



# all in for youth

United for school completion.

## ANNUAL REPORT

September 2014



**United Way**  
Calgary and Area

United. Building a great city for everyone.

[allinfor youth.com](http://allinfor youth.com)

# All in for Youth by the Numbers

Cumulative to August 2014

**16** organizations make up the  
Partners Advisory Committee and Community Engagement Team

**160** volunteers deployed

**1,771** youth served

**67** total corporate and individual investors

**18** school partners,  
including 14 traditional high schools and 4 alternative settings

**1,038** meaningful connections  
made between youth and positive adults



## DIRECTOR'S MESSAGE

In just two years All In for Youth has evolved into a rapidly expanding movement of individuals, institutions, corporations and community organizations committed to reducing Calgary's dropout rate by 50 percent by 2017. We are also committed to connecting 3,000 youth to the support and resources they need to be successful. We are guided by three principles: Keep youth in school, bring youth back and connect youth to continuing education and career possibilities.

We have much to be proud of. Our partnerships have deepened and grown. Our reach has expanded. Our design, evaluation and implementation processes have been refined. Most importantly, we have already witnessed the difference All In for Youth has made in the lives of youth who have been exposed to the initiative.

We created several prototypes, or new ways to help youth who are at risk of leaving school, who have dropped out or who want to learn about diverse career options and pathways to success. These prototypes include both brand new projects—Success Coaches, Navigator, Call Back, Career Connectors, Detour—and new ways of approaching familiar strategies—Tutoring, Mentoring and Career Exploration\*. Each has generated important learning, opportunities for course corrections, and successes, some of which are outlined in this report. Where we have faced challenges, we have gleaned valuable insights that we are sharing and building upon to continue to improve the initiative as a whole.

All In for Youth is gaining momentum, and we've only just begun. As a result of the detailed prototype reviews conducted in June, we will scale up the most effective interventions, improve others, discontinue what we have learned is ineffective and launch promising new strategies; all to impact more youth.

What we've seen from the All In for Youth initiative is that when we all work together—the entire Calgary community—we can connect vulnerable young people to brighter futures. And, a bright future for them is a brighter future for all of us. Each and every young person's life and future is worth our very best efforts. We will continue to do what is required to win on this issue.

**Craig Foley**  
Director  
All In for Youth

\* For more information about All In for Youth projects and programs, please visit [www.allinfor youth.com/whats-happening/](http://www.allinfor youth.com/whats-happening/)

# ALL IN FOR YOUTH TIMELINE

## SIGNIFICANT MILESTONES

### JUNE 2011

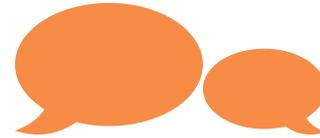
United Way initiates Bold<sup>2</sup> to drive organizational change, with the priority of increasing social impact and community engagement.

### LATE 2011



United Way consults the business community, local agencies, research and investors to identify pressing community issues—high school completion is selected as the issue for collective action.

### DECEMBER 2012



All In for Youth hosts a series of focused conversations with youth to capture their unique perspective on the issue of high school completion.

### SPRING 2012

Strategy and partnerships in development.

- Threefold focus established: keep youth in school, get youth back in school and link youth to further education and career possibilities.
- The first few critical partners\*, including school boards and community agencies join All In for Youth, sharing responsibility for the initiative's development and success
- Partners Advisory Committee established to provide overall leadership



### SEPTEMBER 2012

School boards select two high schools, Central Memorial and Bishop McNally, to become the first All In for Youth schools.

All In for Youth receives its first significant gift from an individual donor, effectively launching the fundraising campaign.

### JUNE 2012



Devon Canada signs on as first corporate partner. Fluor and Imperial follow, the three companies becoming the founding corporate partners.

### MID 2012-EARLY 2013

Partners co-design prototypes (test models) based on new or reconfigured concepts.

Initiative support structures continue to evolve, becoming more robust. The structures include a core stewardship team, a community engagement team, an evaluation team and design tables.

\*See back cover for full list of partners



## FALL 2013

All In for Youth gains traction throughout corporate Calgary during United Way's annual campaign. By the end of 2013, 168 individuals have applied to be volunteers and investors help the fundraising total reach \$6.3 million (of the \$10 million goal).



