



2017
ANNUAL
IMPACT REPORT

Evaluating Community Outcomes and Impact

CITY OF CALGARY
RECEIVED
IN COUNCIL CHAMBER
MAY 14 2018
ITEM: 5.1 CRS2018-0577
Distribution
CITY CLERK'S DEPARTMENT



United Way
Calgary and Area

PRESIDENT AND CEO'S MESSAGE



At United Way of Calgary and Area, we know that change doesn't happen alone. The 2017 Annual Impact Report is a testament to the successes of our many partnerships and collaborations in the community. By working together with local agencies, donors, volunteers, and government, we were able to move the needle on complex social issues and create a real and tangible difference in the lives of more than 150,000 individuals.

Last year, we directed our community investments towards key initiatives that promote sector collaboration and ensure the greatest collective impact. Together with our partners, we helped increase the economic security and well-being of our community's most vulnerable individuals and families. We rolled up our sleeves and worked hard to achieve widespread change in the social conditions that shape our communities, providing Calgarians with programs and services that are both accessible and meet the needs of our diverse population.

By alleviating the pressures of poverty, helping kids succeed, and connecting individuals and families to communities, we are building a strong foundation for a vibrant city. To help us accomplish our vision of a resilient and caring community where everyone thrives, we partner with key players, using rigorous measures to monitor the progress of our work, and report back to the communities we serve.

This work is made possible by the generosity of our dedicated supporters; those who volunteer, advocate, and donate so that we can continue making a critical difference in our city. We are proud to be part of a strong community of people whose compassion, leadership, and undeniable community spirit creates positive change. Together, we are improving lives through the power of communities.

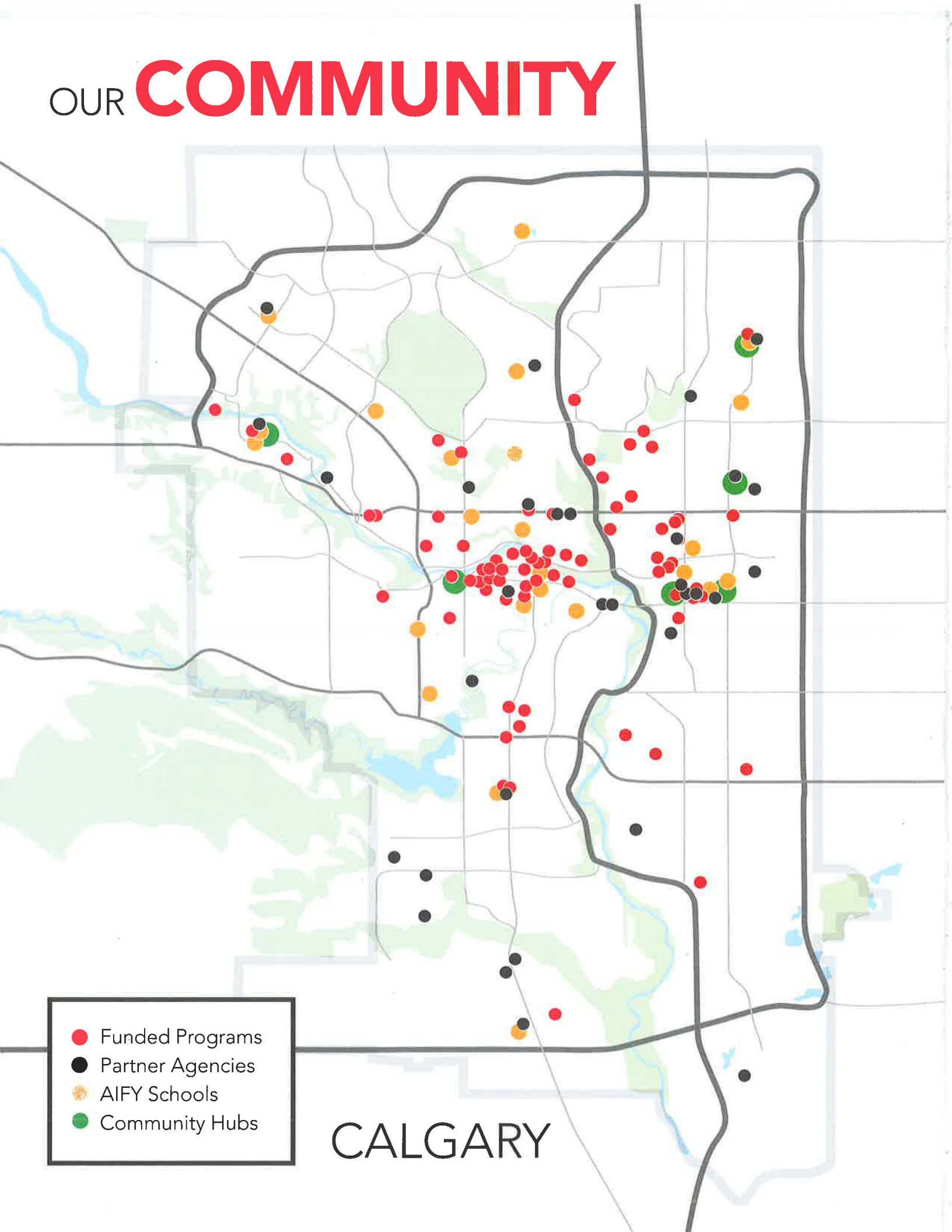
A handwritten signature in black ink that reads "Karen Young". The signature is fluid and cursive, with a large loop at the end.

Karen Young
President and CEO

TABLE OF CONTENTS

Our Impact	2
United Way's Investments	4
What Sets Us Apart	5
United Way's Focus	6
10 Outcomes of Our Work	7
Overcoming Poverty	8
Successful Kids	12
Strong Communities	16
Indigenous Strategy	20
Engaging Calgarians	22
Signature Initiatives	24
Financial Empowerment	25
All In for Youth	29
Community Hubs	33
How Donor Dollars Were Used in 2017	41

OUR COMMUNITY



- Funded Programs
- Partner Agencies
- AIFY Schools
- Community Hubs

CALGARY

OUR IMPACT

Year over year, our Annual Impact Report adjusts to reflect shifts in what programs United Way funds, who these programs serve, and how the program results are measured. What doesn't change is a commitment to ensuring that the people who participate in funded programs experience a meaningful difference in their lives. We relentlessly pursue continuous improvement in our initiatives and in the ways that we evaluate to ensure the dollars we invest on your behalf are used effectively and efficiently.

The Annual Impact Report reflects progress on multi-year strategies to achieve lasting change on issues that matter.

United Way has community partnerships with the towns of Chestermere, Cochrane, High River, Okotoks and Strathmore. These Area Community Partnerships engage residents, facilitate collaboration, focus efforts on key social priority areas, and fund a network of programs that serve the community.

56 collaborative initiatives

173 programs

at **101** agencies*

SUPPORTED

152,824 INDIVIDUALS

176,478 people engaged through partnerships and initiatives

17,095 people volunteered

543,347 hours

*Some agencies have programs in more than one focus area and they are not counted twice.

