



MEANINGFUL CONNECTIONS

2017 Annual Report

vivo
for Healthier Generations™

We believe everything is linked and must live in **balance**.

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We see strength in **diversity**, **potential**
in challenges and **magic in solutions**.

MESSAGE FROM THE BOARD

MEANINGFUL CONNECTIONS MADE ALL THE DIFFERENCE IN 2017

2017 was a record year. It was a year that challenged everyone, leading to deeper connections with one-another. At Vivo, we believe everything is linked and must live in balance. We see strength in diversity, potential in challenges and magic in solutions. And 2017 was all about leaning into those connections. With mobile classrooms, not devices, we are dialing up discovery offline, outside, and with play. Cellular in the molecular sense, we are strengthening the DNA of Generation Healthy – Gen H – a generation you're not born into but choose to be a part of.

As a charitable enterprise we continued to live in balance between just that, charity and enterprise. Our commitment to social good, as well as to prosperity, encouraged us to dig deeper. We welcomed the growth of our team and our Everybody Plays program. Everybody Plays is our way of making sure that every family in the community has access to the social connection, recreation, and play opportunities available at Vivo.

We joined our nation in celebrating her birthday – Canada's sesquicentennial. Together, with neighbours, we worked to bring two Canada 150 art projects to life. These projects became physical manifestations of the strength in our diversity.

We asked ourselves:

"How are we helping communities be prosperous?" Northern Hills Connect was born – a social economic exploration with the community, an opportunity for us to make space for the community to lift local start-ups and entrepreneurs and bring them together to realize their potential.

"How are we helping communities to take responsibility for their health and advocate for change?" Led by Northern Hills Community Association, Creating Coventry is exactly that. With fourteen parks in need of replacement over the next twenty years, we have been honoured to help the community to connect, create, and advocate with evidence to inform their thinking.

Several initiatives came full circle and completed the connection in 2017. We saw magic solutions in several of our innovative programs.

Our Play Ambassadors wrapped up their two-year program. The Play Ambassadors connected communities to play, to the great outdoors, and to each other – playful proof of the magic in solutions.

We saw inter-generational influence from Luke Carr to his mom, Julee. Julee experienced her moment for change when she decided to join New You.

Our Gen H Instructor Training program came to life and has already demonstrated the change it was intentionally designed to produce. Our Gen H Instructors are empowered and educated to deliver programming that results in a 10% increase of moderate to vigorous activity.

Healthy Living School completed its fifth year and proved an integral part of growing Gen H beyond our walls. This year we witnessed students shift as they began to see their role in the larger community and started to think in terms of inclusivity and accessibility. They realized their connection to one-another and the impact that thinking of others can have on the collective experience.

Raising healthier generations can't be done alone and it only moves forward with the energy and support of meaningful connections. Magic happens when like-minded people, organisations, and communities take the time to share generously, listen openly, and make space for one another.

Woven steadfastly into the community, we know we are better together and stronger when connected. We step forward courageously into 2018, not as one, but as one part of the collective whole.



Ben Banks
President
NCSRA Board of Directors



Cynthia Watson
Chief Evolution Officer
Vivo for Healthier Generations

BALANCE

Vivo is a charitable enterprise on a mission to raise healthier generations in Calgary and beyond. We operate a regional recreation centre and lead research and innovation for healthier generations. Everyday we balance what it means to generate social good – to be a catalyst for change in our communities and beyond – with what it means to be a sustainable enterprise – to generate our own revenue that allows for charitable research and innovation locally, nationally, and globally. We use innovation to maintain our balance and truly support everyone in joining Gen H, our Generation Healthy Movement.



EVERYBODY PLAYS

Everybody Plays is our way of making sure that Calgarians have access to the social connection, recreation, and play opportunities available, here at Vivo – regardless of their financial means. Every year more than 1500 families in our community receive reduced rates through a combination of donations and charitable gifting from Vivo.

Vivo welcomed a new member to our team, Amtul Siddiqui, as the Senior Manager, Philanthropy and Government Relations. Amtul brings with her forward, fast, and innovative thinking, as well as 10+ years of charitable experience from Red Cross. Leading with her heart, Amtul helped Vivo to breathe more life into the Everybody Plays program.

With increased enthusiasm and energy, Vivo launched a winter Everybody Plays Campaign in December of 2017. As usual, the community came forward to support one another. More than 1400 children will be able to join Gen H thanks to generous community members and local businesses choosing to give the gift of play to children in the community.