## JANUARY 2014

United Way CEO and President Lucy Miller presents All In for Youth as an example of social innovation at a Government of Canada knowledge event.

## APRIL 2013



Public Targets established: Reduce dropout rate by 50% within five years and connect 3,000 youth to the supports and positive relationships they need to be successful.

All In for Youth is the feature article in Calgary's Avenue Magazine. The first progress report to stakeholders is distributed.

## AUGUST 2013

The Shaw Charity Classic Golf tournament in Calgary selects All In for Youth as a community beneficiary. Since then, Nordstrom and Vista Projects have also chosen the initiative as a charitable partner.



## APRIL 2014

All In for Youth meets with Alberta Education to share what has been learned from the Detour prototype.

Lucy presents the initiative to United Way Canada's President's Advisory Council, prompting several United Ways across Canada to express an interest in adopting the initiative.

## JUNE 2013



All In for Youth launches publicly with five additional partner schools.

Fundraising picks up steam with two more large investments from individual philanthropists.

## JUNE 2014

A cross-functional team conducts an in-depth review of current prototypes and makes recommendations regarding scaling and design modifications (see page 12).



## AUGUST 2014

United Way's Women's Leadership Council initiates All In for Girls with Calgary Family Services. This All In for Youth sub-strategy is focused on helping girls graduate with confidence, connections and choices.

# SUCSESSES

## AN ISSUE THAT RESONATES

We as partners have a lot to celebrate. Corporate volunteers got on board faster than we could create new opportunities. Calgary's school boards have achieved an unprecedented level of alignment and cooperation in their work with All In for Youth. We have received lots of positive media coverage. Many programs or organizations that could have been considered competition for All In for Youth have instead become associated with the initiative. The list of philanthropic investors continues to grow. We have so many organizations approaching us about potential partnerships that we have had to develop criteria to select the best partners for the initiative. We added three new community partners in the spring of 2014, and are still in a discovery phase with others.

All of this is evidence that the issue identified through All In for Youth resonates with the Calgary community. More and more Calgarians are stepping up to the plate with the conviction that youth dropping out of school is not acceptable in our city. They want change, and they want to be part of the solution. We will continue to focus on engagement in the coming months, first with students in the fall, and moving on to the broader community in 2015.

## PARTNERSHIPS

Coordinating assets and rallying around a common goal and vision is helping to create synergies amongst the key partners, between the two partner school boards and within the school setting.

All In for Youth's strategic partnerships maximize expertise and resources. Co-design, consultation, collective implementation and shared responsibility for the initiative and its success are the cornerstones of each of our partnership agreements.

Leaders from each of the key partner organizations provide guidance and resources as members of the Partners' Advisory Committee. A second group, the Community Engagement Team, consists of activators from each organization who are involved in the implementation of the various interventions. Working together, this team is able to leverage efficiencies, identify problems and potential risks and generate solutions.

Several partners have had projects embedded in schools around Calgary for many years. As they work more closely through All In for Youth, they are able to better coordinate their resources as an All In for Youth team, while still representing their respective organizations. This makes it easier for busy school administrators to understand the offerings, support the initiative and ensure the right opportunities are accessible to their students.

## ENGAGING CALGARIANS

All In for Youth provides a unique opportunity for Calgarians to be part of social change in our city. Individuals who have interacted with United Way in the past through the annual workplace campaign have been particularly attracted to the volunteer opportunities as a way to increase their social engagement.

Corporate volunteers have made up the vast majority of the 160 All In for Youth volunteers deployed to date. Employees from our founding corporate partners, Devon Canada Corporation, Fluor and Imperial, represent the biggest contingent of volunteers, and have brought great value to our programming. More than a dozen employees at AltaLink also answered the call for tutors when the tutoring programs launched last fall.

As the founding corporate partners, Devon, Fluor and Imperial also worked, along with other stakeholders, to help design the initiative and they have contributed important financial resources. These partners also contribute executive level support, advocacy and insight into the Calgary community from an employers' perspective, with a priority focus on the need for qualified workers in the trades.

Other corporate partners like Macquarie Capital Markets Canada and Trilogy Energy are standing behind the initiative with financial contributions. Still others are associating themselves with All In for Youth and generating money for the initiative through special events, like the Nordstrom Opening Gala, Shaw Charity Classic, Canadian Pacific Golf Tournament and Vista Projects' June Dresses campaign.