UNITED WAY **INVESTMENTS**

OUR COMMITMENT TO YOU:

United Way partners with high impact organizations to create lasting social change by investing in agency partners, collaboratives, and change initiatives. Every year, our campaign to build a better community is supported by thousands of generous donors. United Way holds itself accountable to its donors, and invests donated resources wisely, efficiently, and as effectively as possible.

2017 **DONOR INVESTMENTS:**

\$42,605,209 Total funds invested in community work in 2017. This total includes \$965,000 that was distributed from the Tomorrow Fund.

\$10,225,830 Invested in **OVERCOMING POVERTY**

\$12,012,161 Invested in **SUCCESSFUL KIDS**

\$20,367,218 Invested in **STRONG COMMUNITIES**

+ \$7,177,819 Total funds designated as donor choice in 2017*

\$49,783,028 Total United Way 2017
Community Investment

* United Way does not evaluate programs or initiatives funded exclusively through Donor Choice.



WHAT SETS US **APART**

We are local experts

We bring people together

We solve complex issues

We improve lives

We generate high return
on community investment
and measure impact

UNITED WAY'S **FOCUS**

United Way brings together local agencies, corporations, donors, volunteers, academia, and government to create lasting social change in our city. Operating within a strong network of social services, together we are building a connected system of community supports so everyone has access to vital programs and services when they need them most.

Since its inception, United Way has provided collaborative community leadership in addressing complex social issues and improving lives. In 2017, we conducted a year-long planning process to help inform our new five-year strategic plan that would enable us to redefine our work and deepen community impact. The planning process, which included rigorous research, multiple community consultations, and 35 stakeholder engagements, resulted in a plan that is inclusive, thoughtful, and purposeful.

Our Way Forward, United Way's 2018–2022 Strategic Plan, was designed to support the outcomes of our work, and to help us continue making a difference in the communities we serve.

OUR NEW **VISION:**

A resilient and caring community where everyone thrives.

OUR NEW **MISSION:**

To mobilize communities for lasting social change.



10 OUTCOMES OF OUR WORK

To fulfill our vision of a resilient and caring community, we strategically invest in, work with, and mobilize local community partners to strive towards common outcomes.

The following 10 outcomes in the areas of overcoming poverty, successful kids, and strong communities, are critical to this long-term, sustainable change in our community.

OVERCOMING **POVERTY**

- Basic needs are met (food, shelter, clothing)
- People have opportunities to achieve financial stability and an enabling income
- People have opportunities to achieve employment

SUCCESSFUL **KIDS**

- Kids (ages 0-6) are achieving developmental milestones
- Kids develop a strong sense of self, are empowered, and make positive decisions
- Youth successfully transition to adulthood

STRONG **COMMUNITIES**

- People are able to fully participate in their communities
- Mental health and well-being is enhanced
- The well-being of Indigenous people is enhanced through healing from intergenerational trauma
- People are free from domestic violence

OVERCOMING **POVERTY**

In November 2016, Patricia's life was a stark contrast to what it is today. After fleeing an abusive relationship, she sought refuge in a women's emergency shelter.

"I left my partner because it was time for me to look after myself and my kids, to secure a better life for us. Living in the shelter was incredibly hard. I thought about my children's future every day."

Determined to provide a safe home for her children to grow up and thrive in, Patricia turned to Sunrise Community Link, a United Way partner agency that supports families and individuals experiencing poverty or a crisis by helping them overcome adversity and build skills. There, a community advocate helped Patricia secure the funds she needed to pay the damage deposit for her new rental home.

"When I left the shelter I was happy. My children and I finally had a roof over our heads and a place to call our own."

To Patricia, that was only the beginning of a new life founded in hope.

"I applied for social assistance but I knew I couldn't stop there. I didn't want to sit around and do nothing. I looked into the various programs Sunrise offered and I decided to apply to Sunrise Savings, a six-month program that teaches participants how to save and manage their money. I graduated from the program and with the funds I saved, I was able to buy furniture for our new home."

With a place to call home, Patricia found a renewed energy and confidence that she didn't know she had. A few months after leaving the shelter, Patricia decided to take the admissions test for Bow Valley College's Aboriginal Upgrading program. She received her acceptance letter in the mail a few weeks later, and has been busy making plans for her future ever since.

"In five years, I see myself still in school, studying to become a nurse. In the meantime, I am going to focus on myself and my kids. After all that we've been through, I have hope. I finally feel like I have healed from my past. I dealt with it, I'm done with it, and now it's time to move on. I can finally see a bright future for myself and my kids."

OUTCOMES IN ACTION

Left an abusive relationship and went to a shelter

accessed
Sunrise Community Link
a United Way partner agency

secured a rental home, and bought furniture with the money she saved through
Sunrise Savings