To donate or learn more visit everybodyplays.ca

DIVERSITY

A Sesquicentennial doesn't come around very often – only every 150 years to be exact. As a community hub, Vivo relished in the idea of offering space for the community to come together to celebrate.

To truly raise healthier generations, we believe in a holistic approach to health that includes social connection and a deep sense of belonging in our community. To celebrate Canada's 150th we worked together with our neighbours to create two community born art projects showcasing the communities of North-Central Calgary. Grant funding from the Government of Canada's Canada 150 Initiative made both of these projects possible and both can be experienced in their home at Vivo.

"I believe this flag represents who all of us are as Canadians. It represents culture, diversity, history, youth, and what is yet to come," said Notre Dame Teacher Ivan Mazuryk, who co-led the design, development, and creation of the **Canadian Flag**.

Our friends at Notre Dame High School partnered with us to bring the Canadian Flag to life. This project was led by teachers and students from the Welding and Construction Departments but was embraced school-wide; the Social and Science departments embedding the creation into their curriculum and the student Makers Club spent hours organizing the squares.

Students and community members alike designed their own individual square – representing something from our past, present and future. This flag is a visual representation of the diversity found in North Central Calgary – of the unique pieces that are strengthened when we connect and come together.

A special thank you to teachers Ivan Mazuryk and Mitch Patterson, as well as Vice-Principal Marvin Bidulka, for all of their effort and support in bringing this flag to life.



"I think the biggest thing is just being in a place where there are just so many different cultures and different religions, different types of people - it really is a good representation of what it is to be a Canadian really."

NOEL, COMMUNITY MEMBER



The Neighbourhood: Sights and Sounds is a public art film that captures the essence of the community through a grassroots community engagement initiative spearheaded by Coventry Hills resident and filmmaker Paige K Boudreau. Boudreau spent weeks connecting with community members and asking what the community means to them. The film allows the beholder to be fully immersed in the essence of the community, experiencing the sights and sounds as they truly exist.

POTENTIAL

Vivo is in the unique position to bring people – the community and beyond – together. We believe in holding space for potential and in the growth that blooms in the community when there is support to nurture and nourish dreams. We believe we rise by lifting others and that we can help strengthen the community by sharing knowledge collectively. Vivo serves a community of over 130,000 individuals, a third of whom are New Canadians. Our vision of healthy communities and individuals takes into account social, emotional, physical, mental, and financial well-being.

So we asked ourselves: How are we helping communities realize their potential?

NORTHERN HILLS CONNECT

Early in 2017, Vivo participated in a series of community discussions about how to increase social connection and belonging in Northern Hills. The community identified a significant opportunity for local businesses in Northern Hills and a new initiative launched to support neighbours to thrive via Northern Hills Connect.

Northern Hills Connect (NHC) is a working group of passionate neighbours, people who live down the block from you, who believe in the power of innovative and creative ideas to generate opportunities for everyone. It's a room full of supportive, kind, intelligent people all there to help move local entrepreneurs' ideas forward. Their mission is to create sustainable social enterprises that cultivate a culture of belonging and connection in the Northern Hills Community (NHC).

Northern Hills Connect was dreamt up and is sustained by a dedicated group of volunteer community members and local community organizations, including Northern Hills Community Association, Vivo, Momentum and Thrive. Thrive was the initial spark, but it is the energy, resources, and assets from the community over the last year that has driven this initiative. More than 40 residents have dedicated over 1,500 hours to Northern Hills Connect since early 2017.



“A social enterprise is not carried by one person, it is carried by the community.”

PHILIP LOZANO,
THRIVE AND MOMENTUM

The communities that make up Northern Hills – Country Hills, Country Hills Village, Coventry Hills, Panorama Hills and Harvest Hills – have demonstrated wisdom, expertise and talent. With the current economic climate, many Calgarians lack the opportunity to provide for their family and give back to the community. NHC is a way to share and celebrate community assets to create meaningful economic opportunities for everyone. They believe everyone deserves the opportunity to succeed, to look after themselves, and provide for their families.



Between May and August of 2017 NHC hosted a series of workshops that covered topics from building awareness of social enterprise to research, financials, and business models for potential entrepreneurs – 150 community members participated in these workshops!

