine Robinson, Millican Ogden Community Association

Members of the Nominating Committee, per the process outlined in Article 4 & 5 of the Society Bylaws, have completed vetting of the nominees for the Federation elected positions. Fourteen (14) individuals submitted their resumes and from that six (6) were interviewed.

Members of the Federation of Calgary Communities Nominations Committee recommend that the Board approve the following slate of nominees for re-election and election to the Board at the Annual General Meeting on June 24, 2025.

Returning:

Elaina EIFLER

Member of West Springs Community Association

Identified area of experience: human resources, board governance

Third term and will be standing for President.

Craig LOEWEN

Resident of Triwood

Identified area of experience: stakeholder relations, government relations, strategic communications

Second term.

Paul MERCER

Member of Parkdale Community Association; Committee Member and former Board Member.

Identified area of experience: financial, stakeholder relations

Second term.

Nina REHILL

Board Member – Strathcona Christie Aspen Community Association

Identified area of experience: marketing and Community Association

Second term.

New Members:**Christina COLENUIT**

Board Member of Meadow Lark Park Community Association

Identified area of experience: engagement, market research, government relations

Christine is VP, Market Research, THINKHQ with Master's & Bachelor's degrees from the University of Waterloo. She has significant marketing research, brand management, stakeholder engagement & communications experience with companies such as Westjet, Shaw & Enmax as well as with research firms. She has been active in her community association & the Sled Islan Music Festival.

Shivani GIBBS

Employee of Triwood Community Association

Identified area of experience: fundraising, events, engagement, community association

Shivani has a **Bachelor's of Commerce** Degree from UBC and successfully driven community fundraising efforts and manages the Triwood budget. She has Marketing Manager experience with Coca Cola Bottling Company and Great Western Brewing. She has been active in volunteer roles with Hop Forward Society Alberta & as a founder in Young Women in Business Calgary.

Samra TUPKOVIC, CPA, CMA

Board Member Calgary Evergreen Community Association

Identified area of experience: financial, community association

Samra is Senior Manager, Canada Financial Planning, Analysis & Reporting with Parkland Corporation, with a Bachelor of Commerce from MacEwan University and both a CMA & CPA. She has additional volunteer experience with Women in Communications & Technology & CPA Alberta mentorship.

Ingrid WASYLYSHEN

Resident of Parkland Community.

Identified area of experience: network development, partnership development, fund development

Ingrid is Grants Associate with Calgary Foundation with experience in Community Development leadership with Canadian Blood Services. She volunteers as an instructor with a Karate Federation & was the President of the Highwood Parent-Run Playschool.

Erin WHEATON

Resident of Parkridge Community

Identified area of experience: governance expert, legal

Erin is Director, Corporate Governance with Atco Ltd & Canadian Utilities Limited, with prior Legal Counsel experience with a number of other operating company & legal firms. She has a LL.B and BA Degrees from the University of Alberta. She has been an active volunteer in the Nakiska Ski Association & Girl Guides.

From: [Ashley Chapman](#)
To: [Leslie Evans](#)
Cc: [Executives ACA](#)
Subject: Request for AGM addition
Date: May 22, 2025 4:59:15 PM

You don't often get email from ashley@acadiaca.com. [Learn why this is important](#)

Hi Leslie,
I hope you are well.

Regarding the upcoming Federation of Calgary Communities Annual General Meeting. The Acadia Community Association in accordance with FCC bylaw 5.1.8(e) and 7.1.0, ask fellow members to vote on the following addition to the Bylaw under Article 4. Addition to 4.1.1; new clause to read:

(c) At least 50 percent of the board of directors of the Federation of Calgary Communities will have served on a Federation of Calgary Communities full member board for a period of at least one continuous year.

This addition to the bylaw will provide clarity for the membership regarding the composition of the FCC board.

Please let me know if you have any questions.

Kindly,
Ashley Chapman
Secretary
Acadia Community Association l



Argument Against the Proposed Bylaw Amendment Requiring 50% of The Federation Board Members to Be Former CA Board Members

Introduction

This paper outlines key concerns and presents a formal opposition to the proposed bylaw amendment that would require **50% of The Federation of Calgary Communities (The Federation) Board of Directors** to have **previously served on the board of a member Community Association (CA)**. While this change may be well-intended, it introduces unnecessary restrictions and would ultimately hinder the The Federation’s ability to operate effectively, inclusively, and legally. It also overlooks the thoughtful, strategic approach The Federation already takes to prioritize CA experience while balancing broader governance needs.

1. The Federation Mission and the Role of the Board

The Federation exists to **support Community Associations, and other small non-profits, and the residents they serve**. As a member-based organization, The Federation represents a broad network of communities with diverse needs, demographics, and priorities. The Federation’s Board must therefore reflect this diversity—not only in community experience, but in the skills and perspectives necessary to govern a complex, city-wide non-profit.

Board members are fiduciaries of **The Federation** as an organization, not representatives of individual organization interests. Requiring half the board to have a specific type of experience would shift the focus away from competency-based governance and reduce The Federation’s flexibility in building a board that can strategically lead.

2. Current Practices and Strong CA Representation

The Federation already has a **robust and principled approach** to board recruitment that strongly values CA experience while balancing broader organizational needs. Some context:

- **Our Board Succession Plan** sets a target of approximately **30% of board members with CA experience**, ensuring we maintain strong grassroots insight while also filling essential skill gaps.
- We often refer to this approach as finding both the **“spare and the heir”**—meaning a blend of relevant experience and future leadership potential.

- Our **Nominations Committee Guide** states:

“Priority is given to candidates with community leadership experience. Candidates do not need to be current members of their Community Association at the time of the interview; however, they are expected to purchase a membership in their association should they be appointed to the board.”

- The **Prospective Board Member Overview** reinforces this, stating:

“Community association experience will be prioritized.”

- Our **Nominations Committee**—composed of experienced volunteers deeply aligned with The Federation’s mission—rigorously considers CA experience in its evaluations. This year, **five of its members were current or former CA leaders.**

As for the current The Federation Board:

- **2 members are actively serving on CA boards, and**
- **3 additional members have previously served on CA boards.**

This structure clearly demonstrates our ongoing commitment to community representation **without needing to impose a rigid numerical requirement** in the bylaws.

3. Governance Best Practices and the Risk of Over-Prescription

Best practices in non-profit governance emphasize **competency-based recruitment** that aligns with the organization’s strategic needs—finance, legal, urban planning, HR, fundraising, advocacy, etc.—not just affiliation or history with a particular role. Imposing a fixed quota of prior CA board service **limits The Federation’s ability to recruit the most capable and diverse candidates.**

It also risks reinforcing a narrow, inward-looking governance culture. Boards must be equipped not only with community knowledge, but with the **skills to manage risk, drive strategy, and ensure long-term sustainability.**

4. Diversity, Inclusion, and the Challenge of a Narrow Pool

While CA experience is undeniably valuable, requiring it from 50% of board members risks excluding people who bring different—but equally vital—perspectives, including renters, newcomers, youth, professionals with lived experience in equity-seeking groups, or those with specialized expertise in governance or law.

In fact, such a bylaw could unintentionally reduce **equity and inclusion**, especially in communities where CA participation has historically been limited due to systemic barriers.

Furthermore, in a volunteer recruitment environment already challenged by capacity issues, shrinking the eligibility pool makes it **harder to build a future-ready board**.

5. Legal and Financial Implications

Most significantly, this proposed change represents a **direct breach of The Federation’s existing bylaws**. Implementing it without proper process would compromise the organization’s legal standing and good governance.

To even explore this amendment legally and responsibly, The Federation would be required to:

- Engage legal counsel to evaluate its compliance with current bylaws and applicable legislation;
- Possibly amend the Articles of Incorporation; and
- Undertake a formal bylaw amendment process, including a member-wide vote.

This process would likely **cost The Federation thousands of dollars**—a significant expense that diverts resources from core programs and member support.