Upgrading at
Bow Valley College
so she can study to become a nurse

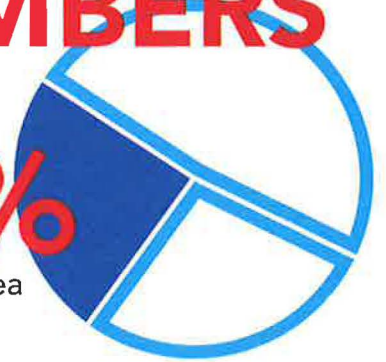


Patricia

BY THE NUMBERS

24%

of our focus area investment



\$10.2 million

invested to support

27 programs and initiatives + **8** collaboratives

delivered by

22 agency partners

with the help of

8,415 volunteers

who contributed

285,894 hours

to reach

40,703

PEOPLE



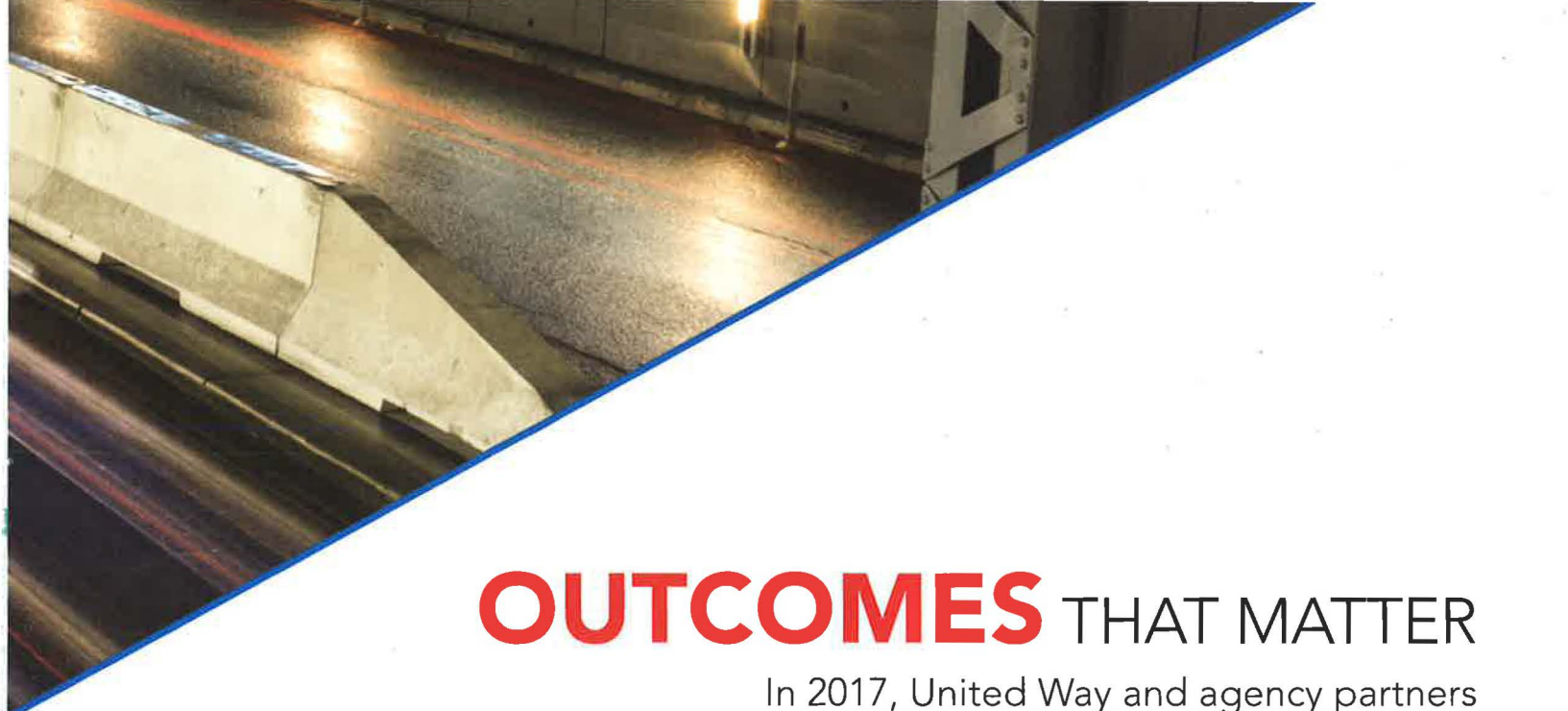
THE **ISSUE:**

Complex challenges like job loss, illness, and the mounting cost of living prevent many individuals from building the life they hope for themselves. For too many people across our community, poverty is a daily struggle. It touches almost every aspect of a person's life from food, shelter, and employment to mental and physical well-being. It's a social and economic issue that impacts entire communities, and the people who live there.

Photo Credit: Jeff Chan, Urban Exposure Project 2017

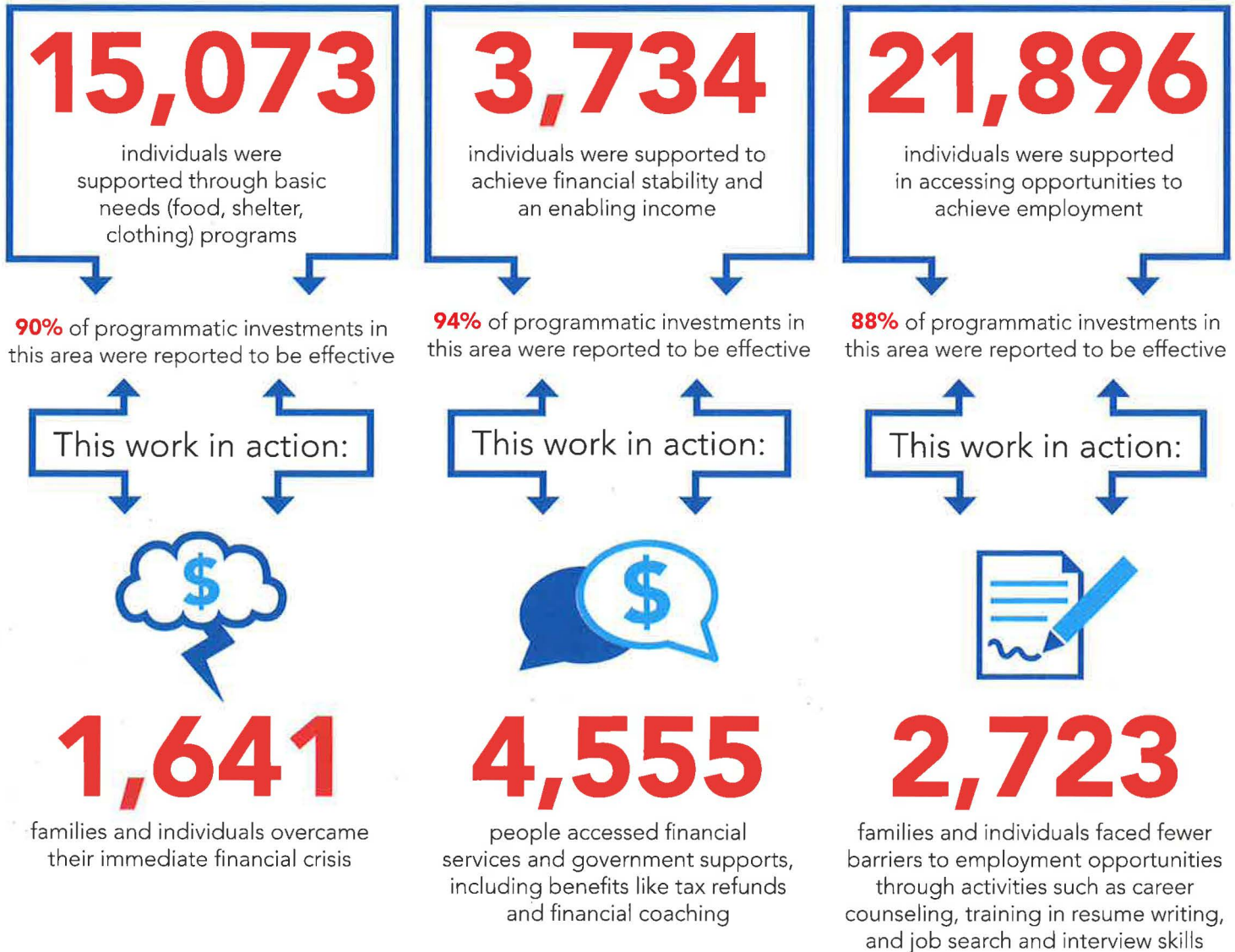
OUR **RESPONSE:**

United Way's poverty reduction efforts are designed to achieve measurable results which ensure families and individuals have the financial, social, and personal assets they need to improve their quality of life. We work together with partner agencies to tackle the root causes of poverty by ensuring people meet their basic needs, and build towards stability with financial empowerment supports.



OUTCOMES THAT MATTER

In 2017, United Way and agency partners supported 40,703 individuals in overcoming poverty.



BY THE NUMBERS

28%

of our focus area investment



\$12 million

invested to support

53 programs and initiatives + **11** collaboratives

delivered by

35 agency partners

with the help of

3,405 volunteers

who contributed

74,387 hours

to reach

31,769 KIDS



Bryanna

SUCCESSFUL **KIDS**

Bryanna was only 16 years old when she moved out of her family home. Unlike most of her classmates at the time, she spent her days worrying about having enough money to buy food and pay rent. School, she says, just wasn't a priority.

