



# Memo

2019 November 20

To: Mayor Nenshi and Members of Council

From: Carla Male, Chief Financial Officer and One Calgary Sponsor

**Re: One Calgary – Follow-up on questions about the 2020 Adjustments to Service Plans and Budgets**

Your Worship and Members of Council,

On behalf of all my colleagues, thank you for your participation in the Open House event on 2019 November 15. The One Calgary Team is actively coordinating responses to your questions with General Managers and Service Owners from across the organization. Below, you will find a summary of most of the questions that were asked via the Open House event on 2019 November 15, as well as any email questions sent directly to Administration.

There have been two Memos that have been distributed directly to members of Council: Administration Response to Nov 5 PFC Questions - Water Utility Indicative Rates Report sent on 15 November 2019; and Request for Information - Golf Course Operations sent on 15 November 2019.

Subsequent Memos will follow later this week with any outstanding questions from the 2019 November 15 Open House as well as questions from the remaining Open House events and any additional queries received via email.

Regards,

Carla Male  
Chief Financial Officer  
T (403) 268-1689 | Mail code #8003

cc: Administrative Leadership Team; Chris Stewart; City Clerk



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Question	Answer						
1. Have initiatives to reinvigorate downtown been incorporated into the budget?	The Downtown Strategy does not have a dedicated budget and is resourced from our existing operating budgets, therefore there are no direct impacts to this initiative resulting from budget adjustment scenarios. However, as this initiative leverages other corporate and civic partner programs, there are reductions contemplated in the 0% tax increase scenario that may result in downtown programming being impacted negatively, though any definitive impacts would need to be determined. As a result of the reduction in capital funding resulting from the Provincial Budget, work is underway to recast the capital budget and there will be reductions in the overall capital program that may have a negative impact upon downtown. However, the results of this work will not be determined until January 2020.						
2. What proportion of taxpayer revenue goes to the different levels of government?	Please see page 22 of the <a href="#">Calgary and Region Economic Outlook 2019-2024, Fall 2019</a>						
3. How much budget do we allocate for building permitting? How much revenue is generated through building permits?	<p>Building permit fees fully cover the cost of this service. Please find the 2019 building permits budget (in \$000's) below:</p> <table> <tr> <td>Revenue and recoveries:</td><td>41,244</td></tr> <tr> <td>Expenditures:</td><td>41,244</td></tr> <tr> <td><i>Of which Salary and wages:</i></td><td><i>31,758</i></td></tr> </table> <p>We also know how we compare across Canada due to our partnership in MBN Canada. Appendix 1 provides a graph that shows the operating cost of building permits and inspection services per \$1,000 of residential and ICI (industrial, commercial and institutional) construction value. Calgary is below the median for 2018.</p>	Revenue and recoveries:	41,244	Expenditures:	41,244	<i>Of which Salary and wages:</i>	<i>31,758</i>
Revenue and recoveries:	41,244						
Expenditures:	41,244						
<i>Of which Salary and wages:</i>	<i>31,758</i>						
4. Was it worthwhile to conduct the sub-service reviews?	This was the first time Administration performed sub-service reviews and the organization learned a lot through the process. Since sub-services were only defined in mid-2019 and sub-service budgets are only available as approximations (because budgeting is performed at the service level) data availability was a challenge. Performing the reviews allowed further definition of the selected sub-service as well as formally articulating alternative scenarios should budgets be reduced. Even if sub-service reviews do not lead to budgetary reductions, they can be useful in articulating the details around specific sub-services. If further sub-service reviews are conducted, it would be beneficial to develop a selection process that more appropriately identifies which sub-services should be reviewed, so that maximum benefit is derived from doing the work.						
5. Will Council get to see a general ledger?	This information is not available at this stage of the process. Our budgets are determined using a combination of a strategic approach with finance detail. Administration sets out the budget for approval at a high level (Revenue, Recoveries, and Expenditures) based on strategies and outcomes. Our approach ensures we are linking our budget decisions to performance measures. Once approved by Council, Service owners will then allocate budget to the detailed account levels based on the direction set out by Council.						
6. Could the increased revenue from the assumed growth in the assessment base be used for the	The growth assessment assumptions are incorporated into our budgeting process. Therefore, the revenue assumptions relating to growth in the						



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0% scenario to remove the need for a contribution from the Police Service?	assessment base has already been included to net to what is required to achieve the scenario targets set out by Council.
7. Please explain the 'grants in lieu of taxes'. What property taxes do public, separate and charter schools pay? What about all the other provincial and federal buildings/ properties? What ability do we have to tax rather than take the grants, and what would be the pros and cons of this?	<p>All schools are exempt from paying property taxes under Section 362 of the MGA.</p> <p>Grants in Place of Taxes (GIPOT or grants in lieu) are outlined in Section 366 of the MGA. The MGA does specify an upper limit to the amount of the grant but not a minimum floor. GIPOT have traditionally been calculated and paid as the full market value assessment of the property multiplied by the municipal non-residential tax rate and they have not been discounted in the past. GIPOT are not subject to the late payment penalty and have typically been paid after the July 1 deadline. Not paying the late penalties is the only 'discount' this property type has received.</p> <p>As GIPOT is a legislated process, we do not have the ability to tax rather than take the grants. We have historically advocated for a more structured process for these grants, but we have not been successful.</p>
8. Please provide additional information on the social media program. In particular, what is the ad budget?	<p>Social media advertising allows our message to be targeted to the right audience. We use Facebook, Twitter, Instagram and LinkedIn advertising and can filter to the exact demographic and psychographics that are a fit for the message. This ensures our ads are more effective by reaching the right audience with the information that is relevant to them. Social media advertising provides measurable, real time results that enable us to make informed action and discover trends. The City of Calgary also uses social media influencers to collaborate on creating content and stories that inform citizens about our products, services or a campaign. These influencers are carefully vetted, and we partner to ensure our brand reputation is clear and visions align. In return they help create original, engaging content that they share with their audiences online. This acts as a form of advocacy and allows others to share our stories and campaign messaging.</p> <p>Appendix 2 provides more information on the background of our social media program and the breakdown of actual expenditures for 2017, 2018 and 2019 (to Q3).</p>
9. Was there any direction to look at reporting structure to find reductions?	There was no formal direction, but all General Managers considered this option in developing the reduction packages. Further work on organization structure is ongoing. The reductions in Corporate Costs assume that savings will be found from this work.
10. What are Administration's rules for span of control? Could changes to these rules generate savings?	The City does not have a target or mandate the ratio of employees per leader. It varies widely in different parts of the organization due to operational need. The interactive organization chart through your access in <a href="#">myHRconnect</a> , provides various views of the organization structure if you wish to review further.
11. What is the status of the retirement allowance report?	An external consultant is currently reviewing Administration's report. Upon receipt of the consultant's findings, it will be reviewed internally and subsequently, findings will be shared with Council.
12. How many employees are impacted by the different scenarios?	Additional information will be provided to Council confidentially.



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13. Do the budget reductions affect work being done on lead in water pipes?	No. Budget Reductions will not affect work to address lead in water service lines. The Water Utility is updating the Lead Strategy and will provide an update to Council in Q1 of 2020. In addition, the Water Utility is reviewing the capital investment plan to eliminate lead service lines, which will be brought forward for Council consideration at the next service plan and budget adjustments in November 2020.
14. Which partners gave raises to their staff last year?	While The City provides operating funding to support partners, including Civic Partners, these organizations are governed by independent boards of directors who set the strategic direction including compensation strategies for their organizations. If further information is available from partners, it will be circulated on Friday.
15. Have there been discussions with the Province about new ministerial orders regarding Silvera?	The current Ministerial Order (MO) was signed by The City, Government of Alberta (Minister of Seniors and Housing), and Silvera for Seniors on 2018 September 13. While the MO may be amended in the future to address any issues that may arise, there is no current timeline for any future amendments.
16. What operating funds does the United Way receive directly from The City?	The United Way does not receive any operating funds from The City.
17. What operating funds does United Way receive from us as part of Family and Community Support Services (FCSS) grant?	The United Way does not receive an operating grant through FCSS but did receive one-time funding in 2019 through the emerging issues stream of the capacity-building grant (funded by the FCSS stabilization reserve), for a project to respond to the stresses facing the non-profit sector, including the change in fundraising trends, the economic downturn and the increase in service demand.
18. Do we have any City staff that work full time or part time or on contract with or for United Way? If so how many?	We do not have any staff who work part time or on contract with or for the United Way. We do provide a staff resource to lead our corporate employee Campaign, but they are employed by the City, for our corporate employee fundraising campaign.
19. Can you provide a complete list of FCSS grants to organizations and agencies?	Appendix 3 summarizes the grants under FCSS and Appendix 4 provides those for the Crime Prevention Investment Plan (CPIP). The lists contain the names of organizations, the funded program name and description, the total funding for the organization if they have multiple programs funded and the current end date for their contract.
20. What is the total spend on Crime Prevention Investment Plan (CPIP) in the past and the remaining year 2020?	The total investment in the Crime Prevention Investment Plan (CPIP) is just over \$1.1M which started in 2018, with additional funds (\$500k) through the Community Services Prevention Investment funds established at budget that year and then again through One Calgary. Previously it was just \$676,000. We haven't finalized recommendations for 2020 yet, but we will start to pull the previous years into a spreadsheet for Council. Appendix 5 provides the funded organizations and projects for 2016 to 2019. In 2019, we moved to different outcome areas for funding based on our revised Terms of Reference (TOR). As part of those TOR, CPIP contracts are initially awarded for one year of funding. Funding after the first year depends on the project and organization's performance and ability to meet contractual obligations. Based on assessment, funding may be provided for up to three additional years. As a result, 2020 would be the first year that we will be considering multi-year funding for these organizations and projects.
21. Can citizens receive a tax receipt for donations made to The City as they did with the Mayor's campaign donations?	The City is a "qualified donee" under the Income Tax Act, and does issue Official Income Tax Receipts for most qualifying gifts to The City and for benefit to The City.