The workshops culminated in a social enterprise pitch competition held at Vivo in September 2017 where eight community members shared their business plans. The two winning entrepreneurs went on to share their ideas at the closing ceremony of EconoUs – the national community economic development conference.

Nannies To Go – now known endearingly as Nanny Shack – was one of those two ideas. An idea developed, pitched, and presented by Jessie Leighton and Fatima Cuade at both the NHC Pitch Competition and EconoUs and carried forward by Sanya Chaudhry and her team. Sanya Chaudhry is a second Bachelor of Commerce student at the Haskayne School of Business at the University of Calgary and member of Northern Hills Connect.

“Through NHC, I’ve met some of the brightest entrepreneurs, motivating mentors, and kind neighbours. Each of these people have impacted my life in a positive way and motivated me to work towards the community I want to live in. I also believe that NHC has introduced me to the rest of my life. By that I mean, social enterprise.”

“I also believe that NHC has introduced me to the rest of my life. By that I mean, social enterprise.”

SANYA CHAUDHRY

Sanya noticed the synergies between her Entrepreneurial Thinking course (ENTI 371) and Nanny Shack. She approached Jessie to discuss ways to move Nanny Shack forward, and together with her classmates, “Group 58” spent the fall semester further developing the business case for Nanny Shack; exploring business models, interviewing parents and nannies, even holding two focus groups with parents.

Their hard work culminated in a pitch at the RBC Fast Pitch semi-finals competition held at the Haskayne School of Business on December 7, 2017. A total of sixty teams across five classes pitched their ideas, with one winner from each class, plus one wild card from all classes being chosen to move on to the finals in April 2018. Group 58 won the wild card spot and will be competing at the RBC Fast Pitch finals.

“It’s been a discovery of my own strengths and talents with the help of my neighbours. Social Enterprise is what I want to be a part of.”

Learn more about Northern Hills Connect at northernhillsconnect.com.



So we asked ourselves: How are we helping communities advocate for themselves?

CREATING COVENTRY

In 2016, the City of Calgary (Parks) approached Northern Hills Community Association (NHCA) with a list of playgrounds on their radar for life cycling. Traditionally, the NHCA would deal with each of these on an individual basis. The goal of Creating Coventry is to establish a new model for community, resident-driven planning, to spark connection, and shift the needle for communities advocating for change.

“Creating Coventry is the first of its kind in Calgary, in terms of scale, being completely led from a grassroots, resident perspective.” Explains Moraig McCabe, the community volunteer behind the project.

Creating Coventry is made up of a collaboration of like-minded organisations with a collective desire to explore new approaches for grassroots urban planning:

- Northern Hills Community Association (NHCA) is responsible for planning and fundraising for parks and green spaces in this area in cooperation with The City of Calgary.
- Federation of Calgary Communities Urban Planning specialists are supporting this process, as well as helping to create resources and tool-kits that could help other communities embark on a similar planning process.

“Creating Coventry is the first of its kind in Calgary, in terms of scale, being completely led from a grassroots, resident perspective.”

MORAIG MCCABE



- Parks Foundation Calgary have been supporting as facilitators and are interested in this as a model for sharing with other communities.
- Mount Royal University (MRU) is a long time evaluation partner with Vivo. MRU will continue to provide evaluation support.
- Vivo has been providing administrative, project coordination, and marketing and communications support to the community. We believe that supporting the community in initiatives like this are the most effective means of creating a long-term impact.

Coventry Hills, one NHCA community, has fourteen playgrounds, all of which were installed within a 10-year time span. Rather than be continually reactive, Creating Coventry is taking a proactive stance and using an approach similar to that identified by VivaCityYYC for revitalization of the downtown commercial district in 2016. Creating Coventry has brought the community and relevant partners together to look at all of the outdoor recreational spaces and co-create a long-term plan.

Vivo, with help from SPRY in the Hills (a community based program for seniors to exercise and connect socially) participants, started with systematic observations to inform how the community is using the fourteen spaces, who is using them, and when they are being used.

A workshop was piloted with the Calgary Public Library's Three Things for Canada Youth Action Squad in August, yielding limitless suggestions and ideas for the spaces.

Next the community came together to dream up what their play spaces might look like. In a world-café style gathering, the community indicated their preferences, inspiration, and ideal usage for all fourteen space.

The community had the opportunity to indicate on a map which space would best be used for specific activities, equipment, and age groups.