"When I first started high school, I didn't have any support; I had no one to turn to. Everyone in my family had dropped out of school so I figured I would do the same. I thought that I wouldn't need my education for anything and I couldn't see myself going to college. I was convinced that I would end up working a minimum wage job for the rest of my life," she says.

"I had nobody to sit me down and say, 'Don't worry, we'll figure this out.' I wasn't very hopeful for the future," she adds.

A short while after, Bryanna met Brittany, an All In for Youth Success Coach who provides support to youth facing barriers that prevent them from completing high school. When Brittany asked her what she planned on doing after graduation, Bryanna replied that she wanted become a veterinary technician. But, with no emotional or financial support, she didn't think her dream could become a reality.

Brittany disagreed. "Financial barriers should never keep you from being who you want to be, or where you want to be in life. I will help you access funds and apply for bursaries. I'm not saying it'll be easy, but we'll figure it out together. Your life isn't going to be hopeless."

That was two years ago. Today, Bryanna is enrolled at Bow Valley College, studying to become a veterinary assistant. She credits her success to working hard, and having Brittany by her side.

"I used to be really pessimistic about life, but I have learned that it does get better. You aren't always going to be at the lowest point in your life, and asking for help isn't a sign of weakness. I'm proud of what I have accomplished, and how far I've come with a little support. I can take pride in myself. I made it."

OUTCOMES IN ACTION

Moved out of her family home at

16 years old

Connected with Brittany, an

All In for Youth Success Coach

Brittany helped secure funds and bursaries for Bryanna's education

Now studying to be a Veterinary Technician at

Bow Valley College



THE **ISSUE:**

Poverty, food insecurity, mental illness, domestic violence, and lack of early-year foundational supports have life-long effects on children. As they enter adolescence and young adulthood, they often struggle to make connections, finish high school, and find meaningful jobs. This has a lasting impact on our community's young people, creating barriers to opportunity and affecting their chances at building a successful life.

Photo Credit: Jeff Chan, Urban Exposure Project 2017

OUR **RESPONSE:**

United Way works with partner agencies to put kids on the path to success by investing in their development, from early childhood to young adulthood. These investments include vital early-years supports for children and their families, and engagement and employment programs that help youth successfully transition to adulthood. By decreasing barriers to kids' success, and increasing their opportunities for education and employment, we ensure our community's youngest citizens have everything they need to thrive today, and in the future.



OUTCOMES THAT MATTER

In 2017, United Way and agency partners supported 31,769 kids by investing in their development, from early childhood to young adulthood.

3,433

kids (aged 0-6) were supported in achieving developmental milestones

91% of programmatic investments in this area were reported to be effective

This work in action:



1,684

parents/caregivers reported increased knowledge of positive child development

11,182

kids were supported in developing a strong sense of self, becoming empowered, and making positive decisions

89% of programmatic investments in this area were reported to be effective

This work in action:



10,515

children and youth developed new skills for getting along with others

17,154

youth were supported in successfully transitioning to adulthood

86% of programmatic investments in this area were reported to be effective

This work in action:



4,364

youth became more independent by developing new skills, increasing their confidence, and learning how to make positive changes in their lives

STRONG COMMUNITIES

In 2010, United Way held several roundtable discussions with the North of McKnight community residents to gain a better understanding of the issues and challenges that they face. Family violence emerged as a key community priority.

To combat the issue, residents formed the North of McKnight Domestic Violence Prevention Collaborative, a coalition of 18 primarily ethno-cultural and faith-based groups focused on educating and preventing domestic violence in their communities. For many of the victims, the collaborative offers vital culturally-appropriate counselling and peer support that they cannot access elsewhere.

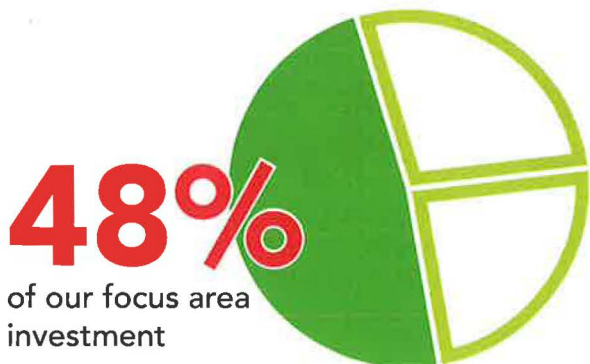
"Going to the police or seeking help through mainstream services isn't an option for many of our neighbours and friends. Because of their religious beliefs and cultural backgrounds, they are reluctant to reach out for help. They fear their cases won't be handled properly, and this fear prevents them from leaving the violent situations they find themselves in," says Atiya Ashna, North of McKnight Communities Society Board member.

When members of the collaborative first appeared on local ethnic media outlets to openly discuss the issue, they received a surge of phone calls from battered women seeking help. Since then, the group has helped hundreds of women escape domestic violence situations. Religious leaders, scholars, and community leaders from diverse backgrounds are using their influence and voice to spread awareness and provide an extra layer of safety to the impacted individuals and families.

"Most of our residents come from cultures that are male dominated. We are working with religious leaders to educate the men and help them understand the impact of family violence. Members from different ethnic groups are organizing workshops and events in order to engage residents of all ages. We're all collectively trying to remove the stigma around domestic violence. If we keep talking about it, it's no longer going to be a hidden problem," says Humaira Falak, Taradale community group. "Having 18 different ethnic and religious based groups come together isn't always easy, but we are working hard to support victims and survivors. When we started out, no one wanted to talk about the issue and now, not only are people talking, they're taking action. That's the power of a community."

See the Collaborative's story at calgaryunitedway.org/domestic-violence-prevention

BY THE NUMBERS



\$20.4
million
invested to support

93
programs and
initiatives
+ 37
collaboratives



OUTCOMES IN ACTION

a coalition of

18

primarily
ethno-cultural and
faith-based groups

Working together
to end domestic
violence in their
communities

Offers culturally-
appropriate
counselling and
peer support

has helped
hundreds of women
**escape
domestic
abuse**

North of McKnight Domestic Violence Prevention Collaborative

delivered by

68

agency
partners

with the
help of

5,275

volunteers

who contributed

183,066

hours

to reach

80,352

PEOPLE



THE **ISSUE:**

Too many residents in neighbourhoods across Calgary and the surrounding area find it difficult to access essential services and supports. For people living on a low income, or those facing critical social issues like domestic violence and social exclusion, opportunities to build a good life aren't equally available. These barriers are often amplified for vulnerable individuals—including seniors, people living with disabilities, and newcomers—and can lead to social isolation and mental health issues.