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## Appendix 1

### MBN Canada Excerpt on Building Permits and Inspections

#### Building Permits & Inspections

**Figure 2.3 Operating Cost of Building Permits and Inspection Services per \$1,000 of Residential and ICI (Industrial, Commercial and Institutional) Construction Value**

This measure represents the operating costs associated with the provision of building permits and inspection services. The fluctuation in year over year results is impacted by the value of residential and ICI construction activity. **IMPORTANT:** In 2017, the definition for this measure was changed to exclude "other building permits". In most cases, the removal of "other building permits" was not material; however the variance between 2017 results and that of prior years may be due to this change.



Source: BLDG325 (Efficiency) Formerly BLDG325M

Montreal: Does not track.

Sudbury: The result reflects near-double increase in construction value in 2017, mostly in the mining sector.

Thunder Bay: Overall downturn in permit activity.

Windsor: While the number of permits being issued is robust, the overall value of construction compared to previous years is significantly less due to the small size of the typical project, which has impacted the 2018 results.

2018 MBNCanada Performance Measurement Report



# Memo

## Appendix 2

### **Social Media at The City Summary**

At The City of Calgary, we utilize social media to connect with citizens using the information resources they are active on.

With the new reality of algorithms on social networks, they have become pay to be seen platforms. Organic posts no longer get the visibility or engagements we saw in the past resulting in the increased spend year over year.

Social media advertising allows us to target our ads by demographic, geographic areas and psychographics. Costs are a straight flow through cost to City business units.

The City has four corporate social media channels:

1. Facebook (109K followers)
2. Twitter (255K followers)
3. Instagram (83K followers)
4. LinkedIn (used for HR and recruiting)

### **Return on investment summary**

We measure social media ROI several ways depending on the business objective for the campaign. Since most campaigns are not able to attribute revenue we measure success on other metrics that may include:

- Audience impression (the number of times a post has been seen) and reach (number of people who saw the post)
- Engagement – conversations, likes, shares
- Link traffic to specific page on [www.calgary.ca](http://www.calgary.ca)
- Event attendance

At the end of each campaign we evaluate:

- If our social media ads achieved the business objective?
- Did our target audience take the action we wanted after they were exposed to our campaign?
- How can we improve upon this for the next campaign?

Examples of reporting provided for Facebook:

	2018	Up to Q3 2019
<b>Reach</b>	<b>1,230,009</b>	<b>1,178,928</b>
<b>Impressions</b>	<b>34,229,840</b>	<b>22,236,824</b>
<b>Click throughs</b>	<b>179,986</b>	<b>113,344</b>



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## Appendix 2 continued

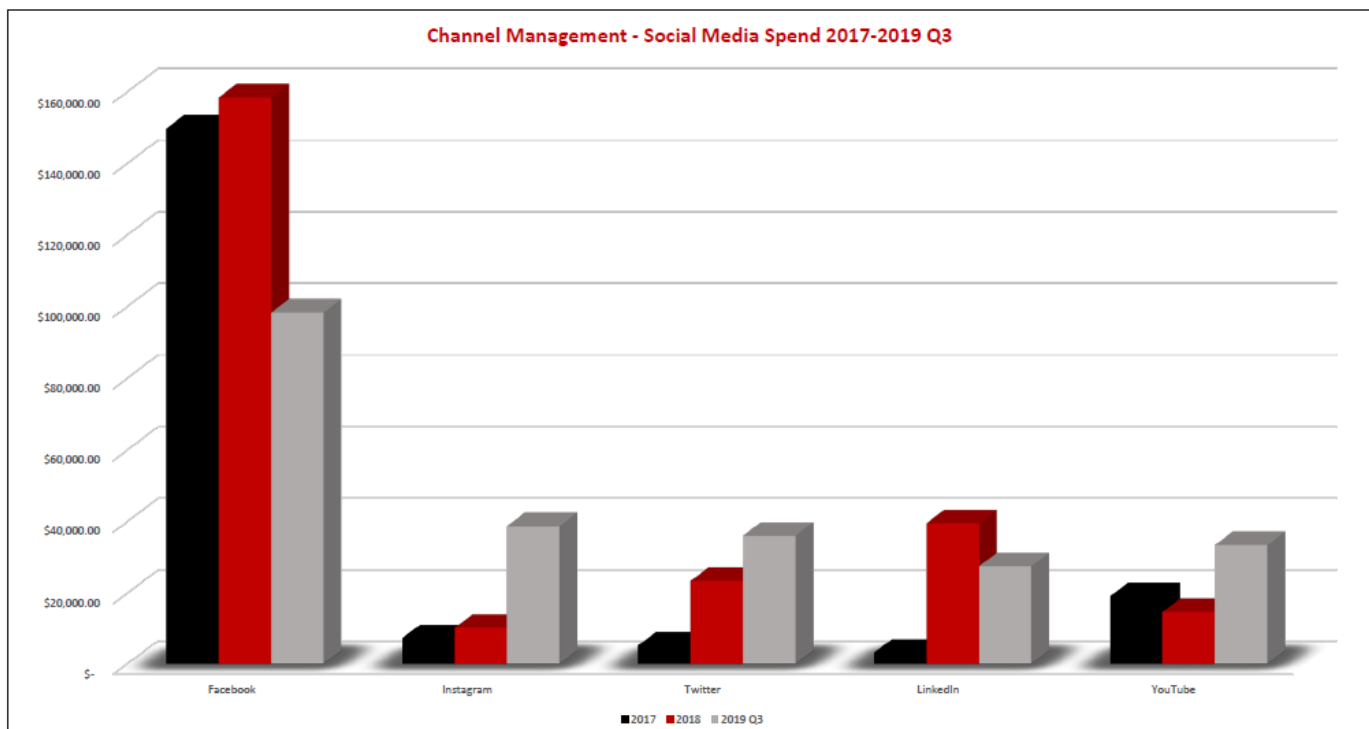
### Social Media at The City Summary

One of the benefits of social media is the ability to make an impact without the need for a large budget. For example, if a client business unit only had \$500 to spend for awareness, then the estimated impressions would be as follows:

Channel	Impressions	Comments
Facebook	167,846	Based on general keep roads clear campaign from 2018 SNIC. General 18+ targeting
Print - example	113,000	The budget would only allow for 1 ad at 1/8 of a page
Radio	29,400	
Out of Home	N/A	Not possible with the budget
Television	N/A	Not possible with the budget

## Channel Management - Social Media Spend 2017-2019 Q3

	2017	2018	2019 Q3
Facebook	\$ 149,823.07	\$ 158,534.70	\$ 98,405.69
Instagram	\$ 7,449.82	\$ 10,353.20	\$ 38,815.15
Twitter	\$ 5,358.69	\$ 23,531.73	\$ 36,124.26
LinkedIn	\$ 3,309.33	\$ 39,639.85	\$ 27,597.83
YouTube	\$ 19,238.14	\$ 14,829.09	\$ 33,511.99
<b>Total</b>	<b>\$ 185,179.05</b>	<b>\$ 246,888.57</b>	<b>\$ 234,454.92</b>