Conclusion

The Federation is already deeply committed to ensuring strong CA representation on its board. Our current practices reflect this commitment **without being prescriptive or exclusionary**. The proposed bylaw amendment to require 50% of board members to have prior CA board service is:

- **Unnecessary**, given our current structure;
- **Inflexible**, limiting recruitment and future capacity-building;
- **Misaligned** with best practices in governance;
- **Potentially exclusionary**, reducing board diversity; and
- **Legally problematic**, as it would place The Federation in automatic breach of its existing bylaws and trigger costly legal processes.

For the health and effectiveness of The Federation as an organization—and for the benefit of all the Community Associations and residents we serve—this proposed amendment should not be adopted.

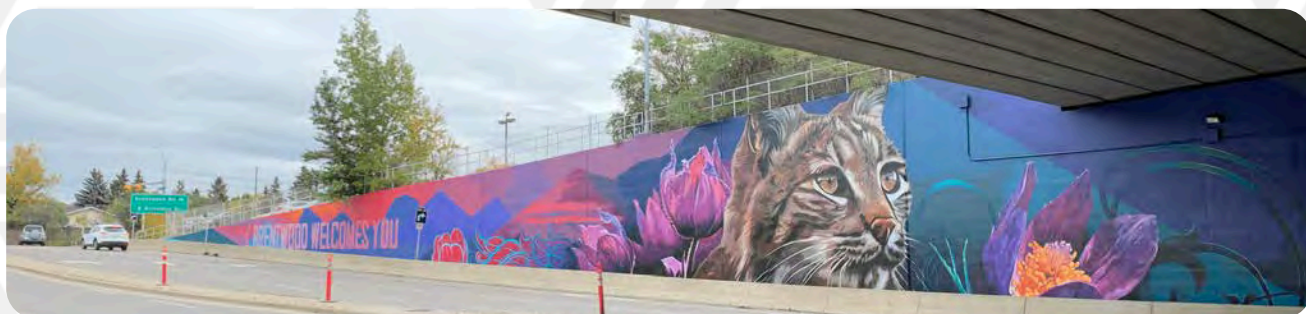


FEDERATION OF
CALGARY COMMUNITIES

ANNUAL IMPACT REPORT

January 1, 2024 to December 31, 2024





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.

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WELCOME

Dear Members,

As we close out another year, I'm filled with gratitude and pride for all we've accomplished together. Our community has once again shown remarkable resilience and dedication. Thanks to the passion and commitment of our members, volunteers, partners, and staff, we've continued to make a meaningful impact across Calgary.

In 2024, we strengthened our support for local organizations through audits, workshops, coaching, and resources—empowering members to improve financial management, enhance board governance, and build sustainable operations. These efforts have deepened grassroots leadership and reinforced the foundation of vibrant, thriving communities.

We're proud to have maintained a balanced budget, upheld strong board governance, and launched a new strategic plan that will guide us through 2029. We also expanded collaboration with The City of Calgary, helping us reach more organizations and better respond to evolving community needs.

Throughout the year, we witnessed the power of investing in community capacity. Individuals and organizations grew in confidence, gained critical skills, and made stronger, more informed decisions. Civic engagement also continued to rise, with more residents contributing to the future of their neighbourhoods through urban planning initiatives.

Looking ahead, we're excited to build on this momentum. In 2025, we will introduce audit reforms with added financial literacy support, launch an online member forum, and grow our placemaking efforts as we prepare to celebrate our 65th anniversary in 2026. These initiatives reflect our continued commitment to building a resilient, connected, and empowered Calgary.

On behalf of the board of directors, thank you for your ongoing trust and support. I look forward to another year of collaboration, innovation, and shared success.

Sincerely,

Tina Kakkar

Tina Kakkar

President



Dear Members,

As we wrap up another remarkable year, my staff and I want to thank you—our members—for the energy, insight, and commitment you bring to building vibrant, connected, and resilient communities across Calgary. Your leadership, participation, and feedback are at the heart of everything we do, and together, we've achieved a lot in 2024. This annual report serves as a snapshot of our collective impact.

Working with the board, we launched a new strategic plan for 2025–2029—shaped by your voices—to guide us in creating even more value, support, and advocacy for community associations.

We're proud of these results, but even more so, we're proud to serve you. Thank you for your trust, your leadership, and your willingness to show up for your community. Your work inspires everything we do.

We can't wait to keep learning, building, and celebrating with you in 2025.

Cheers,



Leslie Evans

Executive Director



We are the **FEDERATION**

We support over 260 small volunteer-run community organizations, including 156 community associations. Every day, these organizations positively impact Calgarians and shape our city.

Since our inception in 1961, we have grown as a non-profit but remain dedicated to serving small community-based organizations and the 20,000+ community volunteers who make them great.

Our programs target volunteers serving as directors or committee members on non-profit boards, catering to the diverse demographics and needs of these individuals and their groups.

We celebrate, champion and empower community leaders and volunteers by providing the education, tools, and professional services they need to continue making Calgary a great place to live, work, and play.

The Federation builds strong community associations and organizations through education, support, and consulting services. They teach CAs how to help themselves.

Satisfaction Survey 2024

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

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.



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.



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.



We BUILD CAPACITY

36

Everything we do is about helping our members build their organizational capacity to achieve their specific missions and serve their communities. From our workshops, one-on-one support calls, urban planning services, grant programming and our financial audit program, we help our members build skills in non-profit governance, financial literacy, community engagement, volunteer recruitment, urban planning participation and so much more. We are proud of the work that we do to support grassroots non-profit organizations in our city.



Grassroots non-profits have a unique ability to mobilize, support and interact with their communities, allowing them to effectively address local needs. Because they are embedded within the fabric of the communities they serve, these organizations have an unparalleled understanding of the community's evolving needs and can respond with agility and cultural sensitivity. As we've witnessed time and again, community associations and other grassroots organizations are often the first to respond to the changing needs of their communities, effectively addressing isolation, providing essential supplies, and demonstrating remarkable community resilience in the face of adversity. This inherent ability to adapt and respond makes grassroots non-profits indispensable in fostering strong, connected, and thriving communities.



The [Federation is] a compass for community associations. Their responsiveness, accessibility, and guidance are instrumental for improvements in a community.

Satisfaction Survey 2024

In fact, **76% of Calgarians** have a strong or moderate sense of belonging to their community ^[1] compared to the national average (**46%**).^[2] This is due, at least in part, to the incredible work of our community associations.

Community associations are vital to the well-being of our city, and rely on the Federation for essential support. Many community associations struggle with core operational issues: **59%** report difficulty in recruiting volunteers,^[3] and **49%** face capacity issues.^[4] On top of that, these organizations raise **100%** of their operational budgets without municipal funding; they rely on grants and community support, which means they are pinching every dime to make ends meet. Despite these challenges, being a Federation member provides them with critical support. Members report a **47% increase** in their organization's effectiveness, a **40% increase** in their ability to meet organizational needs, and a **33% increase** in confidence in their capacity to do so.^[5] The Federation's support is not just beneficial, but an essential support organization that helps our members overcome their challenges and enhance their ability to serve our communities.



A phenomenal source for information and support for both new and existing board members.

Satisfaction Survey 2024

Incredible resource workshops, networking, expertise, opportunities, etc. I feel very grateful to live in Calgary and have access to Federation programming!

Satisfaction Survey 2024



The Federation builds strong community associations and organizations through education, support, and consulting services. They teach CAs how to help themselves.

Satisfaction Survey 2024



[1] Calgary Foundation Quality of Life Report 2024

[2] Statistics Canada, Sense of Belonging to local community, 2024-08-21

[3] City of Calgary, 2023 OHAT Service Measures Report

[4] City of Calgary, 2023 OHAT Service Measures Report

[5] Federation of Calgary Communities, Satisfaction Survey 2024

We **SHARE KNOWLEDGE**³⁸

Sharing Knowledge Helps Our Members Thrive!

We empower our members with the skills they need to make a real difference. Through our workshops and personalized support, we help volunteers gain confidence in important areas of non-profit governance, financial literacy, community engagement and urban planning.