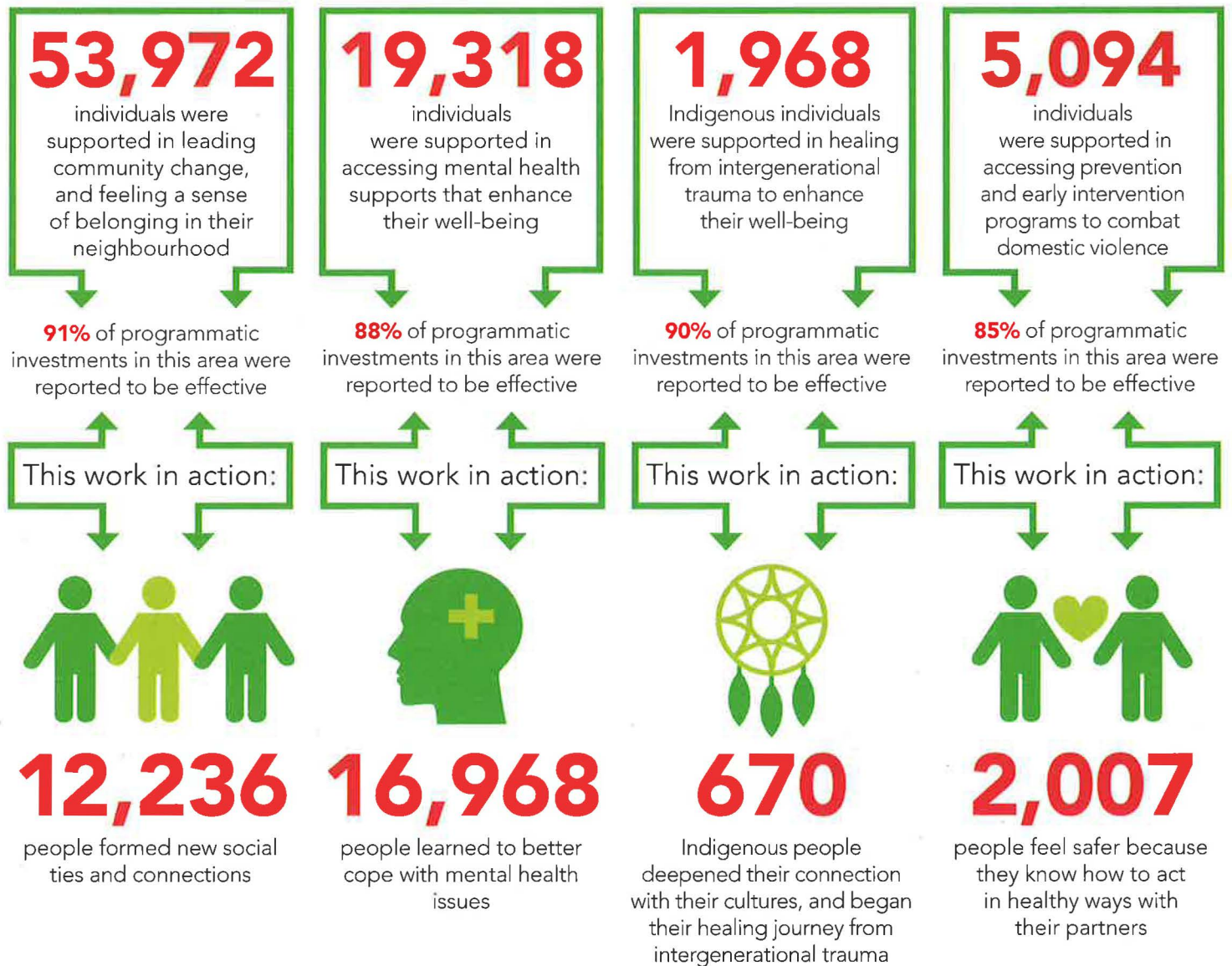
Photo Credit: Jeff Chan, Urban Exposure Project 2017

OUR **RESPONSE:**

United Way invests in prevention and early intervention programs which provide a wide range of community-based services that help strengthen neighbourhoods across Calgary and the surrounding area. Our investments are targeted to enhancing mental health and well-being, healing from intergenerational trauma, freeing people from domestic violence, and supporting residents to lead in creating strong neighbourhoods where everyone has a sense of belonging.

OUTCOMES THAT MATTER

In 2017, United Way and agency partners supported 80,352 individuals in accessing vital, community-based resources to help them thrive.





THE **ISSUE:**

The mental, physical, emotional, and spiritual well-being of Calgary and area's Indigenous population has been shaped by historical determinants (such as the legacy of the residential school system), and several present-day policies and practices. These policies suppressed Indigenous culture, identity, and spirituality, resulting in significant loss of language, culture, spirituality, parenting skills, and traditional roles in Indigenous societies. As a result of this trauma, many Indigenous people in Calgary and the surrounding area struggle to lead healthy, rewarding lives.

Photo Credit: Elijah Beaver

OUR **RESPONSE:**

The Nattoo'si Indigenous Healing and Well-being Initiative emerged in mid-2015 as United Way's innovative approach to working with urban Indigenous communities in Calgary on the issue of healing from intergenerational trauma.

INDIGENOUS STRATEGY



These programs and initiatives include:

BRAIDING THE SWEETGRASS, a family-based healing program offered by Hull Services, which focuses on preventing the transmission of intergenerational trauma through traditional Indigenous ceremonies and educational programs. In 2017, **53 parents/caregivers**, youth, and children participated in the program.

MISKANAWAH, a program of Pathways Community Services Association which offers a healing model built on the power of ceremony and the wisdom of Elders. In 2017, **30 families (100 individuals)** accessed the Miskanawah family counselling sessions with Elders.

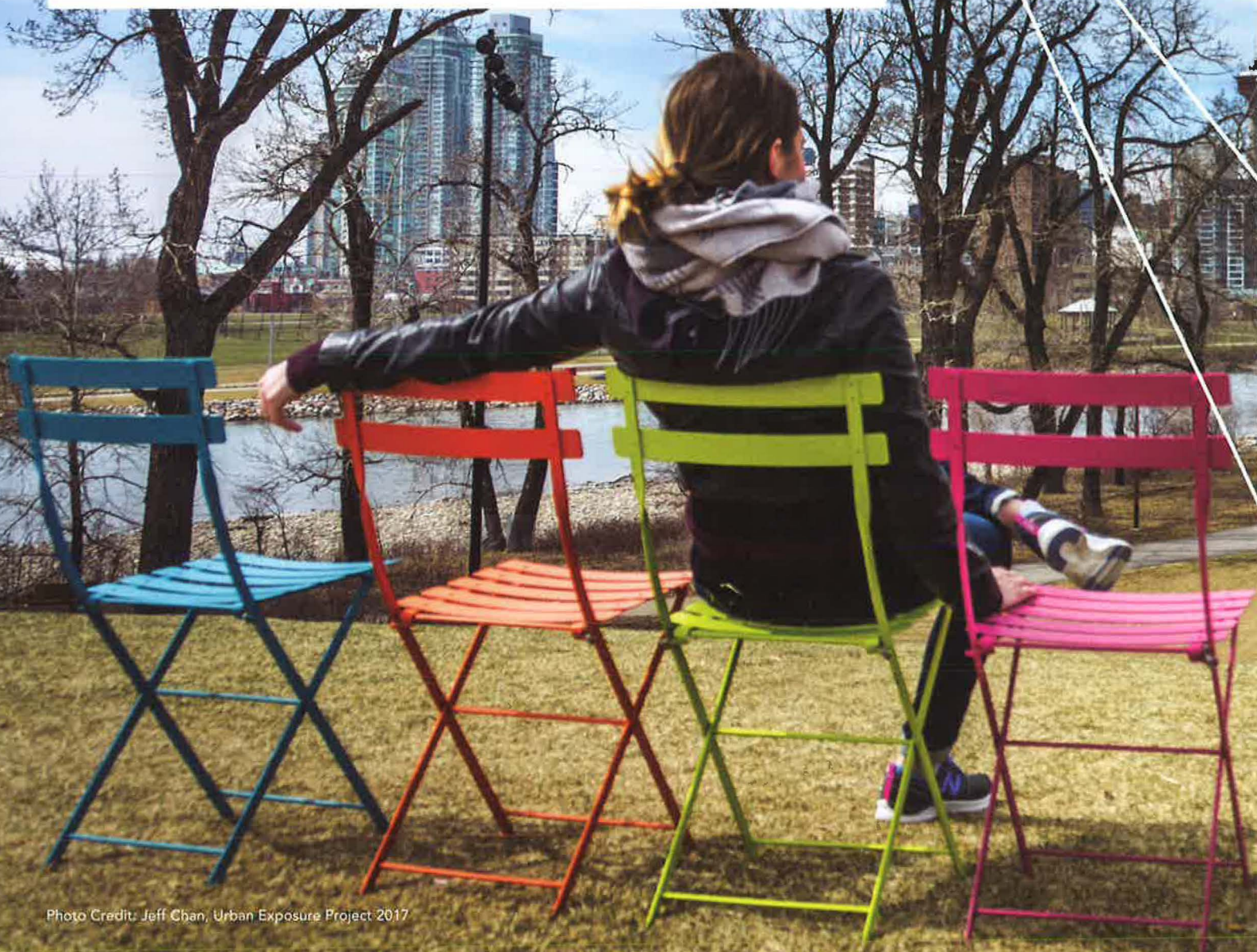
The annual **CONNECT EVENT**, which convenes Indigenous and non-Indigenous people, including organizations and schools that serve Indigenous youth, offers a learning journey towards well-being and reconciliation through shared dialogue and activities. To date, more than **500 individuals** have attended the event.