### Appendix 3

## 2019 Family and Community Support Services Funded Organizations

Organization	Program Name and Description	2019 Program Funded Amount	2019 Organization Funded Amount	Contract End Date
Aboriginal Friendship Centre of Calgary	<b>Honoring the Bonds - Parenting Program:</b> To support ECD parenting and long-term healing among Indigenous children and their caregivers who experience social and cultural challenges resulting from intergenerational trauma.	108,979		2021-12-31
Action Dignity Society	<b>LEAD for Change:</b> To promote racial equity, inclusion and cultural awareness in public systems and policies and to address systemic inequities in public institutions, government and service systems so members of ethno-cultural communities can fully participate in economic, social and civic life.	312,382		2019-12-31
Alexandra Community Health Centre	<b>The Alex Food and Wellness Program, Community Food Centre:</b> To address food insecurity, poor health, and social isolation through programming in food access, skills, education and engagement to build a foundation for community development, health and well-being.	145,116	348,934	2021-12-31
	<b>The Alex Youth Health Centre, Intensive Case Management:</b> To improve the well-being and positive development of youth through counselling, advocacy, and intensive case management.	132,000		
	<b>YouthLaw @ The Alex (formerly CLERC), Young Voices Healthy Lives:</b> To support children impacted by high conflict family disputes by bringing their perspective to courts and parents in ways that protect them and support their positive development.	71,818		
Antyx Community Arts Society	<b>CAS, Youth Arts Action Program:</b> To provide arts-based opportunities for youth aged 12 to 16 in the Greater Forest Lawn and northeast Calgary communities during the after-school hours.	124,960		2020-12-31
Arusha Centre Society	<b>Calgary Dollars:</b> To improve economic stability, enhance social inclusion, and strengthen participants' ability to withstand social and economic crises.	43,154		2020-12-31
Aspen Family and Community Network Society	<b>Community Connections:</b> To support vulnerable families and individuals to increase their economic self-sufficiency and housing stability.	431,684	671,653	2021-12-31
	<b>Youth Matters:</b> To enhance identity, self-confidence, sense of belonging, social skills, and connection for vulnerable youth in Calgary.	239,969		
Awo Taan Healing Lodge Society	<b>Youth Mentorship Program:</b> To promote a strength-based approach and positive youth development for Aboriginal girls and boys with cultural mentors including Elders and Traditional Knowledge Holders.	145,894		2021-12-31
Big Brothers Big Sisters Society of Calgary and Area	<b>Community 1:1 Mentoring:</b> Through a developmental relationship with a caring adult mentor, expanding their network of natural supports, a young person is supported to improve their social-emotional skills, executive function and resilience, ultimately successfully transitioning to adulthood.	201,534	397,370	2021-12-31
	<b>In-School Mentoring:</b> Through a developmental relationship with a caring mentor, expanding their network of natural supports, a young person is supported to improve their social-emotional skills, executive function and resilience, ultimately successfully transitioning to adulthood.	195,836		
Bow Cliff Seniors	<b>Seniors Programs:</b> To promote social connections and reduce social isolation among seniors by providing programs and services that are accessible, affordable, and account for health, mobility and cultural considerations. Seniors programs are intended to promote and enable physical, mental, and social engagement within the community.	100,497		2021-12-31



## Appendix 3 Continued

### 2019 Family and Community Support Services Funded Organizations

Organization	Program Name and Description	2019 Program Funded Amount	2019 Organization Funded Amount	Contract End Date
Bowness Seniors' Centre	<b>Seniors' Programs:</b> To promote social connections and reduce social isolation among seniors by providing programs and services that are accessible, affordable, and account for health, mobility and cultural considerations. Seniors programs are intended to promote and enable physical, mental, and social engagement within the community.	83,161		2021-12-31
Boys & Girls Clubs of Calgary	<b>Beltline Youth Connections:</b> To support newcomer youth to become healthy, integrated and self-sufficient adults by equipping them to meet their personal, social, community, educational and employment goals.	86,754	1,719,818	2019-12-31
	<b>CAS, Community Clubs:</b> To promote increased self-esteem, self-confidence, and positive social behaviours among children and youth aged 6 to 17.	1,370,201		
	<b>Hera:</b> To provide client-directed, therapeutic wraparound services and life skills development opportunities to girls aged 13-17 who are at risk of or already involved in sexual exploitation. Hera supports the girls' re-engagement and connection to school, family and community, and teaches them coping and life management skills.	120,801		
	<b>Iiyaki'kimaat:</b> To support long-term healing for Indigenous youth and families who experience social and cultural challenges resulting from intergenerational trauma.	142,062		
Calgary Catholic Immigration Society	<b>Immigrant Seniors Integration Program:</b> To promote and/or provide access to participation for immigrant seniors.	137,007	353,418	2019-12-31
	<b>Regional Outreach Project:</b> To facilitate the development of stronger, inclusive communities by working with grassroots, ethno-cultural communities and service providers in the east side of Calgary.	139,756		
	<b>Volunteer Resources:</b> To assist new immigrants to settle and integrate into the Calgary community and gain Canadian employment experience through volunteer placements facilitated by Calgary Catholic Immigration Society (CCIS).	76,655		
Calgary Chinese Community Service Association	<b>CAS, Supercool Afterschool and World Culture Society:</b> To empower children and youth of immigrant or diverse backgrounds by supporting integration through programs that build self-confidence, self-esteem, social bonding and resiliency.	77,718	189,358	2021-12-31
	<b>The Bridge Program:</b> To reduce social isolation, promote social connection, and encourage meaningful participation in Canadian society amongst Chinese immigrants with language and cultural barriers.	111,640		
Calgary Communities Against Sexual Abuse Society	<b>"Who Do You Tell?":</b> To provide elementary school children with the skills and knowledge needed to recognize abusive behaviours, promote healthy relationships, and access support in order to reduce the impacts of sexual violence.	357,252		2021-12-31
Calgary Counselling Centre	<b>Family Violence Program:</b> To prevent, understand and change aggressive and abusive behaviour in intimate partner relationships.	291,415	368,880	2021-12-31
	<b>Responsible Choices for Children and Parents Program:</b> To prevent and reduce acting out behaviours and depression in children and to increase attachment, support, coping, self-regulation strategies, and hardiness in families.	77,465		
Calgary Drop-In & Rehab Centre Society	<b>Participation &amp; Integration into the Community (PIC) Program:</b> To enable homeless and vulnerable people with the means to access employment, medical treatment, recreation, and other opportunities that foster their social inclusion.	27,245	467,803	2019-12-31
	<b>Volunteer and Community Engagement Program:</b> To engage DI clients as community volunteers, to build relationships and increase social inclusion.	440,558		
Calgary Immigrant Women's Association	<b>Filipino Community Development Program:</b> To support Filipino families who are currently separated or are recently reunited to enhance family cohesion and social inclusion.	108,092	356,283	2019-12-31

## Appendix 3 Continued

### 2019 Family and Community Support Services Funded Organizations

Organization	Program Name and Description	2019 Program Funded Amount	2019 Organization Funded Amount	Contract End Date
	<b>Volunteer Program:</b> To enhance the social inclusion and participation of immigrant women and strengthen our neighbourhoods through meaningful volunteer opportunities.	97,494		
	<b>Youth Programs:</b> To increase the social inclusion of immigrant females aged 10 to 19 by building individual capacity, increasing positive social ties, and improving emotional well-being and social competence.	150,697		
Calgary Legal Guidance Society	<b>Social Benefits Advocacy Program:</b> To improve the social and economic status of more Calgarians whose social benefits have been denied or cut off.	273,824		2021-12-31
Calgary Meals on Wheels	<b>Home Meal Delivery Program:</b> To promote health and independence by providing quality, nutritious and affordable meals to people in need of our services, thereby enhancing the social safety net and preventing social isolation among clients and volunteers.	552,854		2021-12-31
Calgary Neighbourhoods	<b>Age Friendly Calgary:</b> To improve the health, participation, and security of Calgary's aging population in the areas of access to information and services; community support and health; housing; participation and inclusion; prevention and response to elder abuse; and transportation and mobility.	679,234	6,718,012	N/A
	<b>CAS, Children's Programs:</b> To augment key initiatives of Community & Neighbourhood Services (CNS) that support vulnerable populations by providing free, structured, high quality, after-school programs promoting the healthy physical, social, and emotional development of vulnerable children in Grades 4 to 6.	285,519		
	<b>CAS, Youth Programs:</b> To augment key initiatives of Community & Neighbourhood Services (CNS) that support vulnerable populations by providing free, structured, high quality, after-school programs promoting the healthy physical, social, and emotional development of vulnerable youth in Grades 7 to 12.	285,518		
	<b>Community and Social Development Program:</b> To engage, support and mobilize residents at a neighbourhood level to help strengthen neighbourhoods, prevent concentrations of poverty, and increase the social inclusion of vulnerable Calgarians.	2,799,763		
	<b>FCSS Administration and Planning:</b> To provide strategic administration and program management of the FCSS program.	1,819,540		
	<b>Strategic Social Research and Planning:</b> To contribute to the development and maintenance of social sustainability in Calgary.	806,239		
	<b>Prevention Funding Framework Implementation:</b> To support the development of a new funding framework.	42,199		
Calgary Seniors' Resource Society	<b>Outreach (The Way In):</b> To increase social connections and access to supports and resources for vulnerable older adults.	305,106	961,117	2021-12-31
	<b>SeniorConnect Gatekeeper Program:</b> To activate the community to identify seniors who are at risk in order to address and prevent issues related to their social isolation.	437,970		
	<b>Social Inclusion Supports for Vulnerable Seniors:</b> To facilitate meaningful relationships between volunteers (many of whom are seniors) and vulnerable seniors, resulting in mutually beneficial changes to quality of life and social inclusion.	218,041		
Calgary South West Communities Resource Centre Society	<b>Family Support Program:</b> To support vulnerable families to develop the skills and resilience to provide a positive, stable and supportive family environment for themselves and their children.	50,269		2019-12-31
Calgary Women's Emergency Shelter Association	<b>Community Services Counselling Program:</b> To help women increase their safety and establish a life free from family violence and abuse.	427,569		2021-12-31