More People Learning with Us!

In 2024, it was fantastic to see so many people eager to learn! We held **53 workshops** that brought together **1,042 participants**. That's a big jump – **over 42% more people** joined our workshops compared to the year before! Sharing knowledge is at the heart of everything we do here at the Federation.

Additionally, 2024 hosted our very first Placemaking Workshop! Sponsored by the Canada Healthy Community Initiative, ActivateYYC inspired innovative placemaking projects and shared inspiring stories from past project leaders at Contemporary Calgary.



Meeting the Needs of New Leaders

We know that non-profit boards often see new faces, so our key workshops continue to be really popular. Topics like "Board Basics," "Demystifying Financial Statements," "Bylaws, Policies & Procedures," and "Community Engagement" are always in demand as new board members get settled. It's great to see we're helping them feel prepared and ready to lead.

Volunteering for a board is daunting when you don't know what you're doing—the Federation workshops help bridge that gap!

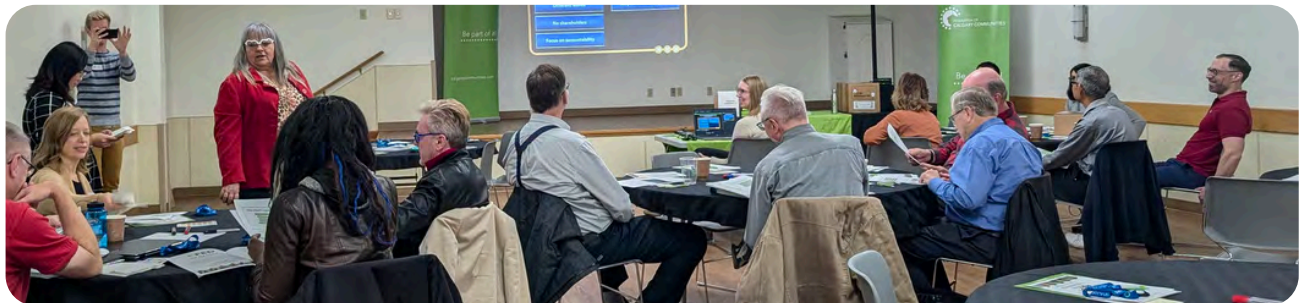
Satisfaction Survey 2024

Our Workshops Make a Real Difference

We're thrilled to see that our workshops are truly helping! Our 2024 survey showed that people who attended our workshops felt their **knowledge on the topic increased by 44%**. That's a significant boost in confidence and skills!

I think my favourite workshop that has had the most impact on me and my position is the Membership workshop. Thank you.

Satisfaction Survey 2024



Beyond the Workshops: We're Here to Help!

Our support doesn't stop at workshops. Last year, we also responded to **1,053 requests for support** from our members. We're always ready to lend a hand and share our expertise in whatever way our members need it.

Our new Community Grant Implementor role doubled our capacity to support our members, and other non-profit organizations navigate the complex process of grant writing. From helping applicants refine their ideas to walking them through how to write a grant proposal budget, we are helping our members learn to navigate project implementation, permitting applications, and grant accounting processes.



I would not have taken on this project without the guidance and framework of Activate YYC. I did not know how to navigate The City's needs and wants, and we did not have the funding to create this type of community-based art project.

*Zoey G.,
Calgary Girls Charter School Art Teacher*

We GROW NETWORKS

40

We bring together a thriving network of non-profit organizations and volunteers. We're here to foster supportive relationships where everyone can thrive and make a real difference in their organizations and communities.

Not only do we bring people together through our workshops and our Peer-to-Peer newsletters, we also hosted three dedicated networking events last year, a fantastic **391 people** joined in to connect and share ideas.

We absolutely love hosting Jane's Walk Calgary! This annual walking festival gets everyone out exploring their neighbourhoods, sharing stories, connecting with each other and discovering hidden gems right in their own backyard. Last year was a blast with **1,502 people joining 50 walks** in neighbourhoods across Calgary (that's up from 1,163 people in 2023!). Since we took the reins in 2023, we've now hosted a total of 100 walks, and connected with 2,667 Calgarians.

Recognizing the significance of local connections, we also actively participate in awareness campaigns throughout the year, including March Community Association Awareness Month and Neighbour Day, which are intended to encourage neighbourliness and engagement with community associations. Just as we strive to connect non-profits and volunteers, strong neighborly ties and active community associations create a more vibrant and supportive local environment right here in Calgary.



The Federation acts as a network and backbone for grassroots organizations, empowering volunteers and board members to create positive changes in their neighborhoods."

Satisfaction Survey 2024



6/2
Citizens + Students, 2024



Parking Day 2024



Shagganappi Neighbour Day, 2024



Partners in Planning, 2024



BUMP, Jane's Walk 2024



Marda Loop Neighbour Day, 2024



Energizing Spaces, Bowness 2024



Music Mile, Janes Walk 2024



SECA Chairs, ActivateYYC 2024



6/2

Connaught Street, ActivateYYC 2024



Meet the Funders, 2024



NHCA 2024 Craft Market, Action Grants 2023

We Support **COMMUNITY PLANNING**

With Rezoning for Housing and the development of the Calgary Plan, 2024 had significant impact on urban planning policy and procedures in our city. We hosted **18 urban planning workshops**, with **431 Calgarians** taking advantage of our workshops compared to 187 in the previous year.

The Federation's Urban Planning [department] provides great value to our community association by presenting alternative views on planning matters and offering specific technical support.

Satisfaction Survey 2024

PARTNERS IN PLANNING

Partners in Planning (PIP) empowers Calgarians to become active participants in Calgary's urban planning. This year, **53% more participants** attended our Partners in Planning workshops.



The ability to see the diversity of development and the variety of impacts to residents was a WOW moment (for PIP). The development walk was a great opportunity to see the types of issues to keep in mind when providing feedback about the development process.

Satisfaction Survey 2024

REZONING FOR HOUSING PUBLIC HEARING

Engagement with the public began in January 2024, and Rezoning for Housing was passed by Council after a record-breaking 15-day public hearing. We became heavily involved in this work to ensure that community associations and members had the opportunity to share their voice. Leslie Evans, our executive director, presented at Public Hearing to advocate for better quality engagement and transparency for our members and all Calgarians.



"Effective planning necessitates inclusive dialogue and transparent processes. Residents' expertise in their communities should be valued, not overlooked."

Leslie Evans, Public Hearing



You listened, you really listened to many of us! And not only that, you responded to our concerns instead of brushing them aside or telling us to go write it down on a sticky note. I just read your incredibly thorough and detailed letter – wow!

You have captured everything that has been said over months and months in a way that The City has not even begun to acknowledge. [...]

I wish to thank you very much for truly reflecting "What We Heard" from the [Federation]

Melanie S., Brentwood Community Association

UNIVERSITY OF CALGARY PARTNERSHIPS

Citizens + Students 2024-2025 project collaborated with the Falconridge/Castleridge Community Association. Master of Planning students from the University of Calgary (SAPL) developed community design findings and solutions addressing pedestrian safety, walkability, and open space animation.



Along with the City of Calgary, we helped connect Undergraduate Urban Studies Students with community associations such as Brentwood, Scenic Acres, Highland Park and Killarney-Glenarry Community Associations to collaborate on their research-based capstone projects. These projects examined the interactions, communications, processes and functions of community associations and their engagement with The City of Calgary, the development industry and the public.







We ⁴⁵FUND PROJECTS

We proudly run four successful grant programs, including Energizing Spaces powered by ENMAX, ActivateYYC, Lloyd Sadd Action Grants, and our latest initiative, ClimateReadyYYC.

We launched ClimateReadyYYC in October 2024, and have seen a high level of interest and engagement from our members and other community residents. With over **50 applications** already, we are amazed by the enthusiasm for climate adaptation projects throughout our city, and we're excited to award \$50,000 in 2025.