Creating Coventry went mobile to ensure all demographics were included in the planning – venturing to Notre Dame High School for input and reaching out to friends at SPRY in the Hills.

All data was compiled into the top fourteen suggestions and shared back to the community to fill in final gaps. The full plan will be presented to The City of Calgary in the spring of 2018.

Learn more and follow the journey at vivo.ca/creatingcoventry.

MAGIC SOLUTIONS

PLAY AMBASSADORS: BRINGING PLAY BACK TO THE NEIGHBOURHOOD

2017 wrapped up two years of play between Vivo, Lawson Foundation, and the community. The Play Ambassadors project launched in 2013 as a response to the failing grade Canadian Children received for physical activity. The project started onsite at Vivo's recreation centre, our living lab for healthier generations, and grew beyond our walls to a project that popped-up in eight community spaces across Calgary, thanks to generous funding from The Lawson Foundation.

The Play Ambassadors connected communities to play, to the great outdoors, and to each other – playful proof of the magic in solutions.

Over the past five years, Vivo worked closely with Mount Royal University to ensure a robust and validated research methodology. A team of professors and students once again partnered with us to provide evidence and measurement for the Play Ambassadors project and we couldn't be more excited about the findings!

Happier, Healthier, More Playful Communities: The Play Ambassadors have demonstrated that while people may have an innate desire to play, they are **much more likely to participate** in unstructured outdoor play when there is a **role model or facilitator present**.

More Outdoor Play, More Often: The Play Ambassadors helped foster genuine relationships and community connections. By the end of the project period, more than 51% of participants were repeat attendees!

The Play Ambassadors program was **instrumental in establishing new relationships** among participants and valuable partnerships between like-minded organizations. We truly are better together – YYC Plays, The City of Calgary: Mobile Adventure Playground, Loose Parts Pilot Program, Telus Spark, Community Associations – are among the most notable collaborators



that helped to advance the mission of the Play Ambassadors.

A special thank you to The Lawson Foundation, Mount Royal University, the Government of Alberta and of course, all of our incredible Play Ambassadors – we truly couldn't have done it without you!

Read the full report at vivo.ca/playambassadors.

STRONGER COMMUNITIES:

“We appreciate everything you have done for us. This program is great for newcomers. It has provided an opportunity for us to meet people in the community. At school, my daughters only made friends with classmates but now they have made friends with neighbours! I will tell others about the importance of play and help spread the fun.”

VASANA MALLAWASEKARA

FROM 4IN1 TO NEW YOU

At Vivo, inspiring healthier generations across generations is something we get pretty excited about. Cross-generational influence and inspiration is the sort of magic found in solutions like 4in1 and New You, programs that focus on holistic, whole-family approaches to healthy living.

Meet Julee Carr. Julee is a familiar face around Vivo, and has been for a few years now. Her son, Luke, has participated in our 4in1 program for the past two years. Luke's love for 4in1 led to him taking a variety of other registered programs at Vivo. Luke spends four days per week at Vivo - which means Julee does too. Julee's moment for change came in the fall of 2017 when she realized she'd be spending yet another evening at Vivo.

"I was here Tuesday, Wednesday, Thursday and Saturday morning. Just sitting around, watching."

Fortunately for Julee, New You lined up perfectly with Luke's upcoming climbing class - without hesitation she signed herself up.

New You is an adult program at Vivo, intentionally designed to empower participants to lead healthy, active lifestyles through a combination of nutrition, exercise, and social connection. The reach of New You extends beyond our walls with an online

support system for participants to check in, share experiences, post progress, and even share recipes. Every day the dynamic leadership duo, Garner Blieske and Marcella Cameron, New You Instructors, post inspiration and reminders, plus comment and reply to questions in the online group.

"It's different from what I am used to, it's not as intimidating when you go in there as a group."

And as a group they go - Julee and her classmates plan and hold each other accountable for workouts outside of their New You class time as well. But it isn't just her classmates that Julee is spending more time with, it's her son, too. Luke was so inspired by Julee that he signed up for a Fitness Centre Orientation, a one time course designed to introduce and educate youth how to properly and safely use the Fitness Centre equipment. Now Julee and Luke are able to come to the gym together for a workout - giving a whole new meaning to family time.

"I have to say Vivo is becoming like an extension of my home - we are there 5 to 6 days a week. It used to be a big scary place - now I realize it's not - you make connections with people and let's face it we are all there for the common good of being healthier!"