## Appendix 3 Continued

### 2019 Family and Community Support Services Funded Organizations

Organization	Program Name and Description	2019 Program Funded Amount	2019 Organization Funded Amount	Contract End Date
Calgary Young Men's Christian Association	<b>CAS, Aboriginal Outreach Program "Bunch Stars":</b> through a traditional society structure, three interconnected groups of Indigenous children (Chickadees, Gr. 1-6), youth (Prairie Chickens, Gr. 7-9) and young adults (Brave Dogs, Gr. 10-12) will be exposed to traditional teachings from Elders, Knowledge keepers, and an Alumni Group with an emphasis on traditional developmental and society norms, morals, values and behaviours.	167,144		2020-12-31
Calgary Young Women's Christian Association	<b>Adult Counselling Program:</b> To reduce instances of domestic violence by embedding skillful behaviour into family systems.	644,466	1,288,931	2021-12-31
	<b>Child Development - Children's Group:</b> To increase social inclusion by improving family functioning through the introduction of skillful behaviour to children and adolescents.	242,095		
	<b>Child Development - Parent's Group:</b> To increase social inclusion by enhancing parenting skills through the introduction of skillful behaviour to the family system.	221,920		
	<b>Community Outreach:</b> To increase personal capacity through community-based interventions focused on connection, safety, and choice.	180,450		
Calgary Youth Justice Society	<b>In the Lead:</b> To help vulnerable youth develop an increased sense of personal value, belonging, and connectedness to their community.	142,032		2021-12-31
Canadian Mental Health Association - Calgary Region	<b>Family Support Program:</b> To help family members who are supporting a loved one with a mental health issue/mental illness and/or addiction understand and learn to manage their circumstances more effectively, reduce their own feelings of distress and isolation, and enhance the performance of the family as a system as well as the individuals within it.	407,436	544,750	2020-12-31
	<b>Suicide Bereavement Support Program:</b> To give those who have been impacted by a suicide loss, knowledgeable and timely support during their bereavement.	137,314		
Carya Society of Calgary	<b>Carya East Village:</b> To reduce social isolation by providing a safe, positive and inclusive environment for older adults to socialize with peers, participate in a variety of activities, interact with others including other generations or cultures and contribute to the development of a strong East Village community.	157,015	4,901,290	2021-12-31
	<b>CAS, Starbright and Odyssey:</b> To provide vulnerable youth with opportunities, support, and constructive activities that will foster resiliency, help develop positive relationships, improve social skills, and increase their self-esteem.	161,459		
	<b>Community Financial Engagement:</b> By engaging residents to increase their financial literacy they will be better able to identify opportunities for financial well-being, increase their own financial capacity and be supported in taking steps towards self-sufficiency which will enable a more sustainable livelihood, fuller community participation and increased sense of belonging.	65,973		
	<b>In Sync:</b> To strengthen family relationships by increasing parental empathy towards the unique emotional needs of their young children. Ultimately, to improve parent-child attachments, prevent family breakdown, and mitigate the effects of toxic stress on young children.	75,379		
	<b>Older Adult Community Development:</b> To increase social connections for vulnerable older adults and create sustainable elder-friendly communities where older adults are valued, have purpose, can contribute to their communities, and as a result all citizens thrive.	610,305		
	<b>Older Adult Counselling:</b> To increase social connections, reduce stress, and improve overall quality of life for older adults by providing a variety of facilitated support groups and individual counselling for older adults.	292,568		

## Appendix 3 Continued

### 2019 Family and Community Support Services Funded Organizations

Organization	Program Name and Description	2019 Program Funded Amount	2019 Organization Funded Amount	Contract End Date
	<b>Preventive Counselling:</b> To offer skills and resources to mitigate toxic stress, family disruption, and breakdown while increasing family cohesion, healthy development of caregivers, children, and the entire family.	1,740,229		
	<b>Prime Time:</b> To ensure the safety and enhance the health, competency, and well-being of vulnerable children and their families through improved family cohesion and attachment-based parenting skills.	158,979		
	<b>Starburst:</b> To empower adolescent girls to develop a stronger sense of self-worth, purpose, and capacity through a multi-faceted school and community collaboration.	76,377		
	<b>The Way In Program: Older Adult Outreach:</b> To increase social connections and access to supports and resources for vulnerable older adults.	1,563,006		
Centre for Newcomers Society of Calgary	<b>Multicultural Peer Mentorship Program:</b> To accelerate the social integration of newcomers into the Calgary community.	112,210	221,189	2021-12-31
	<b>Volunteer Development Program:</b> To facilitate the participation of newcomers, newcomer community groups, and established communities and institutions to work collaboratively towards meaningful integration of newcomers into Canadian society.	108,979		
Centre for Sexuality Society	<b>Advancing Healthy Relationships:</b> To ensure all Calgarians, human service organizations, and relevant systems have the supports and resources needed for individuals to achieve sexual well-being across the lifespan.	387,986	627,380	2021-12-31
	<b>WiseGuyz:</b> To engage adolescent boys in critically analyzing the social constructs of gender norms, which helps them to develop and sustain healthy and equitable relationships.	239,394		
Closer to Home Community Services Society	<b>Critical Hours:</b> To increase the involvement of vulnerable school-aged children and youth in after-school programs, build protective factors, and minimize the future need for larger system interventions.	73,062	145,864	2021-12-31
	<b>Family Diversionary:</b> To equip families with skills that help them set family goals, find needed resources and natural supports, specifically to increase positive social ties, and improve parenting skills so they can successfully keep their families together.	72,802		
Community Kitchen Program of Calgary Society	<b>Calgary's Cooking Program:</b> To work with low-income and vulnerable Calgarians in the development of skills to enable them to select, plan, and prepare healthy meals that are affordable.	222,706		2020-12-31
Confederation Park 55+ Activity Centre	<b>Seniors Programs:</b> To promote social connections and reduce social isolation among seniors by providing programs and services that are accessible, affordable, and account for health, mobility and cultural considerations. Seniors programs are intended to promote and enable physical, mental, and social engagement within the community.	199,123		2019-12-31
Connections Counselling and Consulting Foundation	<b>Financial Coach:</b> To support parents with cognitive challenges to maintain stable homes for their children by providing financial coaching.	130,925		2019-12-31
CUPS Calgary Society	<b>CUPS Family Centres:</b> To end the cycle of poverty and trauma so that parents with young children overcome adversity and reach their potential.	934,569		2019-12-31
Deaf & Hard of Hearing Services Calgary Region Society	<b>Peer-to-Hear Program:</b> To eliminate factors that contribute to social isolation of seniors with hearing loss, so they can fully participate in, contribute to, and benefit from all aspects of society.	91,237		2019-12-31
Discovery House Family Violence Prevention Society	<b>Child and Youth Program:</b> To build protective factors in children by building resilience, improving coping skills, attachment, and family cohesion, and strengthening the capacity of mothers for positive parenting.	540,493		2021-12-31
Distress Centre Calgary	<b>211:</b> To deliver timely and accurate information to connect Calgarians with a full range of community, health, government, and social services.	625,715	1,316,729	2021-12-31