We have consistently been impressed by the community's ingenuity and creative spirit. From starting a community podcast to hosting a winter carnival, we received **85 applications** for the Lloyd Sadd Action Grants, and celebrated with **over 120 community members** at our Lloyd Sadd Action Grant Awards Night. Furthermore, ActivateYYC continues to foster cheap and cheerful placemaking initiatives across Calgary. In 2024, we were able to **fund 24 projects** and empower communities to **engage over 590 volunteers!** Given the significant interest and excitement surrounding placemaking, we are thrilled to continue developing a placemaking social enterprise that we believe will shape the future of community spaces in Calgary.

Since launching Energizing Spaces powered by ENMAX back in 2015, our grant programming has grown significantly. Energizing Spaces powered by ENMAX continues to achieve remarkable success in empowering our members to enhance the energy efficiency of their community hubs by replacing old, inefficient appliances and outdoor lighting. What began as a modest initiative has now served **142 organizations** and has collectively **invested over \$780,000 into vital community spaces** since its launch.

Our grant programs continue to fund and support grassroots community initiatives.

\$209,945

**distributed grants
in 2024**

53

**communities
impacted in 2024**

In November 2024, ActivateYYC was honoured with a Mayor's Urban Design Award (MUDA) in the 'Community Initiatives' category. This award recognized the program's commitment to community engagement and its transformative ability to drive positive change through grassroots initiatives.



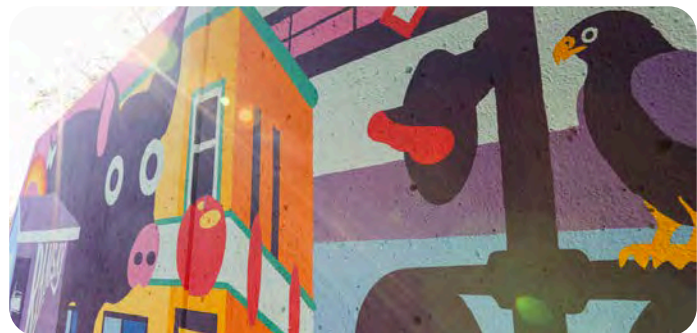
ActivateYYC revived an important and exciting event in our city that allowed students, designers, and citizens to envision the future of the public spaces in our city. This event was supported by the city of Calgary and the Kensington BIA, and saw 12 amazing installations over the 3-day festival.



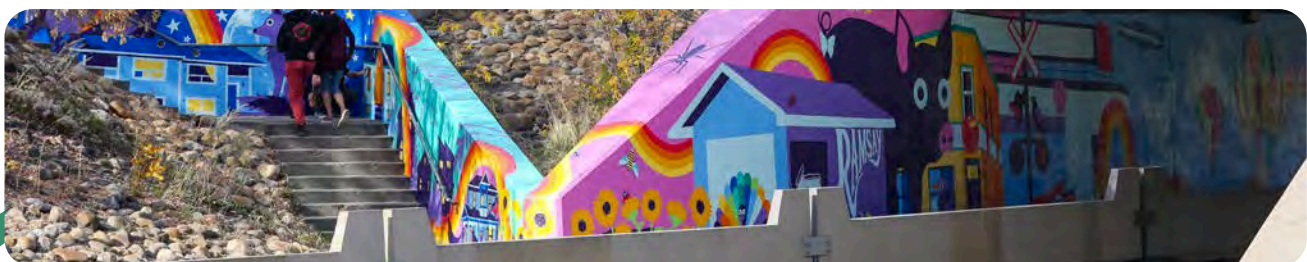
Keep doing what you're doing, ActivateYYC! You ended up being so much more than a funder for us – there were many, intangible added benefits to working with ActivateYYC, and we feel like it was a rewarding process. [...] We love that you want to break down barriers and make joyful projects like ours easier in the future.

Ramsay Community Association Underpass Team

The Ramsay Community Association's Underpass Team navigated a series of challenges throughout this two-and-a-half-year project, ranging from permitting challenges to emergency water pipe repairs. While ActivateYYC was only one small funder out of many, our ActivateYYC team stepped up to support this underpass mural project.



From recommending an exceptional volunteer coordinator to connecting Ramsay's volunteers with the right people at The City, and even rolling up their sleeves to volunteer for the project themselves, our team went above and beyond the traditional role of a funder to help bring this fantastic mural to life.



ENERGIZING SPACES Powered by ENMAX

Triwood Community Association was the first indoor rink to upgrade its rink lighting through Energizing Spaces powered by ENMAX. Their old lights were dimming, literally! Burnt out bulbs and mismatched replacements created uneven lighting, making it hard to see both on and off the ice.

With over 50,000 users each year, Triwood's indoor rink really needed a lighting upgrade!



The new lights are so much brighter. We've even heard jokes about needing sunglasses under helmets.

Chad, Triwood Executive Director

The dishwasher at Scenic Acres Community Association fell short of Alberta Health standards. Consequently, Alberta Health Services directed them to exclusively use single-use disposable dishware and utensils. Given their extensive programming, most of which involves food, Scenic Acres worried about their environmental impact. Through Energizing Spaces, Scenic Acres not only reduced energy usage but also eliminating their need for single-use dishware.

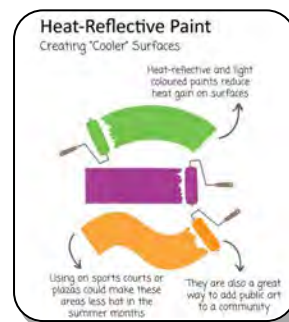
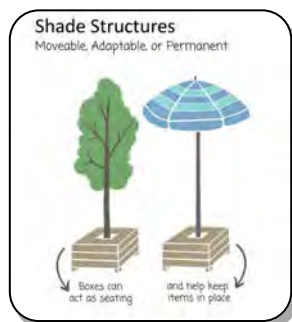
The new dishwasher and freezer have expanded the types of events and services we can offer at our community association by allowing people to share more foods and cultural dishes. Food served at events is an incredibly important aspect of building community and we are grateful to Enmax Energizing Spaces for making this possible!

David L., Scenic Acres CA



CLIMATE READY YYC

We designed ClimateReadyYYC to be accessible to all Calgarians. We streamlined our application process, actively supported applicants in the developing their ideas and helped them navigate the grant writing process. To further inspire innovative projects, we also developed a comprehensive climate adaptation toolkit. We are excited to review the applications and distribute the grants in 2025.



EXPLORING COMMUNITIES GRANT

Funded in 2023 through Exploring Communities, a partnership between the Federation and the University of Calgary, Acadia's Fence Pixel Project implemented its traffic-calming art installation in the summer of 2024, bringing a vibrant splash of color and a stronger sense of community to the area.



We are incredibly grateful for this opportunity to contribute to our community and are inspired to explore even more ideas that strengthen our community spirit. The Fence Pixel Project has brought new energy to our community.

Ashely C., Acadia Community Association Secretary

LLOYD SADD ACTION GRANTS

The Brentwood Community Association's Lloyd Sadd Action Grant is supporting local musicians and their Little Food Library this Summer. Partnering with Calgary House Concerts, they'll host two concerts to raise donations for their Little Food Library, making their grant dollars (and community impact) go even further.



It's a community-building event designed to uplift and engage our youth, bring neighbours together, and support our Little Food Library through a family-friendly concert experience."

Shiney, Brentwood Community Association



We Support **FINANCIAL LITERACY**

Our specialized non-profit financial audit program goes beyond compliance. We aim to empower volunteer treasurers and bookkeepers by serving as a valuable resource for their financial inquiries. In fact, our Audit Satisfaction Survey revealed that **58%** of responding clients reported an increased understanding of financial statements through our audit process. Furthermore, **49%** of clients indicated greater confidence in their organization's financial statements after utilizing the Federation's Financial Services. In 2024, we successfully **completed 132 financial audits**.

We had more questions last year (in 2023), but this year, everything was well established.