*"Partnership with United Way has opened up more doors; pathways to other great new partners that limited time and resources can make it difficult to access otherwise. We are engaging more effectively with community organizations, and this is happening because of All In for Youth."*

**Carma Cornea**  
Assistant Principal  
James Fowler High School

# COURSE CORRECTIONS

## CALL BACKS

Between late 2012 and early 2014, three retired educators made calls based on lists provided by participating schools, to students who had left high school. Of the hundreds of attempted calls, they successfully contacted 145 students. 130 of these youth expressed an interest in returning to school, or already had.

The Call Backs created new connections between youth and positive adults. They improved our understanding of the profile of at-risk students and the factors that need to be in place to improve the likelihood of a successful return. The prototype also revealed several opportunities and insights that will guide the next iteration of this strategy. For example, there is an opportunity to improve upon the ways we track returning students so that we better understand the effectiveness of this strategy. Building an intensive follow-up mechanism into the design of the prototype will help support the complex back to school transition process by connecting youth to the resources they need to navigate that transition, like All In for Youth Success Coaches.

We had difficulty finding or reaching many of the students on the lists, in part due to outdated contact information. As we make changes to the Call Back strategy, we will explore other communication channels. Certain forms, like texting, are preferable to today's youth. We are considering a number of additional tactics including further consultation with youth, texting, email and social media platforms.

We are also ramping up our preventative efforts to ensure that we do not allow kids to leave school without a transition plan in place. This plan must include information about options for returning to school. We have learned that once students leave it is very difficult to contact them and make them aware of what alternative options are available.



*"There are times we need a second chance in order to move our lives in a better direction. All In for Youth is that second chance for some of our young people. Already, we can see the positive difference this program has made for a significant number of our students."*

**Dr. Andra McGinn**

Superintendent, Specialized Program Schools  
Calgary Catholic School District

## CAREER CONNECTORS

The Career Connectors prototype was designed as a five-month engagement opportunity for corporate volunteers to support youth through career exploration and mentoring.

Many individuals want to help, but, being unsure of their abilities, are hesitant to commit to longer mentoring relationships. At the outset, this prototype was conceived both to offer a shorter-term commitment to help these individuals get comfortable with the mentoring concept, and also to provide youth with some career-focused guidance from someone working in a field that interests them.

Since then, we have learned that youth crave longer-term relationships that extend beyond career exploration. Happily, Big Brothers Big Sisters (our mentoring experts) were able to shift some volunteers who had come in as Career Connectors and connect them with youth under the longer-term *mPower* mentor program. As we revise this program, there is an opportunity to consult further with agencies, schools and youth to maximize alignment with what youth and schools need.

One of the great unexpected outcomes of this project has been the group mentoring component, in which one or two volunteers work with a group of youth on an interest- or subject-based project, like theatre or culinary arts. This was first tested in Bishop McNally High School's Robotics Club in early 2014. The success of this experience has prompted us to pursue the possibility of prototyping group mentoring in additional schools. It is anticipated that within the next school year, 50 youth will be served through interest-based group mentoring projects.

## TRADES

All In for Youth's objective with respect to the trades is to see more students explore careers in the trades with the support of their parents, teachers and the business community. We are still defining how we can best achieve this objective.

At the beginning we brought together key stakeholders from across all sectors for a design table (a focused process taking a complex question and generating new or reimagined concepts for potential solutions). Early on, we looked at many options, including increasing the number of Registered Apprenticeship Positions available to high school students in Calgary and working one-to-one with a handful of students to remove barriers to attending specific events. We continue to make course corrections, as we feel we can add the greatest value by pursuing activities with larger scales of impact.

With support from All In for Youth, more than 800 students have attended trades focused career events such as SAIT's Open House, the Calgary Construction Expo and the Provincial Skills Competition. Feedback from the events has been very positive and indicates students are learning about careers they had never considered. Another 290 students have been introduced to an array of career options—including the trades—through Career Talks presented by corporate volunteers. The first speaker in the series was Jill Drader from Women in Workboots, who spoke to a group of female students about her journey in the skilled trades.

Trades will continue to be a focus for the speaker series over the next school year. Trades occupations are also highlighted in the career videos we created for the online youth platform launching in September. We remain committed to our focus on the trades and will continue to seek out other opportunities to enhance our work in this area, including pursuing mentors who work in the skilled trades.