## Appendix 3 Continued

### 2019 Family and Community Support Services Funded Organizations

Organization	Program Name and Description	2019 Program Funded Amount	2019 Organization Funded Amount	Contract End Date
	<b>Crisis Services:</b> To provide accessible, no-cost crisis services and to create a strong and healthy community by engaging community members and developing a pool of trained, experienced volunteers who are able to respond to people in crisis.	691,014		
Families Matter Society of Calgary	<b>CAS Frontrunners:</b> The overarching goal of this program is to increase the social competence and emotional wellbeing of at-risk children in grades 4 to 6, in order to promote a successful transition to adolescence and enhance school engagement and success. Program activities are designed to increase self-esteem and sense of self-worth, engender respect for others, develop good social skills, foster problem solving skills and promote early leadership abilities.	83,433	802,309	2021-12-31
	<b>Family Resilience Program:</b> To help create and sustain healthy and resilient families and build strong communities.	389,898		
	<b>Perinatal Mental Health Program:</b> Provide specialized, evidence-based services for families experiencing perinatal mental health issues, including: helping parents resolve them, mitigating negative impacts on children, reducing family isolation, building natural supports and family resiliency, and improving parental coping.	271,393		
	<b>Successful Young Parents:</b> To affirm the strengths of young parents and help them to learn and practise parenting strategies to enable them to provide tools to guide their children's development, and gain knowledge and confidence in their ability to handle stressful family situations.	57,585		
Good Companions 50 Plus Club	<b>Seniors Programs:</b> To promote social connections and reduce social isolation among seniors by providing programs and services that are accessible, affordable, and account for health, mobility and cultural considerations. Seniors programs are intended to promote and enable physical, mental, and social engagement within the community.	73,904		2021-12-31
Greater Forest Lawn 55+ Society	<b>Seniors Programs:</b> To promote social connections and reduce social isolation among seniors by providing programs and services that are accessible, affordable, and account for health, mobility and cultural considerations. Seniors programs are intended to promote and enable physical, mental, and social engagement within the community.	156,798		2021-12-31
Hillhurst-Sunnyside Community Association	<b>Community Connections:</b> To increase positive social ties, develop networks of support, and create engagement opportunities for community members who are at risk of social isolation.	151,029		2019-12-31
Hiv Community Link Society	<b>Strong Voices HIV Prevention Program:</b> To ensure Indigenous populations at risk and affected by HIV have access to a continuum of holistic and culturally relevant healing practices, which move individuals and communities along a path of well-being, enhancing resiliency, and reducing HIV vulnerability.	97,493		2021-12-31
Hospice Calgary Society	<b>Child &amp; Family Grief Services:</b> To build resiliency in children/youth, promote emotional well-being, foster positive social ties, and reduce risky lifestyle behaviours through early interventions in Child & Family Grief Services.	275,615		2019-12-31
Hull Services	<b>Braiding the Sweetgrass:</b> To build a foundation for Indigenous families that is healthy and free from the trauma cycle.	338,398	971,008	2019-12-31
	<b>Mentors Matter:</b> To enhance the lives of youth lacking caring adult support in their lives through sustained positive relationships with adult mentors.	112,767		
	<b>PatchWorks:</b> To help vulnerable families increase their sense of personal and family wellbeing by having stronger support systems, increasing their positive parenting behaviours and decreasing their families' economic challenges and increasing their economic self-sufficiency by addressing barriers to success.	451,366		



## Appendix 3 Continued

### 2019 Family and Community Support Services Funded Organizations

Organization	Program Name and Description	2019 Program Funded Amount	2019 Organization Funded Amount	Contract End Date
	<b>Roots of Empathy:</b> To foster the development of empathy; develop emotional literacy; reduce levels of bullying, aggression and violence; promote children's pro-social behaviours; increase children's knowledge of human development, learning and infant safety; and prepare students for responsible citizenship and responsive parenting.	68,477		
Huntington Hills Community Association	<b>Building Strong Lone Parent Support Program:</b> To provide inclusive support to lone parent families to strengthen family bonds and parenting skills, reduce vulnerability, improve confidence, decrease social isolation, become more independent and increase connections within their community.	96,503		2019-12-31
Immigrant Services Calgary Society	<b>CAS, Mosaic AfterSchool Program:</b> To provide safe and healthy social and learning environments for multi-barriered children six to 12 years that will build resilience, promote long-term positive self-image, and enhance pro-social community involvement.	129,590	512,220	2019-12-31
	<b>Community Initiatives for Immigrant Seniors:</b> To increase social inclusion by enhancing the personal capacity, self-sufficiency, social ties, support networks, and civic engagement of immigrant/refugee seniors, while strengthening the capacity of the community to support this vulnerable population through collaborative efforts.	241,215		
	<b>Cross-Cultural Adaptation Program:</b> To increase social inclusion by enhancing the personal capacity, economic self-sufficiency, support networks, and positive social ties of immigrants/refugees through customized settlement/integration services and collaborative community-driven, neighbourhood-based initiatives.	64,471		
	<b>Volunteer Program:</b> To increase social inclusion and enhance the personal capacity, self-sufficiency, social ties, and support networks of newcomers through volunteerism.	76,944		
Jewish Family Service (Calgary)	<b>Older Adults (The Way In):</b> To increase social connections and access to supports and resources for vulnerable older adults.	264,882		2021-12-31
Kerby Assembly	<b>Education and Recreation Program:</b> To reduce social isolation among seniors by providing a safe, positive, inclusive, and affordable environment for seniors to socialize, engage in learning opportunities and recreational activities, interact with their peers and other generations, and remain connected within their community.	207,491	696,956	2021-12-31
	<b>Financial and Social Benefits Program:</b> To reduce social isolation among low-income older adults by helping them access the financial, medical, and social benefits and supports that they are entitled to receive.	182,915		
	<b>Thrive:</b> To provide opportunities for frail, immobile, and isolated seniors to remain in their own homes within their communities of choice.	190,021		
	<b>Volunteer Program:</b> To provide a positive, safe, and inclusive environment for seniors to socialize, volunteer, and contribute to their community.	116,529		
LINKages Society of Alberta	<b>IG After School:</b> To engage and support vulnerable Calgary youth in the development of self-esteem, self-confidence, identity, and positive citizenship through meaningful intergenerational programming and connection during after school hours.	98,689		2019-12-31
McMan Youth, Family and Community Services Association	<b>Hope Homes:</b> To help youth aged 15 to 24 who are experiencing homelessness to develop life skills that promote a healthy and resilient lifestyle and facilitate a successful transition to independence.	26,661	242,373	2021-12-31
	<b>Youth Alternative Program (YAP):</b> To enable children and youth to increase their self-esteem and self-confidence, as well as their decision-making and relationship skills so they can make safe life choices.	215,712		



## Appendix 3 Continued

### 2019 Family and Community Support Services Funded Organizations

Organization	Program Name and Description	2019 Program Funded Amount	2019 Organization Funded Amount	Contract End Date
Mennonite Central Committee Alberta	<b>Restorative Actions for Transformation:</b> To help young people between 12 and 18 years of age who have caused harm to individuals in the community to understand the impact of their actions on the victim; develop remorse, empathy, and a desire to redress the harm; demonstrate pro-social attitudes and values; and re-integrate and achieve a sense of belonging and inclusion in the community.	73,994	73,994	2019-12-31
Metis Calgary Family Services Society	<b>Calgary Afterschool Little Thunderbirds:</b> To increase social inclusion among vulnerable Aboriginal children through specific culturally based activities such as sports, art, music, and traditional teachings from Aboriginal adults and Elders.	87,190	696,246	2021-12-31
	<b>Little Dancing Buffalo Cultural Teaching Program:</b> To increase social ties among Aboriginal children aged nine to 12 through culturally safe and promising healing practices offered in a traditional cultural education program.	81,144		
	<b>Native Network Positive Parenting Program:</b> To address the legacy of residential schools on parenting through sequential learning models of child and parent development in order to assist parents in strengthening individual and family functioning, and increase their sense of cultural belonging and feeling supported.	527,912		
Millican Ogden Community Association	<b>Community Connections Program:</b> To help residents in the southeast community of Millican Ogden increase their income and develop greater social connections in order to improve their self-sufficiency.	86,238	158,383	2019-12-31
	<b>Mo's Place (CAS):</b> To engage youth in Millican Ogden and help them achieve greater success personally, socially, and academically.	72,145		
Miskanawah Community Services Association	<b>Nitsanak Mamawintowak ("Families coming together" in Cree):</b> To prevent negative child outcomes and promote healthy development and healing in Indigenous children and their families.	299,600		2019-12-31
Momentum Community Economic Development Society	<b>Asset Building Program:</b> To support people living on low incomes to build a sustainable livelihood through our Individual Development Account (IDA or matched savings programs) by setting goals and learning to manage their financial circumstances while building a regular behaviour of personal savings. We also aim to build the capacity of non-profit agencies to design and deliver their own IDA programs to increase the availability and accessibility of IDA programs to more low-income Calgarians.	495,901	1,044,745	2021-12-31
	<b>Public Policy Program:</b> The Public Policy program advances systems change through policy research and advocacy in poverty reduction and community economic development to reduce barriers that make escaping poverty more difficult, and help people living in poverty to increase their income and assets.	257,486		
	<b>Thriving Communities Program:</b> To build the capacity of community change makers to increase CED activity within communities. This will contribute to poverty reduction and increase social inclusion in Calgary.	291,358		
Ogden House Senior Citizens' Club	<b>Senior Program:</b> To promote social connections and reduce social isolation among seniors by providing programs and services that are accessible, affordable, and account for health, mobility and cultural considerations. Seniors programs are intended to promote and enable physical, mental, and social engagement within the community.	186,083		2021-12-31
Parkdale Nifty Fifties Seniors Association	<b>Seniors Programs:</b> To promote social connections and reduce social isolation among seniors by providing programs and services that are accessible, affordable, and account for health, mobility and cultural considerations. Seniors programs are intended to promote and enable physical, mental, and social engagement within the community.	73,963		2019-12-31