Audit Satisfaction Survey

We are dedicated to equipping non-profits with the financial tools and resources they need. Our efforts are clearly making a difference, as **48%** of respondents reported improved access to financial resources. Furthermore, our educational initiatives are demonstrably increasing financial literacy. Workshop attendees reported a **56% increase in financial knowledge**. Overall, **54%** of those accessing our services reported an increased understanding of how to read and analyze financial statements.

Really enjoyed the workshop of helpful information. Looking forward to any knowledge I can get to improve my bookkeeping for my community association.

Audit Satisfaction Survey

49% increase in respondents confidence to read their organization's financial statements

132
Financial Audits
Completed in 2024

54% increase in knowledge of reading & analyzing financial statements because of Federation support



FINANCIAL STATEMENTS ⁵⁰

THE FEDERATION OF CALGARY COMMUNITIES SOCIETY

Statement of Financial Position

As at December 31, 2024

	2024	2023
Assets		
Current		
Unrestricted cash	\$ 425,914	\$ 630,419
Restricted assets (Note 3)	253,838	196,822
Accounts receivable	355,810	146,601
Work in progress (Note 4)	111,574	141,332
Prepaid expenses	68,382	38,121
	<u>1,215,518</u>	<u>1,153,295</u>
Property and equipment (Note 5)	19,816	33,760
	<u>\$ 1,235,334</u>	<u>\$ 1,187,055</u>
Liabilities and Net Assets		
Current		
Accounts payable and accrued liabilities	\$ 22,090	\$ 51,844
Audit retainer (Note 4)	221,328	150,336
Goods and services tax payable	20,780	17,584
Unearned revenue	-	38,076
Funds held in trust (Note 6)	92,527	88,752
Current portion of lease inducement (Note 9)	-	10,994
Deferred contributions related to operations (Note 7)	161,311	108,070
	<u>518,036</u>	<u>465,656</u>
Deferred contributions related to property and equipment (Note 8)	-	10,614
	<u>518,036</u>	<u>476,270</u>
Net Assets		
Invested in property and equipment	19,816	23,147
Unrestricted	697,482	687,638
	<u>717,298</u>	<u>710,785</u>
	<u>\$ 1,235,334</u>	<u>\$ 1,187,055</u>

Commitments (Note 10)

On behalf of the Board

Tina Kakkar

Tina Kakkar (May 27, 2023 to 2024)

Director

[Signature]

[Signature] (May 27, 2023 to 2024)

Director

THE FEDERATION OF CALGARY COMMUNITIES SOCIETY

Statement of Operations

For the Year Ended December 31, 2024

	2024	2023
Revenue		
Service and fees	\$ 1,212,377	\$ 1,159,982
Grants	549,448	503,140
Casino (<i>Note 7</i>)	30,000	30,000
Memberships	65,475	64,458
Fees for contracted services	87,380	59,733
Donations and sponsorships	46,524	40,541
Interest	43,118	39,698
Office and miscellaneous (Schedule 1)	3,129	1,721
	<u>2,037,451</u>	<u>1,899,273</u>
Expenses		
Salaries and benefits	1,723,798	1,557,592
Occupancy	80,571	97,692
Office and administration (Schedule 2)	68,021	71,318
Equipment lease	7,609	10,571
Professional fees	43,770	12,802
Education and training	7,914	4,397
Memberships and audit insurance	14,224	17,338
Website and technology support	9,416	5,102
Convening and group meeting	6,425	7,716
Community resource and promotion	9,418	1,560
Volunteer recognition	1,074	3,205
Library	860	189
CSRF Grant Expenses	35,497	30,600
	<u>2,008,597</u>	<u>1,820,082</u>
Excess of revenue over expenses before amortization	<u>28,854</u>	<u>79,191</u>
Amortization of deferred contributions related to property and equipment (<i>Note 8</i>)	(10,614)	(13,861)
Amortization expense	<u>32,955</u>	<u>33,563</u>
	<u>22,341</u>	<u>19,702</u>
Excess of revenue over expenses for the year	<u>\$ 6,513</u>	<u>\$ 59,489</u>

Our *SPONSORS*

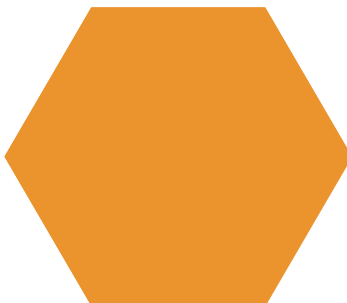
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Our *TEAM*

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As of December 2024



BOARD OF DIRECTORS

Tina Kakkar, President

Elaina Eifler, Vice President

Agnes Szaflarski, Treasurer

Craig Loewen, Secretary

Doreen Herdman, Director

Austin Muir, Director

John Mckinley, Director

Nina Rehill, Director

Paul Mercer, Director

Asif Rashid, Director

Kevin Matieshin, Director

Jordan Furness, Director

Roopa Khanna, Director

Colin Becker, Director

STAFF

Leslie Evans, Executive Director

Lori Winder, Administration Assistant

Kayleigh Kernaghan, IT & Data Management Specialist

Phyllis Yeung, Bookkeeper

Paul Meunier, Director of Education

Mia Leung, Urban Planner

Afrah Rayes, Urban Planner

Adam Schwartz, Community Activator

Francis Kahihu, Organizational Development Analyst

Danielle Hillje, Communications Generalist

Pooja Shrestha, Community Grant Implementor

Lovely Cano, Data & Program Technician

Heidi Brauer, Auditor

Nancy Murdoch, Auditor

Michael Ihekuna, Auditor (on leave)

Anthony Chiu, Auditor

Joobin Tahouri, Auditor

Fateha Muzaffar, Audit Technician

Azra Qureshi, File Coordinator & Audit Technician

Sophia Wu, Intermediate Audit Technician

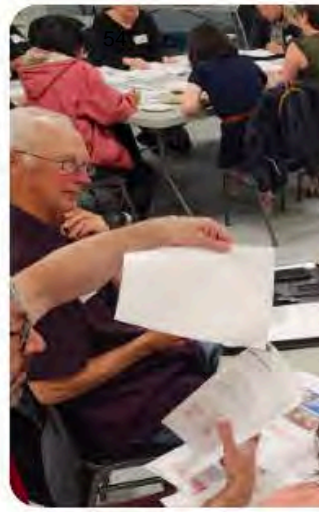
Hanna Zarubina, Audit Technician (on leave)

Harjot Singh Atwal, Audit Technician

Viktoria Shabanova, Audit Technician

Mariama Djelo Sow, Audit Technician

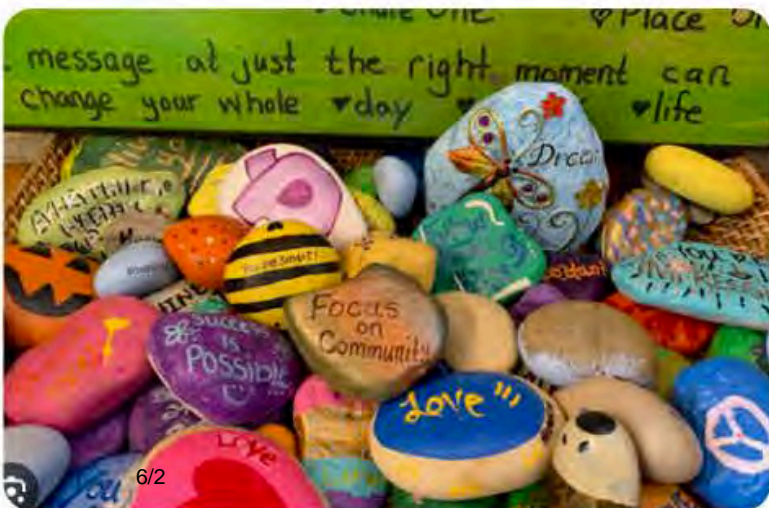
Kelen Peng, Audit Technician

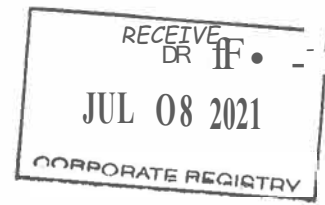


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Bylaws for the



FEDERATION OF
CALGARY COMMUNITIES



THE FEDERATION OF CALGARY COMMUNITIES

ARTICLE 1

1.1.0 Preamble

1.1.1 The Federation of Calgary Communities is an organization incorporated under the *Societies Act* of Alberta on August 10, 1961.