# INSIGHTS

## BENEFITS OF PROTOTYPING

By definition, prototyping is a learn-and-go method. It allows us to incubate ideas and newly developed or reconfigured concepts to address policy roadblocks or gaps that All In for Youth and our partners have identified. Each prototype is built on a hypothesis, requiring constant course correction and numerous iterations as we learn and the idea is refined.

Change within any system takes time. Educators are devoted to addressing the needs of youth today and balancing mandatory curricula and prescribed outcomes. Being a separate entity gives us the freedom to move quickly, and try different approaches. However, working in conjunction with the school system is crucial. Having educators involved provides invaluable insight and this proximity to the school system allows us to determine whether a given concept is effective, how it could fit within the school environment and whether it is possible to expand affordably.

The purpose during the prototyping phase was to learn what strategies, if adopted throughout the school system, would have the greatest impact and effectiveness. As a result of the prototypes, we now have a great deal of evidence to build and embed successful solutions in more Calgary high schools, to impact more youth and to share on a broader level as we continue to engage with Alberta Education.

## SCALING AND EXPANSION

This initiative and our new way of working together gained traction more quickly than we could have anticipated. All In for Youth launched in fall 2012 with just two schools, but quickly expanded to include seven high schools and two alternative learning environments by the fall of 2013. We will extend our offerings further this fall, with All In for Youth programming available in 14 high schools and four alternative learning environments.

In the early days of the All In for Youth initiative, we made decisions based on research and consultation, supplemented by passion and our many partners' well-honed intuition and years of experience. As the initiative has grown over the past two years we have formalized our goals and decision-making processes. We also realized we had the opportunity to be more strategic about growth and expansion. While at first we went where we were welcomed, now our focus is on expanding where we are needed, namely schools with high populations of vulnerable students, who are those at highest risk of dropping out.

The scope of All In for Youth was intentionally limited during the prototype phase. As a learning initiative, particularly in the prototyping phase, All In for Youth is helping us determine what interventions, under what circumstances, are most effective, so that we can have greater impact. The prototype reviews conducted in June 2014 are instrumental for informing future strategy, including scaling and expansion decisions. To have the greatest impact, it is key that we expand the most effective programming into the schools with the greatest need.

## VOLUNTEER EXPERIENCE

Throughout 2013 we worked to address the moving target of volunteer supply and demand. Learning what roles volunteers gravitate towards and how the most popular programs amongst volunteers aligns with the most popular programs amongst schools and students has provided invaluable insight that will guide our strategic course corrections.

For example, we identified a need to connect with more volunteers with certain crucial areas of expertise, specifically in the trades. We also learned that most corporate volunteers are looking for opportunities in close geographic proximity to their own home or work, which doesn't tend to be in areas that are easily accessible or preferable to vulnerable youth. This presents an opportunity to increase understanding around the importance and impact of walking beside youth in their own neighbourhoods, to hear their stories and see their strengths.

Additionally, we've learned that it takes up to three months from initial volunteer engagement to the time of activation (due to necessary screening, police clearances or training). This means that we will have to recruit early in the spring to meet the demand for volunteers in the fall.

This also revealed the need to develop a strategy to keep interested volunteers from feeling disengaged during that time. The community engagement team worked together to envision an online volunteer portal that would streamline the volunteer experience with a common initial touch point and provide a way to keep all volunteers feeling connected to, and a part of, All In for Youth while deployed in opportunities managed by various community partners. The first phase of this project, an online application form, is accessible via the "Get Involved" tab on the All In for Youth website.



*"Not only am I able to help a student succeed and build confidence in math, but it's good for my mind and helps me practice my critical thinking skills. The students are at different skills levels so to be successful as a tutor you have to adjust your style, trying different approaches to gauge what works best for that individual. You know you've done a good job when you see that moment when the light bulb turns on and they get it."*

### Karen Vanthuynne

Project Manager, AltaLink

All In for Youth Volunteer Tutor

# PROTOTYPE ASSESSMENT

The evaluation team conducted an in-depth review of current All In for Youth prototypes in June 2014. Subsequently, working teams discussed the recommendations (scale up, carry on or reconfigure) and the initiative's leaders made decisions on next steps at a meeting in early September.