## Appendix 3 Continued

### 2019 Family and Community Support Services Funded Organizations

Organization	Program Name and Description	2019 Program Funded Amount	2019 Organization Funded Amount	Contract End Date
Renfrew Educational Services Society	<b>Family Support:</b> Families feel hopeful and optimistic about their families' future and empowered to meet the needs of their family and their children, participate in their social and community networks, and are able to receive and understand all Renfrew services, and corresponding information, without any language-related barriers preventing this.	262,838		2019-12-31
Sagesse Domestic Violence Prevention Society	<b>Peer Support Volunteer Program:</b> To empower individuals to experience benefits of volunteering in their community to address domestic violence, increasing their social participation and inclusion.	118,720		2021-12-31
Sonshine Society of Christian Community Services	<b>Sonshine Children's Centre:</b> To develop healthy, securely attached, competent parent/child relationships that are successful within the family unit and in society with the end result of breaking the cycle of violence for future generations.	137,608		2019-12-31
Sunrise Healing Lodge Society	<b>Cultural Initiative for Healing:</b> To increase a sense of cultural inclusion among vulnerable marginalized Indigenous men, with an added component focusing on the invitation for men to become active participants in fathering and leadership in our community.	103,476	179,486	2021-12-31
	<b>Family Counselling Program:</b> To support individual life skills training and development so vulnerable Indigenous families can make positive lifestyle choices for their future through education, counselling, and community support.	76,010		
The Brenda Strafford Society for the Prevention of Domestic Violence	<b>Counselling and Support Services:</b> To respond to the diverse needs of women who have experienced trauma thereby increasing resilience and personal capacity in order to achieve a sustainable, independent life free of family violence.	150,302		2021-12-31
The Calgary Between Friends Club - Fun and Fellowship for Disabled Youth	<b>Capacity Building for Social Inclusion:</b> To ensure individuals with disabilities and their families, community recreation providers and relevant systems have the supports and resources needed for individuals to experience a sense of inclusion through social and recreational activities throughout their lifespan.	110,543		2019-12-31
The Calgary Bridge Foundation for Youths	<b>CAS, Bridge Club:</b> To keep immigrant children positively engaged during critical after-school hours and to empower them to support cultural integration, increase participation, and enhance their sense of belonging.	329,134	677,690	2021-12-31
	<b>CAS, NxtGen:</b> To keep immigrant youth positively engaged during critical after-school hours and to empower them to support cultural integration, increase participation, and enhance their sense of belonging.	348,556		
The Calgary Chinese Elderly Citizens' Association	<b>Chinese Community Helpers Program:</b> To increase peer support and positive social ties among Chinese older adults.	123,833	585,703	2021-12-31
	<b>Support Programs:</b> To promote social connections and reduce social isolation among seniors by providing programs and services that are accessible, affordable, and account for health, mobility and cultural considerations. Seniors programs are intended to promote and enable physical, mental, and social engagement within the community.	107,221		
	<b>The Way In Program - Older Adult Outreach:</b> To increase social connections and access to supports and resources for vulnerable older adults.	354,649		
The Calgary John Howard Society	<b>Kisisskstaki Ikamotaan (Formerly Aboriginal Youth Outreach Program):</b> To help Indigenous youth gain a strong sense of identity, be connected with and contributing to their Indigenous community, and live a positive lifestyle that prevents their involvement in crime.	90,928		2021-12-31

## Appendix 3 Continued

### 2019 Family and Community Support Services Funded Organizations

Organization	Program Name and Description	2019 Program Funded Amount	2019 Organization Funded Amount	Contract End Date
The CanLearn Society for Persons with Learning Difficulties	<b>CanLearn Friends:</b> To increase a sense of belonging, social inclusion, and successful transition into adolescence and adulthood for children and youth with learning difficulties by enhancing the development of social skills through participation in a structured program. As a result of participation in the program, children will learn skills to improve behaviour, make good decisions, and build healthy peer relationships. Skills include friendship and conversation skills, understanding and dealing with emotions, social problem-solving skills, and flexible thinking.	201,036	383,657	2021-12-31
	<b>Families Learning Together:</b> To foster children's overall development and school readiness through family literacy.	97,755		
	<b>Taking Charge:</b> To encourage at-risk adults to take control of their lives by helping them raise their aspirations and develop the skills and confidence necessary for pursuing further education, employment and social participation.	84,866		
The Catholic Family Service of Calgary	<b>Athletes Mentoring Program:</b> To increase the resiliency of young people ages 10 to 14 through mentoring, active engagement of parents as partners and enhancing community leadership skills in varsity athletes.	89,363	1,290,783	2019-12-31
	<b>Families and Schools Together Program:</b> The goal of Families and Schools Together (F&ST) including Kindergarten F&ST (K-F&ST) is to enhance family functioning, increase opportunities for children to succeed in school, prevent substance abuse, and reduce the stress that families experience in daily life. The goal of F&STWORKS is to have parents support each other as they lead their families and advocate for their children towards success in school and a healthy life.	290,140		
	<b>Innovative Counselling:</b> To strengthen families and build healthy relationships, reducing risks and increasing resiliency in order to support positive parenting and build a caring, stable home environment in which children/youth can thrive.	158,795		
	<b>Louise Dean Centre:</b> To ensure pregnant and parenting teens at high risk of financial and social exclusion are provided with wrap-around support and programming including counselling, child care, parenting, and life skills so they can complete their high school education and engage in a career.	681,649		
	<b>Motherhood Matters:</b> To develop young parents' informal social support networks, build a sense of belonging and sense of community and increase the personal capacity and confidence of young parents to enable them to take the lead in their own families and contribute to their community.	70,836		
The Children's Cottage Society of Calgary, An Alberta Society	<b>In-Home Infant Respite Care Program:</b> Provide parents with infants younger than six months with respite care in their homes in times of vulnerability to maintain and strengthen the family unit. Enhance parents' social competence by way of increased self-esteem, social skills and sense of identity, increase their social inclusion and decrease the chance of child abuse or maltreatment.	123,854		2021-12-31
The Further Education Society of Alberta	<b>Family Literacy Program:</b> To provide barrier-free programs for low-literate learners facing such things as; poverty, lack of educational or English skills, cultural obstacles, unemployment or family violence, thereby building literacy within entire families and enabling parents to support their children's literacy development.	121,229		2020-12-31
Two Wheel View - Calgary Ltd.	<b>Earn-a-Bike:</b> To utilize the bicycle as a tool to build resiliency and social emotional learning in youth by providing high quality, free, Earn-a-Bike Programs. While acquiring bicycle mechanic skills, youth will develop and practice social and emotional competencies such as emotion management, empathy and teamwork. Development of these competencies will lead to higher self-confidence and self-esteem in youth.	263,027		2021-12-31