1.1.2 This document is the general Bylaws of The Federation of Calgary Communities (The Federation}. These bylaws regulate the transaction of business and affairs of The Federation.

ARTICLE 2

2.1.0 Definitions

In these Bylaws, unless otherwise provided, the following terms shall have the following meanings:

2.1.1 "Board" or "Board of Directors" means the elected and appointed Board of Directors of The Federation.

2.1.2 "Community Association" means:

- a} an organization incorporated, established, or registered pursuant to the laws of Alberta, representing residents in a specific geographic community or communities in Calgary; and,
- b} recognized by the City of Calgary as a Community Association.

2.1.3 "Director" means an individual elected or appointed to the Board of Directors of The Federation.

2.1.4 "Executive Director" means the senior staff person reporting to the Board of Directors and responsible for the provision of overall management and leadership in implementing Board policy in a manner consistent with the mission and goals of The Federation.

2.1.5 "The Federation" means The Federation of Calgary Communities.

2.1.6 "General Meeting" is comprised of the Official Representatives of the Full Member Community Associations and current Directors of The Federation.

2.1.7 "General Resolution" means a resolution passed by a majority vote of the persons present and entitled to vote at a duly called and constituted meeting.

- 2.1.8 "Member" means a Member of The Federation as described in Article 3.
- 2.1.9 "Minimum of Directors" means a minimum of seven (7) elected Directors remaining in office, at any time.
- 2.1.10 "Objects" means the purpose for which The Federation registered as a society. The Objects are attached.
- 2.1.11 "Official Representative" means the individual appointed by the Community Association, as its representative at the Annual, Special and General Meetings.
- 2.1.12 "Special Resolution" means a resolution passed by the vote of not less than 75% of those persons present, and casting a vote at a meeting of which not less than 21 days' notice specifying the intention to propose the resolution has been duly given.
- 2.1.13 An "Ex-officio" Member is a member of a committee by virtue of holding an office in the organization. The Ex-officio Member has the rights of the other Members to participate and make motions but does not have voting privileges.
- 2.2.0 Interpretation**
- 2.2.1 Where the context requires, words importing the singular only shall include the plural and vice versa; words importing any gender shall include all genders; and words importing persons shall include corporations and societies. Wherever reference is made to any statute or section thereof, such reference shall be deemed to extend and apply to any amendment of such statute.

ARTICLE 3

3.1.0 Membership

3.1.1 Categories of Members

Subject to the articles, there shall be four classes of members in The Federation as described in this Section. Each Member shall be a registered charity, or a not-for-profit organization incorporated, established, or registered pursuant to the laws of Alberta or Canada. The Board may, by resolution, approve the admission of the members of The Federation. Members may also be admitted in such other manner as may be prescribed by the Board by resolution. The following conditions of membership shall apply:

3.1.1.1 Full Member

- a) A Community Association in the City of Calgary shall become a Full Member upon complying with the general requirements of membership set out in Section 3.1.1.
- b) A Full Member is entitled to access Federation services and to vote at any Annual, Special or General Meeting.

3.1.1.2 Associate Member

- a) A Community Association outside the City of Calgary shall become an Associate Member upon approval of the Board and upon complying with the general requirements of membership set out in Section 3.1.1.
- b) An Associate Member is entitled to access Federation services and does not have voting privileges.

3.1.1.3 Auxiliary Member

- a) A Homeowner/Resident Association shall become an Auxiliary Member upon approval of the Board and upon complying with the general requirements of membership set out in Section 3.1.1.
- b) An Auxiliary Member is entitled to access Federation services and does not have voting privileges.

3.1.1.4 Service Member

- a) Any not-for-profit or registered charity in the City of Calgary or surrounding area, may become a Service Member upon approval of the board, by terms set by the Board from time to time.
- b) A Service Member is registered charity or not-for-profit organization incorporated, established or registered pursuant to the laws of Alberta or Canada, and is entitled to a one-year membership and access to Federation services and does not have voting privileges.

3.1.2 All membership renewals are subject to annual approval by the Board of Directors.

3.2.0 Membership Fees

3.2.1 Except as otherwise provided herein, each Member shall be assessed an annual membership fee as determined by The Federation.

3.2.2 The membership fee structure shall be approved by a resolution passed by the vote of not less than 2/3 of the persons present and casting a vote at an Annual, Special or General Meeting.

3.2.3 The annual membership fee shall be effective for one year from January 1st to December 31st of each year and if any are not paid within one (1) calendar month of the membership renewal date, subject to Section 3.2.4, the Members in default shall automatically cease to be Members of The Federation. Membership fees will not be pro-rated.

3.2.4 Where any Member cannot afford to pay the annual fee, the Board may waive such requirement by the vote of not less than 2/3 of the Directors present.

3.3.0 Membership Termination

3.3.1 A membership in the Federation is terminated when:

- a. the Member dies, or, in the case of a member that is an organization, the organization is dissolved.
- b. a Member fails to maintain any qualifications for membership described in Section 3.1 of these Bylaws.
- c. the Member resigns by delivering a written resignation to the chair of the Board of The Federation, in which case such resignation shall be effective on the date specified in the resignation.
- d. the Member is expelled in accordance with Section 3.2.3 or is otherwise terminated in accordance with the articles or Bylaws.
- e. the Member's term of membership expires; or
- f. the Member is liquidated or dissolved under the laws of the Province of Alberta or Canada.

Subject to the articles, upon any termination of membership, the rights of the Member, including any rights in the property of The Federation, automatically cease to exist.

3.4.0 Discipline of Members

3.4.1 The Board shall have authority to suspend or expel any Member from The Federation for any one or more of the following grounds:

- a. violating any provision of the articles, Bylaws, or written policies of The Federation.
- b. carrying out any conduct which may be detrimental to The Federation as determined by the Board in its sole discretion.

- c. for any other reason that the Board in its sole and absolute discretion considers to be reasonable, having regard to the purpose of The Federation.

3.4.2

Process

In the event that the Board determines that a Member should be expelled or suspended from membership in The Federation, the President, or such other Officer as may be designated by the Board, shall provide twenty (20) days' notice of suspension or expulsion to the Member and shall provide reasons for the proposed suspension or expulsion. The Member may make written submissions to the President, or such other Officer as may be designated by the Board, in response to the notice received within such twenty (20) day period. In the event that no written submissions are received by the President, the President, or such other Officer as may be designated by the Board, may proceed to notify the Member that the Member is suspended or expelled from membership in The Federation. If written submissions are received in accordance with this section, the Board will consider such submissions in arriving at a final decision and shall notify the Member concerning such final decision within a further twenty (20) days from the date of receipt of the submissions. The Board's decision shall be final and binding on the Member, without any further right of appeal.

ARTICLE 4

4.1.0

Board of Directors

4.1.1

The Board shall consist of a minimum of seven (7) and a maximum of sixteen (16) Directors who shall be elected as follows:

- (a) Up to fifteen (15) of the Directors shall be elected at the Annual Meeting for a term of two years; and
- (b) Calgary City Council may appoint one Councillor as a voting member of the Board. As an alternative, one (1) Associate Director, who is employed by the City of Calgary, may be appointed by Calgary City Council. This Associate Director shall have all rights and privileges of other Directors, except voting privileges.

4.2.0

Roles and Responsibilities of the Board

4.2.1

The Board shall, subject to these Bylaws, have full control over, and management of the business and affairs of The Federation.

4.2.2

The Board may appoint such agents and authorize the employment of such persons as they deem necessary to carry out the Objects of The Federation. The Board may hire an Executive Director.