The **INDIGENOUS YOUTH HUB**, an initiative developed by United Way in partnership with the Indigenous community, Elders, and Indigenous-serving partners in Calgary to create a central gathering place for Indigenous youth in Calgary. In the fall of 2017, United Way conducted several engagement opportunities to gather valuable input from Elders, youth, and community stakeholders on the development of the Hub.

United Way is currently working on a new, organizational Indigenous Strategy which reflects the spirit and intent of the Truth and Reconciliation's (TRC) report *Honouring the Truth, Reconciling for the Future* and builds on the existing work of the Nattoo'si-Indigenous Healing and Well-being Initiative. The strategy is led by Elders, in consultation with the Indigenous community.

ENGAGING CALGARIANS

United Way provides numerous engagement opportunities to raise awareness about our work, inspire commitment, and deepen community impact. In 2017, thanks to the help of donors, agency partners, and volunteers, we brought together hundreds of Calgarians to take part in engagement opportunities in the community.



THE GAIN TEAM

Assembled by United Way, the Group for Assisting and Improving Non-profits (GAIN) is a group of private and public sector leaders who volunteer their time to help not-for-profit organizations improve operations and leverage their assets.



engaged more than **2,400** individuals in 2017

GEN NEXT

Gen Next is a United Way initiative that brings together Calgarians in their 20s and 30s to transform our city through leadership and philanthropy. Members have the opportunity to take part in various networking opportunities and programs that increase awareness of social issues, connect them to like-minded people in our city, and inspire them to become the next generation of community leaders.

WOMEN'S LEADERSHIP COUNCIL

The Women's Leadership Council (WLC) is a strong network of female donors that engage together on social issues impacting Calgarians. The WLC provides meaningful opportunities for women to connect with each other and their communities as philanthropists, volunteers, and as leaders.

engaged **260** members in 2017



DAY OF CARING®



Day of Caring® group volunteer opportunities are a great way for workplace donors to team up with colleagues and get involved in the community. Participants get the chance to make an impact by volunteering their time with local community agencies through various activities that boost morale and promote team-building.

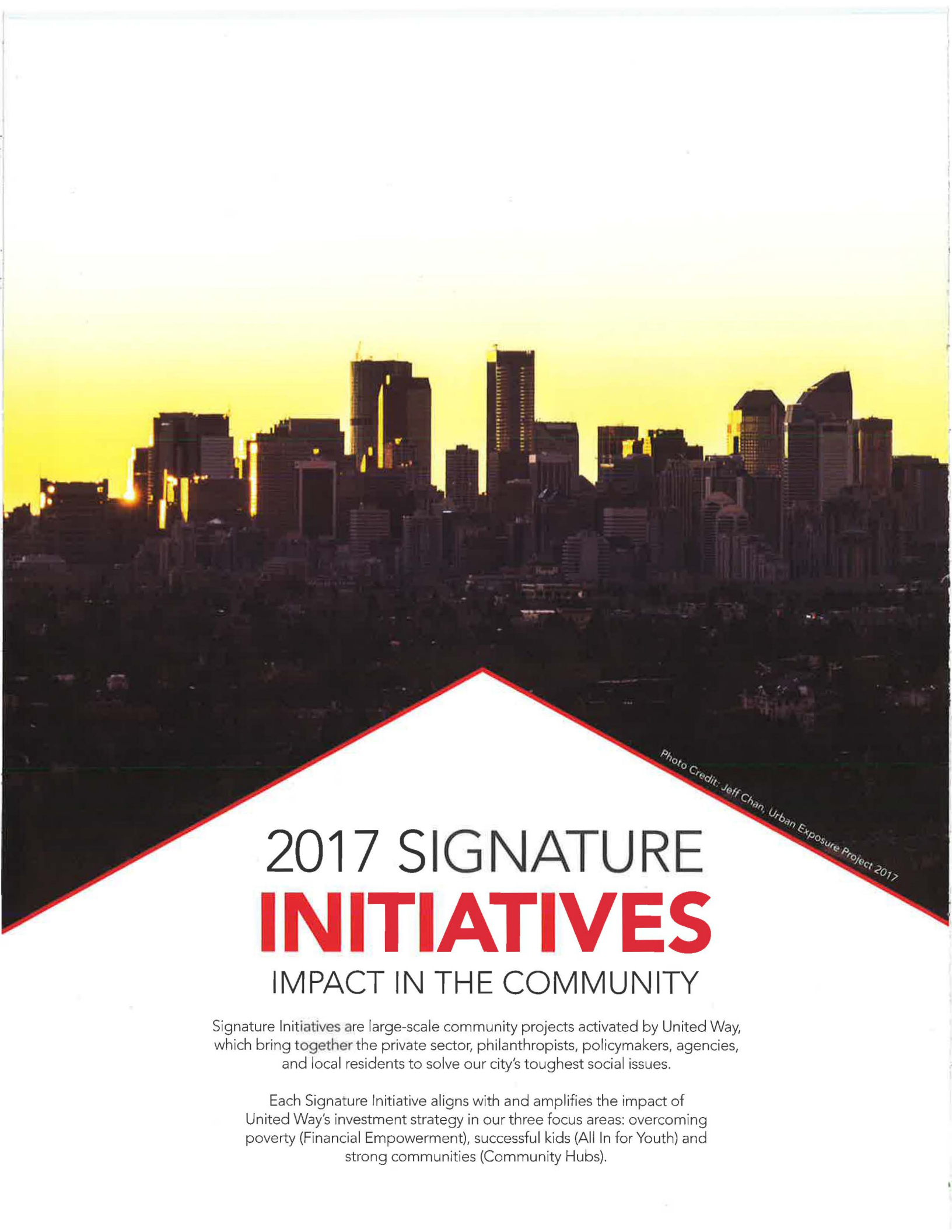


Photo Credit: Jeff Chan, Urban Exposure Project 2017

2017 SIGNATURE **INITIATIVES**

IMPACT IN THE COMMUNITY

Signature Initiatives are large-scale community projects activated by United Way, which bring together the private sector, philanthropists, policymakers, agencies, and local residents to solve our city's toughest social issues.