## Appendix 3 Continued

### 2019 Family and Community Support Services Funded Organizations

Organization	Program Name and Description	2019 Program Funded Amount	2019 Organization Funded Amount	Contract End Date
Urban Society for Aboriginal Youth	<b>Indigenous Inclusion Program (IIP):</b> To support urban Indigenous youth on their healing journey to increase their overall positive Indigenous identity and increase their inclusion in society.	100,847		2021-12-31
West Hillhurst Go-Getters (Senior Citizens) Association	<b>Seniors Program:</b> To promote social connections and reduce social isolation among seniors by providing programs and services that are accessible, affordable, and account for health, mobility and cultural considerations. Seniors Programs are intended to promote and enable physical, mental, and social engagement within the community.	84,574		2021-12-31
Women's Centre of Calgary	<b>Community Capacity Building Among Peers:</b> To build social capital among women in Calgary and allow vulnerable women in particular to participate more fully in the social, economic, and political life of their communities.	598,986	813,981	2021-12-31
	<b>Girl Power, Girl Force, Girl Up!:</b> To support girls to build social-emotional competencies, critical thinking and leadership skills in a supportive community of girls so that they use their strengths to address root causes of issues affecting their lives, leading to enhanced well-being and social inclusion among vulnerable youth.	122,895		
	<b>Work for Change: A Women's Policy Agenda:</b> To create a women's policy agenda to improve the status of women in Calgary and Alberta.	92,100		
Wood's Homes	<b>Eastside Family Centre:</b> To prevent the onset of at risk behaviours by increasing parenting capacity, positive parenting strategies and reduce severe levels of anxiety as well as to promote positive family interaction and strengthen the healthy development, well-being and safety of children and families.	92,555	389,398	2019-12-31
	<b>Exit Community Outreach:</b> To intervene early with youth who are new to the street, prevent them from becoming entrenched in risky street activities, and support them as they transition from street involvement to stability.	83,209		
	<b>Exit Youth Shelter:</b> To provide a place for youth to stay where they will be safe, experience housing stability, work with staff to obtain and keep permanent housing, and engage in services so that the chance of returning to street life is reduced. To provide prevention and diversion services, with particular focus on family connection and strengthening supports to prevent family breakdowns.	59,451		
	<b>Youth Culinary Arts Program:</b> To prepare youth to enter the workforce and secure employment, especially in the restaurant industry, allowing them to be self-sufficient and leading them out of poverty.	154,183		
Youth Central Society	<b>Youth Leadership Development:</b> To inspire and engage young people, including vulnerable and marginalized youth, to participate in the community through volunteer activities so they gain valuable life and leadership skills, increase self-esteem, have their voices heard, and build positive community connections.	147,084		2021-12-31

**Total 2019 FCSS Funding \$39,612,848**

## Appendix 4

### 2016 - 2019 Crime Prevention Investment Plan Funded Organizations

Year	Organization	Project Name and Description	Project Funding Amount
<b>Children, Youth &amp; Families</b>			
2016	Boys & Girls Clubs of Calgary	<b>828-HOPE:</b> The service diverts youth from turning to criminal activity to meet their basic needs.	25,000
2016	Homefront Society For the Prevention of Domestic Violence	<b>Domestic Conflict Response Team:</b> The program provides families with home visits, risk assessments, safety plans and referrals to additional support resources in the community.	50,000
2016	Sheldon Kennedy Child Advocacy Centre	<b>Child Life Specialist Program:</b> The program assists victims with court preparation to increase the effectiveness of criminal investigations and prevent crime by reducing the risk of future victimization.	60,000
2016	The Calgary John Howard Society	<b>Child &amp; Youth Empowerment Strategy:</b> This program provides crime prevention education, intervention, and support for youth who are involved in, or at risk of involvement in the criminal justice system.	70,000
<b>Community Capacity Building</b>			
2016	Calgary Chinese Community Service Association	<b>Chinatown Safety Project:</b> This project focuses on supporting crime prevention efforts within the seniors' community, focusing on preventing fraud, violence, and other crime through education and awareness efforts.	25,000
2016	Dover Community Association	<b>12 Community Safety Initiative (12CSI):</b> 12CSI is a local crime prevention collaborative that focuses on crime specific initiatives and youth related issues in order to reduce crime and social disorder, thereby creating safer neighbourhoods within 12 communities in the greater Forest Lawn area.	36,000
2016	The Federation of Calgary Communities Society	<b>Building Safe Communities (BSC):</b> The BSC program provides community associations with education, resources, and tools on crime prevention and neighbourhood safety.	80,000
<b>Street Issues</b>			
2016	Calgary Alpha House Society	<b>Downtown Outreach Addictions Partnership (DOAP Team):</b> The DOAP outreach team transports individuals at risk of interactions with law enforcement to the appropriate supports, such as shelters, health centres, and addiction treatment programs.	90,000
2016	HIV Community Link Society	<b>Shift Prostitution Outreach Program:</b> This program provides mobile outreach for a variety of vulnerable populations within the field, including: street sex workers, online sex workers, young adults, men, and transgender individuals.	80,000
2016	RESET Society of Calgary	<b>Vitality Employment Program:</b> This program provides a continuum of services, including immediate stabilization, employment training and support to women seeking to exit the sex trade and the associated cycles of violence and abuse.	80,000
2016	The Calgary John Howard Society	<b>Calgary Drug Treatment Court Society - Employment &amp; Advancement Program:</b> This program connects individuals who have completed residential treatment component of the Calgary Drug Treatment Court program with supervised employment opportunities, serving to mitigate the risk of continued justice involvement.	80,000

**Total 2016 CPPI Funding \$676,000**

## Appendix 4 Continued

### 2016 - 2019 Crime Prevention Investment Plan Funded Organizations

Year	Organization	Project Name and Description	Project Funding Amount
<b>Children, Youth &amp; Families</b>			
2017	Boys & Girls Clubs of Calgary	<b>828-HOPE:</b> To ensure vulnerable youth are connected to the right programs and natural supports to divert, or end, their homelessness and move them to self-sufficient adulthood.	18,750
2017	Centre for Newcomers Society of Calgary	<b>IBWI-Real ME Project for High Risk Immigrant Youth:</b> Identity-based wraparound intervention to prevent and reduce gang involvement of immigrant youth.	96,732
2017	Miskanawah Community Services Association	<b>Iksokapi:</b> To prevent criminal involvement amongst Aboriginal youth by engaging them in leadership development programming, grounded in Aboriginal teachings and practices.	75,400
2017	The Calgary John Howard Society	<b>Immigrant Youth Advocacy &amp; Mentorship:</b> To support immigrant youth in developing a sense of belonging, navigate strained family relationships, promote positive lifestyle choices, and prevent their involvement in crime.	79,970
<b>Community Capacity Building</b>			
2017	Action Coalition On Human Trafficking Alberta Association	<b>Calgary Community Action Plan on Human Trafficking:</b> To identify and solidify local knowledge on the realities, trends, and manifestations of human trafficking in Calgary; To collaboratively develop an action plan to reduce and prevent human trafficking.	107,850
2017	Calgary Chinese Community Service Association	<b>Community Safety Ambassadors:</b> To increase the Chinese communities' access to information and awareness of crime prevention services, resources and procedures through the help of Community Safety Ambassadors.	54,170
2017	Calgary Counselling Centre	<b>Honour Based Violence (HBV) Prevention:</b> To build capacity within the community to increase awareness of the issue of HBV and collectively plan, develop, initiate and apply an appropriate treatment response to prevent HBV.	90,110
2017	Dover Community Association	<b>12 Community Safety Initiative:</b> To encourage compliance with all laws and bylaws; Improve the physical image and sense of pride; and Increase the engagement of those who live, work, and volunteer in the 12 communities.	27,000
<b>Street Issues</b>			
2017	HIV Community Link Society	<b>Shift:</b> To reduce the vulnerability of sex workers and to support an individual's safety, health and wellbeing.	66,018
2017	RESET Society of Calgary	<b>Vitality Employment Program:</b> To help women gain employment through community partnerships and to live healthy and sustainable lives in the community free from sexual exploitation.	60,000

**Total 2017 CPIP Funding \$676,000**

Year	Organization	Project Name and Description	Project Funding Amount
<b>Children, Youth &amp; Families</b>			
2018	Big Brothers Big Sisters Society of Calgary and Area	<b>Mentoring MASST Youth Through Transitions:</b> Youth transitioning from MASST thrive through a rich network of developmental mentoring relationships.	62,000
2018	Boys & Girls Clubs of Calgary	<b>828-HOPE:</b> Ensuring vulnerable youth are connected to the right programs and natural supports.	25,000