- 4.2.3 Agents and employees shall have such authority and shall perform such duties as may be prescribed by the Board.
- 4.2.4 In case of the absence or inability to act of any agent or employee of The Federation or for any reason that the Board may deem sufficient, the Board may delegate all or any of the power of such person or persons to any other person or persons.
- 4.2.5 No Director has the power to legally obligate The Federation in any manner whatsoever without the prior approval of the Board. No Director shall take upon himself to commit the time, resources or finances of The Federation, its Board, or staff without prior approval of such a commitment at a duly constituted meeting of the Board.
- 4.2.6 The Federation shall not endorse any political candidate.
- 4.2.7 Directors shall not use the resources of The Federation for personal benefit.
- 4.2.8 Any Officer or Director who publicly declares intention to run for election to, or appointment for, any political office (municipal, provincial or federal) shall be placed on leave of absence from all positions as an Officer, Director or committee member of The Federation of Calgary Communities until the election process is complete. Any question as to whether an Officer or Director has publicly declared such an intention shall be determined by the Board. If successful, that Officer or Director shall thereby be removed from any position with The Federation. If unsuccessful, that Officer or Director may, with Board approval, resume any position with The Federation.
- 4.2.9 If any Director resigns their office, the Board shall declare their office vacant and may fill the position if the Minimum of Directors is maintained. (2.1.9)
- 4.3.0 Director's Term of Office**
- 4.3.1 a) The maximum a Director can serve is three consecutively elected two-year terms. To extend a Director's term, as needed for succession purposes only, an individual Board member has the ability to run for an additional board term - despite the fact that they have reached three consecutively elected two-year terms.
- b) Once a Director has completed the above term, they are eligible for a Board appointment or election to the Board following an absence of two years from date of departure. All individuals are eligible for appointment to committees, special projects, or events.

4.4.0 Discipline of Directors

4.4.1 The board shall have authority to suspend or expel any Director from the Board for any one or more of the following grounds:

- a. violating any provision of the articles, Bylaws, or written policies of The Federation.
- b. carrying out any conduct which may be detrimental to The Federation as determined by the Board in its sole discretion.
- c. any Director who is absent from three (3) Board meetings during any year without reasonable cause may have their office declared vacant by the Board.
- d. for any other reason that the Board in its sole and absolute discretion considers to be reasonable, having regard to the purpose of The Federation.

4.4.2 Process

In the event that the Board determines that a Director should be expelled or suspended from the Board, the President, or such other Officer as may be designated by the Board, shall provide twenty (20) days' notice of suspension or expulsion to the member and shall provide reasons for the proposed suspension or expulsion. The Director may make written submissions to the President, or such other Officer as may be designated by the Board, in response to the notice received within such twenty (20) day period. In the event that no written submissions are received by the President, the President, or such other Officer as may be designated by the Board, may proceed to notify the member that the Director is suspended or expelled from membership in The Federation. If written submissions are received in accordance with this section, the Board will consider such submissions in arriving at a final decision and shall notify the Director concerning such final decision within a further twenty (20) days from the date of receipt of the submissions. The Board's decision shall be final and binding on the member, without any further right of appeal.

4.5.0 Appointment to the Board of Directors

4.5.1 So long as a Minimum of Directors remains in office, the Board may fill vacancies on the Board by appointing Directors until the next Annual Meeting.

4.5.2. Pursuant to Section 4.8.5, candidates for the Board shall be recommended by the Nominating Committee to the Board for its approval.

4.5.3 If there is not a Minimum of Directors elected remaining on the Board, the Board shall forthwith call a Special Meeting of the Full Members to fill the vacancies.

4.6.0 Roles and Responsibilities of Executive Committee

4.6.1 The Executive Committee

The Executive Committee shall consist of the President, Vice-president, Treasurer, and Secretary. It may also include the Past-President.

- 4.6.2 The Executive Committee shall ensure that the day-to-day administration of The Federation reflects the direction, policy and Bylaws as delegated by the Board.
- 4.6.3 Elections for the Executive Committee shall be held annually at the first Board meeting following the Annual Meeting.
- 4.6.4 Each Officer shall be elected for a one-year term by the Board.
- 4.6.5 A vacancy on the Executive Committee, occurring during the operational year, may be filled by the election of another Director.

4.7.0 Roles and Responsibilities of the Officers

- 4.7.1 **President** - The President of the Board, if one is to be appointed, shall be a Director and have served at least one year on the Board. The President of the Board, if any, shall, when present, preside at all meetings of the Board of Directors and of the Members. The President shall have such other duties and powers as the Board may specify.
- 4.7.2 **Vice-President** - The Vice-President of the Board, if one is to be appointed, shall be a Director. If the President of the Board is absent or is unable or refuses to act, the Vice-President of the Board, if any, shall, when present, preside at all meetings of the Board of Directors and of the Members. The Vice-President shall have such other duties and powers as the Board may specify.
- 4.7.3 **Executive Director** - If appointed, the Executive Director of The Federation shall be responsible for implementing the strategic plans and policies of The Federation. The Executive Director shall, subject to the authority of the Board, have general supervision of the affairs of The Federation.
- 4.7.4 **Secretary**- If appointed, the Secretary shall attend and be the Secretary of all meetings of the Board, Members, and committees of the Board. The Secretary shall enter or cause to be entered in The Federation's minute book, minutes of all proceedings at such meetings.
- 4.7.5 **Treasurer** - If appointed, the Treasurer shall be accountable for the financial reporting to the Board and membership. They will also have such powers and duties as the Board may specify. The Secretary and Treasurer roles maybe combined.
- 4.7.6 **Past President** - If appointed, the immediate Pst President may act as an Advisor to the Board of Directors and, if willing, perform any other duties as directed by the Board.

4.8.0 Standing Committees

4.8.1 Standing Committees shall be Nominating, and work at the direction of the Board within their specific mandates. The Chair of each committee shall provide reports to the Board.

4.8.2 Other Standing Committees may be created by the Board, as required.

4.8.3 Standing Committee members shall be appointed at the first Board Meeting following the Annual Meeting and additional appointments may be made as required.

4.8.4 The Chair of each Standing Committee shall be a member of the Board of Directors.

4.8.5 Nominating Committee and Process:

4.8.5.1 The Nominating Committee shall consist of a Director appointed by the Board, who will chair the committee, and a minimum of two (2) and a maximum of five (5) other persons appointed by the Board.

4.8.5.2

4.8.5.2 Call for Nominations by the Nominating Committee will be a minimum of one hundred and twenty (120) days prior to the Annual Meeting and Close of Nominations shall be forty-five (45) days prior to the date of the Meeting.

4.8.5.3 Nominations received after Close of Nominations shall be forwarded to the Nominating Committee for consideration for future consideration.

4.8.5.4 The Nominating Committee shall, based on criteria established by the Board of Directors from time to time, prepare a list of nominees for the Director positions and present that list of nominees to the Annual Meeting for consideration in election.

4.8.5.5 In the case of an election of Directors where there is a greater number of nominations than Board vacancies, voting must be by ballot. Two (2) Community Association representatives shall be scrutineers selected from volunteers decided by lot.

4.9.0 Ad Hoc Committees

4.9.1 The Board may create Ad Hoc Committees for specific duties not included in the mandate of the Standing Committees. Ad Hoc Committees shall be established by a motion of the Board, which shall include the purpose, budget, reporting procedures and the time frame for the committee's existence.

4.10.0 Directors' Liability and Indemnity

4.10.1 The Federation shall provide insurance to indemnify each Director and Officer.

4.11.0 Remuneration

4.11.1 No Director or Officer shall receive remuneration for acting in such capacity. Profits or other accretions of The Federation shall not be used for promoting Director's personal objectives.

ARTICLE 5**5.1.0 Meetings of The Federation Annual, Special or General Meetings**

5.1.1 Each Full Member shall designate one voting Official Representative to the Annual, Special or General Meetings of The Federation. Voting by proxy will not be accepted.

5.1.2 If the Official Representative is not the President, any dispute as to who an Official Representative is shall be resolved by the Chair of the meeting.