Each Signature Initiative aligns with and amplifies the impact of United Way's investment strategy in our three focus areas: overcoming poverty (Financial Empowerment), successful kids (All In for Youth) and strong communities (Community Hubs).



Financial Empowerment

United to reduce debt, grow savings, build assets.

Financial Empowerment addresses the root causes of poverty and provides Calgarians living on a low income with opportunities to reduce debt, grow savings, and build assets.

THE ISSUE:

Every day more than 127,000 Calgarians struggle to make ends meet. This means that approximately 1 in 5 Calgarians are concerned about not having enough money for food, and 30 per cent of Albertans say their savings would last them less than one month. With the economy slow to recover and unemployment levels expected to remain high, anyone can be vulnerable.¹

Photo Credit: Jeff Chan, Urban Exposure Project 2017

THE APPROACH:

United Way, in partnership with The City of Calgary (The City), Vibrant Communities Calgary, and Momentum, officially launched Calgary's community-driven poverty reduction strategy Enough for All, which aims to reduce poverty in our city by 50 per cent by 2023.

Together with Bow Valley College and the Government of Alberta, the above partners launched Financial Empowerment to ensure everyone in Calgary has the income and assets needed to thrive – a key Enough for All goal.

Calgary is the first city in Canada to implement a Financial Empowerment model. This city-wide initiative focuses on the root causes of poverty by working to provide Calgarians living on low-incomes with supports and opportunities to: reduce debt, grow savings and build assets. This proven combination of strategies will lead to the achievement of Financial Empowerment's bold goal:

45,600 CALGARIANS LIVING ON A LOW-INCOME WILL SEE A POSITIVE CHANGE IN THEIR NET WORTH BY 2023.

We are on our way to achieving our bold goal. To date, **21,042 CALGARIANS LIVING ON A LOW-INCOME HAVE ALREADY SEEN A POSITIVE CHANGE IN THEIR NET WORTH.**

WORKING TOGETHER FOR GREATER IMPACT:

No single organization can solve poverty alone. The complex work of reducing poverty must be accomplished through intentional collaboration between community agencies, corporate partners, government, individual philanthropists, and academic institutions. United Way's role has been to bring together the right partners to test, prove, and then scale solutions needed to implement Financial Empowerment in Calgary. Financial Empowerment partners with 88 organization representatives working together to reduce poverty in our city.







Building on this strong foundation, Financial Empowerment is well positioned to further integrate and embed into communities across our city in order to support more Calgarians to make lasting changes to their financial well-being.

"We have seen an influx of people come through our doors who haven't filed their taxes in ages, with a fear of potential repercussions keeping them from doing so. Often times, these individuals are not only eligible for significant refunds, but after filing are also in a position to access helpful benefits owed to them like the Alberta Child Benefit that can help them move from crisis to a position of hope. The taxes and benefits clinics are an entry point to Financial Empowerment that open the door to further supports like Matched Savings, and Financial Coaching. It opens up so many opportunities, and this is hugely life-impacting for our clients."

- Shauna Parks, Executive Director,
Sunrise Community Link

STRATEGIES:

Our focus in 2017 was on strengthening our partnerships and embedding the work deeper into community. The idea of integrating financial empowerment strategies into social systems was explored, in order to ultimately increase the number of Calgarians benefitting from Financial Empowerment services and supports. Below are the six evidence-based and complementary Financial Empowerment strategies:

REDUCE DEBT	GROW SAVINGS	BUILD ASSETS
<p>BASIC NEEDS ASSISTANCE</p>	<p>FINANCIAL COACHING</p>	<p>EDUCATION SAVINGS</p>
		
<p>SAFE & AFFORDABLE FINANCIAL PRODUCTS</p>	<p>TAXATION & GOVERNMENT BENEFITS</p>	<p>LEARNING & EARNING MATCHED SAVINGS</p>
		

KEY RESULTS FROM 2017:

8,445 tax returns filed by **857** trained volunteers, resulting in **\$3.72** million in tax refunds for Calgarians living on low incomes.

160 individuals experiencing financial stress accessed coaching by **8** agencies in the first **6** months, ensuring more individuals and families living on low incomes can learn strategies to reduce debt, increase savings, and build assets.

311 individuals successfully completed Matched Savings programs, through which they built over **\$400,000** in assets to help them achieve financial stability.

961 RESPs were opened for low income families thanks to the support of **17** partner agencies. Because children with RESPs are 3 to 6 times more likely to go on to post-secondary education, this is a long-term strategy to end intergenerational poverty in our city.

"Thank you for providing this resource. I didn't know that I didn't have to put any money in to be able to open an RESP for my child."
- Steve, Financial Empowerment program participant

LOOKING FORWARD:

In its first three years of implementation, Financial Empowerment has made an incredible impact in the lives of thousands of Calgarians. Solid partnerships and our shared successes to date have positioned Financial Empowerment to deepen its impact by integrating the strategies within social systems, allowing these valuable tools to reach even more Calgarians.

Building on this strong foundation, Financial Empowerment is well-positioned to move into the community. The initiative has seen sustained growth and success since its implementation. While United Way will continue to fundraise for, invest in, and support this essential initiative, it has now been brought to a point where Momentum, a strong community partner, can assume management of its implementation, and continue to support even more Calgarians to make permanent changes to their financial well-being. This shift will enable United Way to explore other ways to further advance the cause of overcoming poverty. United Way is working with Momentum to transition the implementation of Financial Empowerment over the course of 2018.