## Appendix 4 Continued

### 2016 - 2019 Crime Prevention Investment Plan Funded Organizations

2018	Centre for Newcomers Society of Calgary	<b>Real Me Project for High Risk Immigrant Youth:</b> Preventing and reducing gang involvement of immigrant youth.	96,732
2018	Centre for Newcomers Society of Calgary	<b>IBWI/RealMe Project for High Risk Immigrant Youth:</b> Expansion of RealMe program that prevents and reduces gang involvement of immigrant youth. Enhancement is focused on strengthening the natural supports component of the program.	58,000
2018	Centre for Sexuality Society	<b>WiseGuyz in Criminal Justice Setting:</b> Deliver the WiseGuyz healthy relationships program and measure the effectiveness of the current curriculum in a community based, justice focused setting.	26,000
2018	Miskanawah Community Services Association	<b>Iksokapi:</b> Preventing criminal involvement amongst Indigenous youth.	75,400
2018	Miskanawah Community Services Association	<b>Iksokapi Camps:</b> Expansion of Iksokapi program that aims to prevent criminal involvement amongst Indigenous youth.	70,000
2018	The Calgary Bridge Foundation for Youths	<b>Summer Programming for Youth:</b> Provide social intervention programs/services, and offer free summer programming as a way to keep youth in Calgary Housing engaged.	15,519
2018	The Calgary John Howard Society	<b>Immigrant Youth Advocacy &amp; Mentorship:</b> Supporting immigrant youth in preventing their involvement in crime.	79,970
2018	Two Wheel View - Calgary Ltd.	<b>Bike Mechanic Training Program for Youth:</b> A one-time pilot to feasibility study for the Bike Mechanic Training Program for Youth to determine the best course for development and delivery of this program.	14,033
<b>Community Capacity Building</b>			
2018	12 Community Safety Initiative Society	<b>12 Community Safety Initiative (12CSI):</b> To encourage compliance with all laws and bylaws; Improve the physical image and sense of pride; and Increase the engagement of those who live, work, and volunteer in the 12 communities.	9,000
2018	Action Coalition On Human Trafficking Alberta Association	<b>Calgary Community Action Plan on Human Trafficking:</b> Developing an action plan to reduce and prevent human trafficking.	107,850
2018	Action Coalition On Human Trafficking Alberta Association	<b>Community Action Plan- Indigenous Sister Approach:</b> Funds to allow ACT to follow-through on its plan to engage the Indigenous community in the development of its community action plan to reduce and prevent human trafficking.	13,000
2018	Antyx Community Arts Society	<b>The Bob Bahan Community Mural: Place-Making Project:</b> Place-making project to engage youth of Greater Forest Lawn about community inclusion and safety.	7,550
2018	Calgary Chinese Community Service Association	<b>Community Safety Ambassadors:</b> To increase the Chinese communities' access to information and awareness of crime prevention services, resources and procedures through the help of Community Safety Ambassadors.	13,543
2018	Calgary Counselling Centre	<b>Honour Based Violence Prevention:</b> Building community capacity to increase awareness of HBV.	116,110
2018	Community Mediation Calgary Society	<b>Neighbourhood Mediation Services:</b> Neighbourhood-based conflict management and dispute resolution services.	38,395
<b>Street Issues</b>			
2018	Calgary Alpha House Society	<b>Downtown Outreach Addictions Program (DOAP):</b> Coordinated access to medical, shelter, housing and addiction programs, including in the city centre.	247,898
2018	HIV Community Link Society	<b>Shift Prostitution Outreach Program:</b> Reducing the vulnerability of sex workers.	80,000

## Appendix 4 Continued

### 2016 - 2019 Crime Prevention Investment Plan Funded Organizations

2018	RESET Society of Calgary	<b>Vitality Employment Program:</b> To help women gain employment through community partnerships and to live healthy and sustainable lives in the community free from sexual exploitation.	20,000
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**Total 2018 CPIP Funding \$1,176,000**

Year	Organization	Project Name and Description	Project Funding Amount
<b>Siim ohksin: Wakhotiwin</b>			
2019	Aboriginal Friendship Centre of Calgary	<b>Crime Prevention and Community Reintegration Program through the Principles of Siim ohksin: Wakhotiwin:</b> Provides healing for individuals who experience social and cultural challenges resulting from intergenerational trauma.	80,000
2019	Calgary Legal Guidance Society	<b>Sahwoo Mohkaak Tsi Ma Taas (Blackfoot translation: "Before Being Judged"):</b> Provides social and cultural support to Indigenous Peoples that is inclusive, culturally informed and designed to encourage personal understanding, healing, and accountability.	136,000
2019	Closer to Home Community Services Society	<b>Ee-des-spoom-oooh-soop - "The environment that gives opportunity to guide our lives forward in a positive direction.":</b> Reduces recidivism through working with Indigenous women and youth and their families who are affected by the criminal justice system.	95,000
2019	Miskanawah Community Services Association	<b>The Oskayapewis Project:</b> Preventing criminal involvement and re-involvement amongst Indigenous youth.	85,000
2019	The Elizabeth Fry Society of Calgary, Alberta	<b>Sohksipaitapiisin (Good Life) - Indigenous Justice Program:</b> Increases resiliency and reduces criminal recidivism amongst Indigenous women and youth.	75,000
<b>Early Identification</b>			
2019	Aspen Family and Community Network Society	<b>Expanding Element:</b> Reduces youth's risk of criminal involvement by increasing their natural support networks and pre-employment skill development.	60,000
2019	Big Brothers Big Sisters Society of Calgary and Area	<b>Mentoring At-Risk MASST Youth Through Transitions:</b> Provides support for children exiting MASST by connecting them with an adult mentor.	83,000
2019	Calgary Alpha House Society	<b>DOAP &amp; Calgary Transit Partnership:</b> Connects with vulnerable individuals accessing Calgary Transit, or on Calgary Transit property, and provides them social supports.	125,000
2019	The Calgary John Howard Society	<b>Immigrant Youth Crime Prevention Program:</b> Supporting immigrant youth in preventing their involvement in crime.	84,000
2019	Two Wheel View - Calgary Ltd.	<b>Two Wheel View Vocational Bicycle Mechanics Program:</b> Targets youth at risk of criminal behaviour in gaining increased employability and problem-solving skills.	97,000
<b>Prevention of Reoffending</b>			
2019	Calgary Youth Justice Society	<b>In the Lead - Diversion:</b> Strength-based leadership program that targets justice-involved youth.	85,000
2019	Centre for Newcomers Society of Calgary	<b>The Real Me Program Project for High Risk Immigrant Youth:</b> Preventing and reducing gang involvement of immigrant youth.	96,000

**Appendix 4 Continued**

**2016 - 2019 Crime Prevention Investment Plan Funded Organizations**

2019	Centre for Sexuality Society	<b>WiseGuyz in Criminal Justice Settings:</b> Engages justice-involved boys in a program on sexual health, gender, and positive relationships.	75,000
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**Total 2019 CPIP Funding \$1,176,000**

## Appendix 5

### 2019 Crime Prevention Investment Plan (CPIP) Funded Organizations and Programs

Organization	Project Name and Description	2019 Project Funding Amount	Contract End Date
Aboriginal Friendship Centre of Calgary	<b>Crime Prevention and Community Reintegration Program through the Principles of Siim ohksin: Wakhotiwin:</b> Provides healing for individuals who experience social and cultural challenges resulting from intergenerational trauma.	80,000	2019-12-31
Aspen Family and Community Network Society	<b>Expanding Element:</b> Reduces youth's risk of criminal involvement by increasing their natural support networks and pre-employment skill development.	60,000	2019-12-31
Big Brothers Big Sisters Society of Calgary and Area	<b>Mentoring At-Risk MASST Youth Through Transitions:</b> Provides support for children exiting MASST by connecting them with an adult mentor.	83,000	2019-12-31
Calgary Alpha House Society	<b>DOAP &amp; Calgary Transit Partnership:</b> Connects with vulnerable individuals accessing Calgary Transit, or on Calgary Transit property, and provides them social supports.	125,000	2019-12-31
Calgary Legal Guidance Society	<b>Sahwoo Mohkaak Tsi Ma Taas (Blackfoot translation: "Before Being Judged"):</b> Provides social and cultural support to Indigenous Peoples that is inclusive, culturally informed and designed to encourage personal understanding, healing, and accountability.	136,000	2019-12-31
Calgary John Howard Society	<b>Immigrant Youth Crime Prevention Program:</b> Supporting immigrant youth in preventing their involvement in crime.	84,000	2019-12-31
Calgary Youth Justice Society	<b>In the Lead - Diversion:</b> Strength-based leadership program that targets justice-involved youth.	85,000	2019-12-31
Centre for Newcomers Society of Calgary	<b>The Real Me Program Project for High Risk Immigrant Youth:</b> Preventing and reducing gang involvement of immigrant youth.	96,000	2019-12-31
Centre for Sexuality Society	<b>WiseGuyz in Criminal Justice Settings:</b> Engages justice-involved boys in a program on sexual health, gender, and positive relationships.	75,000	2019-12-31
Closer to Home Community Services Society	<b>Ee-des-spoom-oo-h-soop - "The environment that gives opportunity to guide our lives forward in a positive direction.":</b> Reduces recidivism through working with Indigenous women and youth and their families who are affected by the criminal justice system.	95,000	2019-12-31
Elizabeth Fry Society of Calgary, Alberta	<b>Sohksipaitapiisin (Good Life) - Indigenous Justice Program:</b> Increases resiliency and reduces criminal recidivism amongst Indigenous women and youth.	75,000	2019-12-31
Miskanawah Community Services Association	<b>The Oskayapewis Project:</b> Preventing criminal involvement and re-involvement amongst Indigenous youth.	85,000	2019-12-31
Two Wheel View - Calgary Ltd.	<b>Two Wheel View Vocational Bicycle Mechanics Program:</b> Targets youth at risk of criminal behaviour in gaining increased employability and problem-solving skills.	97,000	2019-12-31

**Total 2019 CPIP Funding \$1,176,000**