5.1.3 A Special Meeting may be called at any time by the President of The Federation and shall be called by him/her upon receipt of a written request signed by five (5) or more Directors or by ten (10) or more Official Representatives, and only the business stated in the notice shall be dealt with.

5.1.4 At least twenty-one (21) days' notice, in writing, shall be given before an Annual, Special, or General Meeting.

5.1.5 Written notice, directed to the last known address of the Member or the Member's President on record with The Federation, shall be deemed received seven (7) business days from date of mailing. Notice may be served electronically and such notice will be deemed received with 24 hours.

5.1.6 A quorum for any Annual, Special, or General Meeting shall consist of twenty (20) Full Member Official Representatives.

5.1.6.1 If there is no quorum at a General Meeting within thirty minutes from the time appointed for that meeting, and provided that a minimum of one Officer and ten Voting Members, other than Board Members, are in attendance:

a. The Chairperson shall, at their discretion and prior to terminating the original meeting, fix a date, time and place to hold another meeting, and any business may be dealt with at the rescheduled meeting if a quorum is present (or deemed to be present hereunder) at that rescheduled meeting, provided that the Notice requirements specified in these Bylaws for a Special Resolution must be complied with if a Special Resolution is proposed for sanction at that rescheduled General Meeting; and

b. If there is no quorum at the rescheduled General Meeting conducted under the preceding Paragraph within thirty minutes from the time appointed for that meeting, those Voting Members present shall be deemed to be a legal quorum, and that meeting shall be conducted and its conclusions and resolutions shall be legal and binding as though a full quorum had been present.

5.1.7 The Annual Meeting shall be held on or before November 15th of each year.

5.1.8 The business of the Annual Meeting is not limited to, but shall include:

- a) The President's report
- b) The Treasurer's report and the auditor's statement
- c) Appointment of external auditor for the ensuing year
- d) Election of Directors, and
- e) Any other business of the Full Membership.

5.1.9 If The Federation chooses to make available a telephonic, electronic or other communication facility that permits all participants to communicate adequately with each other during a meeting of Members, any person entitled to attend such meeting may participate in the meeting by means of such telephonic, electronic or other communication facility in the manner provided by the policies and procedures of The Federation. A person participating in a meeting by such means is deemed to be present at the meeting. Notwithstanding any other provision of this by-law, any person participating in a meeting of Members pursuant to this section who is entitled to vote at that meeting may vote, in accordance with the policies and procedures of The Federation, by means of any telephonic, electronic or other communication facility that the organization has made available for that purpose.

5.2.0 Board of Directors Meetings

5.2.1 Meetings of the Board may be called by the chair of the Board, the Vice-Chair of the Board or any two (2) Directors at any time.

5.2.2 Notice of the time and place for the holding of a meeting of the Board shall be given to every Director of The Federation not less than 7 days before the time when the meeting is to be held by one of the following methods:

- a) delivered personally to the last known address of the Director
- b) mailed by prepaid ordinary mail to the Director's address as set out in (a)
- c) by telephonic, electronic or other communication facility at the Director's recorded address for that purpose;

Notice of a meeting shall not be necessary if all of the Directors are present, and none objects to the holding of the meeting, or if those absent have waived notice of or have otherwise signified their consent to the holding of such meeting. Notice of an adjourned meeting is not required if the time and place of the adjourned meeting is announced at the original meeting

5.2.3 The Board may appoint a day or days in any month or months for regular meetings of the Board at a place and hour to be named. Meetings of the Board shall be by given 15 days' notice in writing delivered by mail, facsimile or electronic mail but no notice shall be required for any such regular meeting.

5.2.4 At any meeting of the Board, the President shall act as Chair of the meeting and in his/her absence, the Vice-President. Otherwise, the election of any Director to act as Chair shall be the first order of business.

5.2.5 a) A majority (more than half) of the voting Directors, elected or appointed, with a minimum of five (5) attending shall constitute quorum.
b) If the City of Calgary has appointed a Councillor to the Board, and is present at the meeting, then six (6) Directors shall constitute quorum.

5.2.6 At all meetings of the Board, every question shall be decided by a majority of the votes cast on the question. In case of an equality of votes, the Chair of the meeting, in addition to an original vote, shall have a second or casting vote.

5.2.7 If The Federation chooses to make available a telephonic, electronic or other communication facility that permits all participants to communicate adequately with each other during a meeting of the Board or any Committee, any person entitled to attend such meeting may participate in the meeting by means of such telephonic, electronic or other communication facility in the manner provided by the policies and procedures of The Federation. A person participating in a meeting by such means is deemed to be present at the meeting. Notwithstanding any other provision of this Bylaw, any person participating in a meeting pursuant to this section who is entitled to vote at that meeting may vote, in accordance with the policies and procedures of The Federation, by means of any telephonic, electronic or other communication facility that the organization has made available for that purpose.

5.3.0 Executive Committee Meetings

5.3.1 Meetings of the Executive Committee shall be called by the President or at the request of any two (2) members of the Executive Committee.

- 5.3.2 Meetings of the Executive Committee shall be held as often as the business of The Federation shall require.
- 5.3.3 A quorum shall consist of a majority of the Executive Committee.
- 5.3.4 All members of the Executive Committee and all remaining Directors shall be duly notified of and may attend the meeting.

ARTICLE 6

6.1.0 Finance and Other Management Matters Finance, Accounts and Audits

- 6.1.1 The fiscal year of The Federation shall end December 31st
- 6.1.2 The audited financial statements covering the period ended December 31st shall be presented at the following Annual Meeting.
- 6.1.3 The books, accounts and records of the Secretary and Treasurer shall be audited at least once per year by a certified external accountant.
- 6.1.4 A complete and proper audited financial statement for the previous year shall be submitted by the Treasurer at the Annual Meeting.
- 6.1.5 Each calendar year the Board shall approve an annual budget for The Federation. Any variation of the approved budget shall be in accordance with the policies of The Federation.
- 6.1.6 The banking business of the Federation shall be transacted at such bank, trust company or other firm or corporation carrying on a banking business in Canada.

6.2.0 Inspection of Books and Records

- 6.2.1 The books and records of The Federation may be inspected by any duly authorized Official Representative of a Full Member at any time during regular business hours at the registered office of The Federation. Reasonable notice shall be given to The Federation and a time satisfactory to both parties shall be arranged. Each Director of The Federation shall at all times have access to all such books and records.

6.3.0 Seal of The Federation

- 6.3.1 The Federation may have a corporate seal in the form approved from time to time by the Board. If a corporate seal is approved by the Board, the Secretary of the Federation shall be the custodian of the approved corporate seal.

ARTICLE 7**7.1.0 Amending the Bylaws**

- 7.1.1 These Bylaws may be rescinded, altered, or added to by a Special Resolution of the Full Members.
- 7.1.2 Twenty-one (21) days' written notice specifying the intention to propose the resolution as a Special Resolution must be given to the Full Members.

ARTICLE 8**8.1.0 Rules of Order**

- 8.1.1 The current *Roberts Rules of Order- Newly Revised* will apply to procedural matters that are not otherwise expressly provided for in the Bylaws.

ARTICLE 9**9.1.0 Dissolution of The Federation**

- 9.1.1. At the time of dissolution, funds held in the Gaming Account or Consolidated Gaming Account or assets purchased with gaming proceeds will be returned or distributed to another charitable organization with the approval of the Alberta Gaming and Liquor Commission Board.
- 9.1.2 Upon the dissolution of The Federation and upon payment of all debts and liabilities, the remaining property of The Federation shall be distributed to the Full Members.

Federation of Calgary Communities Registered Objects

- a) Communicate with and/or facilitate communication between our members.
- b) Assist our Member community associations.
- c) Research and assist groups of our Members with common problems/issues.
- d) Make representation on behalf of our Members regarding issues that concern them.
- e) Identify issues of concern to our Members and assist them in safeguarding their interests.
- f) To communicate and co-ordinate communication with all levels of government.