Read more about our innovative programs like 4in1 at vivo.ca/4in1.



GEN H INSTRUCTOR – A NEW TYPE OF INSTRUCTOR

Creating a different approach to recreation program design and delivery requires a new type of program instructor. As a result, Vivo developed the Gen H Instructor Training Program with a focus on children's developmental characteristics including physical literacy, social connection, and personal growth. Instructors learn to evaluate a child's progress through ongoing mentorship, reflective learning, and applying knowledge-to-action.

Over the course of 2017 Vivo Team members came together to co-create this intentional instructor program. The team is a cross-section of our best and brightest instructors who collaborated to create this robust training program designed to increase moderate to vigorous activity and social connection by 10%. At each stage of development the larger team of Vivo Instructors was invited out to test, tinker, and offer tweaks along the way – truly leading to a program that has been created together.

Over the course of two days instructors receive intentional training designed and delivered exclusively at Vivo, to educate and empower them to help raise healthier generations. Gen H Instructors demonstrate observable skills and desired behaviours rather than simply delivering content. At Vivo, we continue to measure activity and connection levels with ongoing mentorship and observation, allowing for continued evolution, learning, and interventions on the Gen H Journey.

To learn more about the Gen H Instructor program visit vivo.ca/genhinstructor.



Who is a Gen H Instructor?

A recreation instructor who is:

- passionate about healthier generations
- committed to intentionally planning and delivering instruction
- has participated in and successfully completed the Gen H Instructor Training Program designed, developed and delivered here at Vivo.

What is the Gen H Instructor Training Program, and Why is it Awesome?

Research based - and backed - training to empower and educate instructors with the tools they need to:

- increase moderate to vigorous activity levels
- meet physical, emotional, social and cognitive milestones of children through recreational programming
- include purpose and intention so children meet objectives but also acquire and improve skill and performance
- utilize best practices to ensure enriching, holistic, and playful experiences

FIVE YEARS OF HEALTHY LIVING SCHOOL

Healthy Living School at Vivo is raising confident kids who are connected to their communities, active in their lives, and excited for all they can become. We are so grateful to the generous donors and partners that play a critical role in the long-term success of our charitable programs like Healthy Living School.

Together, we are evolving our work and maintaining the meaningful relationships that we have established. We are equipping teachers with innovative tools and practices to inspire their students to make playful changes in their classroom, inspiring activity. In the last five years nearly 2000 students, and counting, have participated in Healthy Living School and are now sharing their learnings out in the world. Their influence is unleashed, and their newly established confidence helps them truly believe that what they do matters, and matters a lot. Most of all we are grateful to the students for the lessons they continue to teach us as the next generation – and forever members of Gen H.

Over the course of their HLS week, students from Ranchlands Elementary were inspired to understand the connection between positively impacting themselves and affecting the same positive change on others.

They stood before the rock climbing wall, listening carefully to instructors and assessing the height. “Will Emiko be able to climb with us?” The students found themselves often wondering if an activity would be able to accommodate Emiko – their classmate in a wheelchair. If not they were eager to find creative ways to make it possible for him.

One of their biggest shifts while at HLS was greater connection to each other, with more understanding and empathy around their uniqueness. A lot of their learnings and conversations centered around accessibility and providing a good experience for everyone. Vivo instructors assured the group that Emiko could rock climb too, that together they could find a way to make it happen.

In 2017, we celebrated five fantastic seasons of HLS at Vivo, thanks to Campus Calgary, Calgary South Asian Lions Club and the generous ongoing support from donors like Cenovus Energy. We are looking forward to breaking new ground and further exploring and expanding the learnings about what it means to be healthy for life, with more students, teachers, and communities in Calgary and beyond.

To read the full report visit vivo.ca/healthylivingschool.



The kids watch wide-eyed while Vivo Instructors work with Emiko as he climbs up the wall, exploding in cheers as he reached the top.



REPORT OF THE INDEPENDENT AUDITORS ON THE SUMMARY FINANCIAL STATEMENTS

STATEMENT OF MANAGEMENT RESPONSIBILITY

Management is responsible for preparing the accompanying summary financial statements. The basis of presentation adopted is not in conformity with Canadian accounting standards for not-for-profit organizations in that the financial statements do not contain all the disclosures required. The basis of presentation is considered by management to be the most appropriate for the broad communication of financial information to Nose Creek Sports and Recreation Association constituents but readers are cautioned that these statements may not be appropriate for their specific purposes. Complete financial statements have been prepared and will be provided upon request.