Evaluators looked at 11 criteria, grouped loosely into assessment categories: relevance, effectiveness and impact. For the purposes of this report, a rating of high, moderate or low was assigned based solely on the number of criteria satisfied within that category. While the individual criteria were not weighted in the assessment, certain factors did weigh more heavily in the ensuing strategy discussions.

Four criteria fell under relevance, including alignment with strategy, overall goals and target group of All In for Youth. Five criteria fell under effectiveness, including alignment with the needs of the target population, student and stakeholder engagement and progress towards the identified goals. Two criteria fell under impact, specifically that students are reporting a benefit from participating in the initiative and that the initiative addresses root causes identified through previous research.

## SUCCESS COACH

**RELEVANCE:** HIGH   **EFFECTIVENESS:** HIGH   **IMPACT:** HIGH   **RECOMMENDATION:** SCALE UP

### NEXT STEPS:

Expand to include more schools in areas of highest need.

## TUTORING\*

**RELEVANCE:** MODERATE   **EFFECTIVENESS:** HIGH   **IMPACT:** MODERATE   **RECOMMENDATION:** SCALE UP

### NEXT STEPS:

Expanding to include seven more schools and two new community locations in fall 2014; Be more intentional about reaching target student population to address relevance.

## MENTORING

**RELEVANCE:** HIGH   **EFFECTIVENESS:** HIGH   **IMPACT:** HIGH   **RECOMMENDATION:** SCALE UP

### NEXT STEPS:

Expected to expand into seven more schools in fall 2014.

## CAREER CONNECTOR

**RELEVANCE:** HIGH   **EFFECTIVENESS:** LOW   **IMPACT:** MODERATE   **RECOMMENDATION:** RECONFIGURE

### NEXT STEPS:

Maintain, but do not promote short term mentorship opportunities; continue prototyping group mentorship.

## NAVIGATOR

RELEVANCE: HIGH EFFECTIVENESS: HIGH IMPACT: HIGH RECOMMENDATION: MAINTAIN

### NEXT STEPS:

Continue to identify and connect with students in need.

## CALL BACK

RELEVANCE: HIGH EFFECTIVENESS: LOW IMPACT: INCONCLUSIVE RECOMMENDATION: RECONFIGURE

### NEXT STEPS:

Use different channels to find and connect with more students; develop follow-up strategy.

## DETOUR

RELEVANCE: HIGH EFFECTIVENESS: HIGH IMPACT: HIGH RECOMMENDATION: SCALE UP

### NEXT STEPS:

Expand to include more students; Advocate use of Detour model for older student success in light of impending changes to the Education Act.

## CAREER EXPLORATION\*

RELEVANCE: MODERATE EFFECTIVENESS: HIGH IMPACT: HIGH RECOMMENDATION: SCALE UP

### NEXT STEPS:

Expanding to serve more schools, including alternative environments, in fall 2014; Refine focus to reach target student population.

\*Though these prototypes scored moderate in some areas of assessment, we are proceeding to scale up. Both were actually quite successful, and a great value to all youth involved. Both projects were evaluated lower in relevance because they also served youth who fell outside the target group: vulnerable youth facing multiple barriers to high school completion. We are enhancing efforts to specifically target this population, which will increase relevance in the future. In the case of tutoring, refining our focus on the target group will also enhance impact.

# LOOKING FORWARD

## WHERE WE ARE HEADED

Thinking about where All In for Youth is going next is exciting. We are moving out of the prototype phase for most areas of our work, scaling up where appropriate and continuing to explore new opportunities, from partners to strategies. Continually building upon our relationships with stakeholders and finding efficiencies in our work together remains a high priority.

The next few months will be particularly charged, as we expand our volunteer recruitment to more companies in United Way's annual campaign and hone in on youth engagement within our schools and online. We are thrilled about the recent launch of the volunteer portal, as well as the online career exploration video platform for youth, an online toolkit for schools and a brand new public website, [allinfor youth.com](http://allinfor youth.com).

We have also invested time in the development of a more detailed data collection and evaluation strategy, so we can clearly and accurately articulate the impact All In for Youth will have on the dropout rate in the future.

## THE BIGGER PICTURE: SYSTEMS LEVEL CHANGE

Several of our school partners are already making changes in their learning environments because of the influence of All In for Youth and based on what they are learning and observing through the initiative in their schools. They are trying more flexible models of learning, connecting with different education institutions and community organizations, and providing more engaging settings for students. These changes are creating ripple effects and having an impact on more students and in ways that we may never be able to adequately capture or measure.

While this sort of passive influence is certainly a positive outcome for All In for Youth, we have also made some very intentional moves to influence policy and its implementation on a broader systemic level. We had the opportunity to share some of our learning with Alberta Education in April, and continue to work with them in proposing a model to help them support successful school completion and career transition for older vulnerable youth. This is in line with the changes to the Education Act, which will extend the maximum age for public education funding support to 21 in September 2015.

With the evidence from our prototypes and ongoing learning, we will be increasing our emphasis on contributing to systems level change, as we know that is required to truly have an impact on graduation rates and other positive outcomes for students in our city.



**Lea and Sareena**  
At Graduation

## **SAREENA'S STORY**

Sareena, 20, is a self-described “girly girl” who loves to dance, sing and shop. She is a hard worker, currently balancing two jobs and helping her aging father at home while preparing to begin courses at Columbia College next January.

It is a big step for a young woman who once thought she would never finish high school.

When Sareena was in grade 11 her parents divorced. Hurt and confused, Sareena lost interest in school. She picked up some bad habits and struggled with following the rules at her high school. Her attendance and grades suffered and she was eventually asked to leave.

Out in the “real” world, working unstimulating jobs for minimum wage, Sareena quickly recognized the mistake she’d made. “I realized, this is not life,” she says. “I think I have the potential to go out there and do something more.”

When Sareena asked to be allowed back into school, her principal gave her one condition: that she work with Lea Clement, an All In for Youth Success Coach. Sareena worked closely with Lea over the next several months to complete her graduation requirements, select a path for further education and overcome her issues with low self-confidence.

“Lea goes out of her way,” says Sareena. “She has done so much for me. She pushed and motivated me and she made me feel like a better person.”

Lea’s mentorship didn’t end with Sareena getting her high school diploma. “Lea continues to help me, ,” says Sareena. Now, Lea is encouraging Sareena to get a driver’s license, to become more independent and to continue building her confidence.

Inspired by Lea’s dedication and support, Sareena now dreams of a career in human services, where she can make a difference in the lives of others, too.

# ALL IN FOR YOUTH PARTNERS

## School Partners

Bishop McNally High School  
Bishop O'Byrne High School  
Bowness High School  
Central Memorial High School  
Crescent Heights High School  
Father Lacombe High School  
Forest Lawn High School  
James Fowler High School  
John G. Diefenbaker High School  
Lord Beaverbrook High School  
Notre Dame High School  
Robert Thirsk High School  
Sir Winston Churchill High School  
Saint Francis High School  
Chinook Learning Centre, including Encore  
Discovering Choices  
Saint Anne Academic Centre

## Key Community Partners

Big Brothers Big Sisters of Calgary  
Boys & Girls Clubs of Calgary  
Burns Memorial Fund  
Calgary Board of Education  
Calgary Catholic School District  
Junior Achievement of Southern Alberta  
United Way of Calgary and Area  
UpStart—A United Way initiative  
YMCA Calgary  
Youth Central  
Youth Employment Centre

## Education and System Partners

Alberta Education  
Alberta Health Services  
Bow Valley College  
Calgary Police Service  
SAIT Polytechnic  
Community Agencies

## Government Partners

Alberta Government  
Government of Canada  
The City of Calgary

## Founding Corporate Partners

Devon Canada Corporation  
Fluor  
Imperial

## Corporate Partners

We would like to thank all of the generous corporate donors who have supported All In for Youth by contributing \$50,000 or more to the project:

Canadian Pacific  
Macquarie Capital Markets Canada Ltd.  
Nordstrom  
Shaw Charity Classic  
Trilogy Energy Corporation  
Vista Projects

## Individual Philanthropists

We would like to thank all of the generous individual donors who have supported All In for Youth by contributing \$100,000 or more to the project:

Bill and Nancy Andrew  
The Borgland Family  
Rick Braund  
Michael and Heather Culbert  
Lorne and Patricia Gordon  
Jim and Susan Hill  
Bob and Michele Michaleski  
Poelzer Family Foundation  
Mike and Sue Rose  
Bill and Sharon Siebens  
Mac and Susan Van Wielingen  
Two Anonymous Donors



**United Way**  
**Calgary and Area**

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