NOSE CREEK SPORTS AND RECREATION ASSOCIATION

Summary of Annual Financial Statements prepared from the audited financial statements for the year ended December 31, 2017.

TO THE MEMBERS OF NOSE CREEK SPORTS AND RECREATION ASSOCIATION

The accompanying summary financial statements of Nose Creek Sports and Recreation Association, which comprise the summary statement of financial position as at December 31, 2017 and the summary statements of operations and changes in net assets and cash flows for the year then ended are derived from the audited financial statements, prepared in accordance with Canadian accounting standards for not-for-profit organizations, of Nose Creek Sports and Recreation Association as at and for the year ended December 31, 2017.

We expressed an unmodified audit opinion on those financial statements in our report dated April 18, 2018.

The summary financial statements do not contain all the requirements of Canadian accounting standards for not-for-profit organizations applied in the preparation of the audited financial statements of Nose Creek Sports and Recreation Association. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial statements of Nose Creek Sports and Recreation Association.

MANAGEMENT'S RESPONSIBILITY FOR THE SUMMARY FINANCIAL STATEMENTS

Management is responsible for the preparation of the summary financial statements in accordance with the basis described in the Statement of Management Responsibility.

AUDITORS' RESPONSIBILITY

Our responsibility is to express an opinion on the summary financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard 810, "Engagements to Report on Summary Financial Statements."

OPINION

In our opinion, the summary financial statements derived from the audited financial statements of Nose Creek Sports and Recreation Association as at and for the year ended December 31, 2017 are a fair summary of those financial statements, in accordance with the basis described in the Statement of Management Responsibility.



KPMG LLP
Chartered Accountants
April 18, 2018
Calgary, Canada

SUMMARY STATEMENT OF FINANCIAL POSITION

As at December 31 (in thousands)

ASSETS	2017	2016
Current assets	\$ 10,571	\$ 10,592
Capital assets	1,262	1,274
	\$ 11,833	\$ 11,866
Liabilities		
Current liabilities	\$ 1,217	\$ 1,404
	\$ 1,217	\$ 1,404
Net Assets		
Unrestricted	\$ 606	\$ 95
Restricted	8,748	9,093
Invested in capital assets	1,262	1,274
	\$ 10,616	\$ 10,462
	\$ 11,833	\$ 11,866

SUMMARY STATEMENT OF CASH FLOWS

Year ended December 31 (in thousands)

CASH FLOWS PROVIDED BY (USED IN)	2017	2016
Operating activities	\$ (510)	\$ 54
Investing activities	454	204
Increase (decrease) in cash and cash equivalents	(56)	258
Cash and cash equivalents, beginning of year	1,666	1,408
Cash and cash equivalents, end of year	\$ 1,610	\$ 1,666
Unrestricted cash	\$ 1,097	\$ 796
Restricted cash	513	870
	\$ 1,610	\$ 1,666

SUMMARY STATEMENT OF OPERATIONS AND CHANGES IN NET ASSETS

Year ended December 31 (in thousands)

REVENUE	2017	2016
Admissions	\$ 3,777	\$ 4,311
Programs and services	1,917	2,123
Facility rentals	1,263	1,313
Interest and other	747	597
Grants and donations	540	606
Tenant lease	262	253
Sponsorships	33	1
	\$ 8,539	\$ 9,204
EXPENSE		
Salaries and benefits	\$ 5,587	\$ 5,591
Building operations	1,371	1,320
Administration and general	584	713
Amortization	281	264
Programs and services supplies	228	265
Project costs	198	99
Capital maintenance expense	168	432
Marketing	134	103
Renovation costs	92	466
Loss on disposal of capital assets	36	76
	\$ 8,679	\$ 9,329
Excess of revenue over expense, before other	(140)	(125)
Change in unrealized gain (loss) on investments	294	(73)
Excess of revenue over expense	\$ 154	\$ (198)
CHANGE IN NET ASSETS		
Balance of net assets, beginning of year	10,462	10,660
Balance of net assets, end of year	\$ 10,616	\$ 10,462

SUPPORTERS

THANK YOU! We are happy to thank the following sponsors, donors, partners, and individuals for their generous support in raising healthier generations in Calgary and beyond. Your support continues to bring Gen H to life!



Canada



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