FINANCIAL EMPOWERMENT PARTNERS:

FOUNDING PARTNERS:



COMMUNITY OF PRACTICE LEAD PARTNERS

We would like to thank and acknowledge the partners leading the Communities of Practice for each of the six Financial Empowerment strategies:

Financial Coaching: Bow Valley College
Taxation & Government Benefits: First Lutheran Church
and Sunrise Community Link Resource Centre
Education Savings: Momentum
Learning & Earning Matched Savings: Momentum
Safe & Affordable Financial Products:
Momentum and United Way
Basic Needs Assistance: United Way

INDIVIDUAL PHILANTHROPISTS

We would like to thank all of the generous individual donors who supported Financial Empowerment in 2017:

Hugh & Laureen Borgland
Carrera Foundation
Brad & Christa Carter
Michael & Heather Culbert & Family
Dr. Lolly & Mike de Jonge
Shawn & Judy Denstedt
Brian & Cindy Ferguson
Kanovsky Family Foundation
John & Sheilagh Langille
Bob Libin
Jamie & Brenda Mackie
Joanne McLaws
Dr. Lori Montgomery
Chris & Holly Potter
Welty Family Foundation
3 Anonymous Donors

INNOVATOR'S CIRCLE

We would like to thank our corporate Innovator's Circle members for supporting Financial Empowerment with generous donations of \$350,000 - \$500,000:

Direct Energy

CORPORATE PARTNERS

We would like to thank all of the generous corporate donors who have supported Financial Empowerment. The following corporate donors have contributed \$50,000 or more to the initiative:

ATB Financial
JPMorgan Chase Foundation
RBC

GOVERNMENT AND OTHER PARTNERS

We would like to thank our government and other partners for their support and commitment to Financial Empowerment:

The City of Calgary
Government of Alberta
Prosper Canada



all in for youth

United for school completion.

All In for Youth is a city-wide movement focused on high school completion. All In for Youth provides innovative solutions to help youth stay in school, return to school, complete school, and successfully transition to the workforce and adulthood.

THE ISSUE:

Every year, 1 in 5 Calgary youth do not complete high school on time.² Those who do not graduate high school earn less, are more likely to be unemployed, and are much more likely to access social services throughout their lives.

For every youth who does not complete high school, it costs society \$15,850 annually in earning loss, use of social assistance, healthcare, crime, and tax revenue loss.³

Photo Credit- Jeff Chan, Urban Exposure Project 2017

THE APPROACH:

In 2012, together with our partners, United Way launched All In for Youth with two goals.

The first was to make **3,000 positive adult-youth connections**. Along with our partners, All In for Youth is proud to share that more than **10,000 positive adult-youth connections** have been established.

The second, an aspirational goal, was to improve high school completion rates and decrease the dropout rate in Calgary. All In for Youth has made great strides to date, and we are beginning to see increases in high school completion rates in many of our All In for Youth schools.

June 2017 marked the fifth year of this multi-sectoral partnership. All In for Youth has accomplished a great deal, and the partners have learned so much about what it takes to move the needle on high school completion. Going forward, United Way is continuing to resource the most impactful programs while developing a strategy to further support youth transitioning into post-secondary training and the workforce. The key strategies that All In for Youth invests in are:

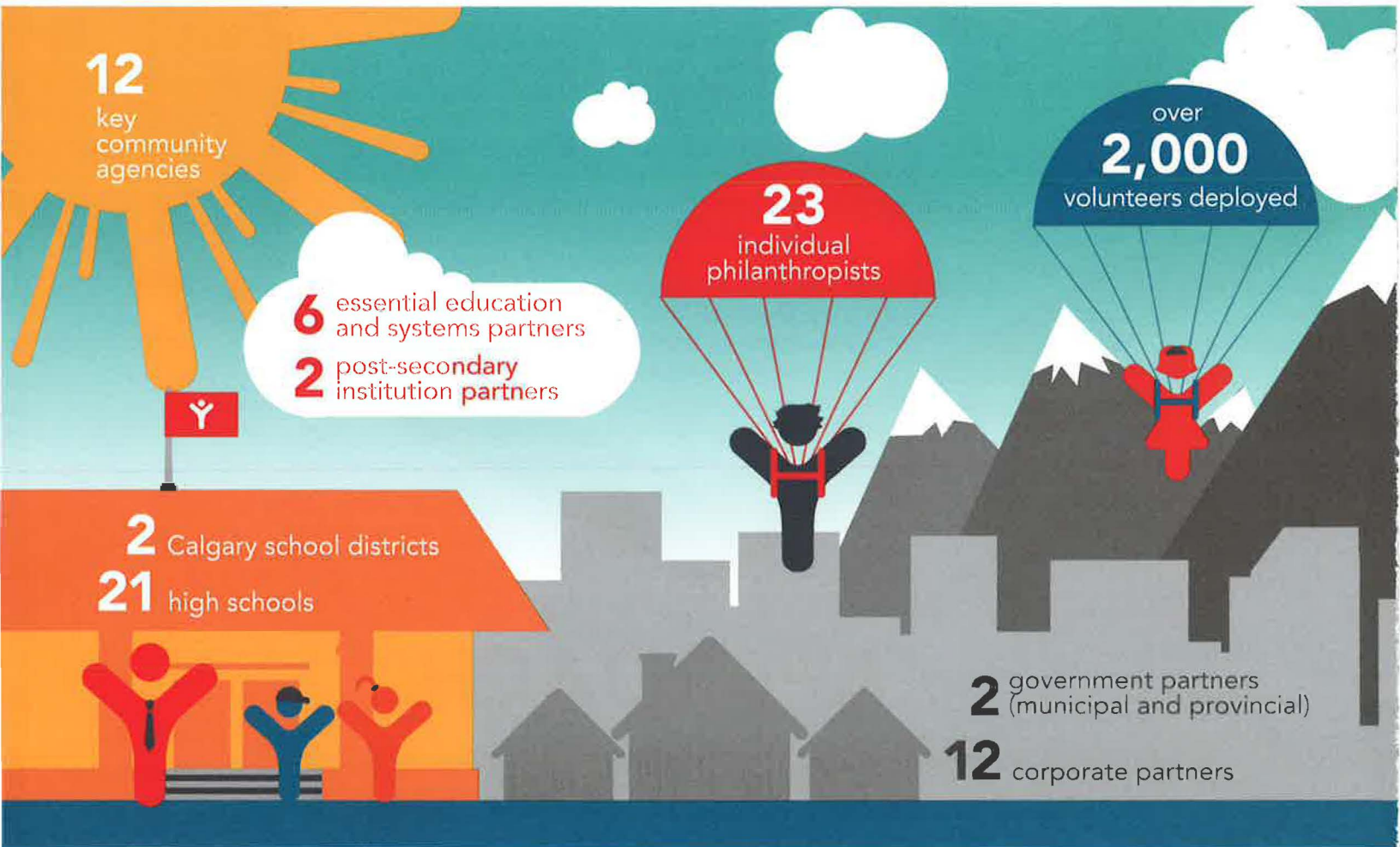
- SUCCESS COACHES IN THE HIGHEST NEED CALGARY HIGH SCHOOLS**
- REMOVING FINANCIAL AND SOCIAL BARRIERS TO HIGH SCHOOL COMPLETION**
- ENCOURAGING VARIED PATHS OF LEARNING AND CAREER SUCCESS**

WORKING TOGETHER FOR **GREATER IMPACT:**

The All In for Youth movement is making tremendous progress towards ensuring positive futures for Calgary's youth. United Way's role has been to bring together the right partners to test, prove, and scale solutions to improve high school completion rates in our city. This multi-sectoral effort includes:

"The best thing about this program is being able to come to SAIT to learn and try new things to get a better opportunity in life."

– All In for Youth student enrolled in SAIT's Exploring Wood Trades program



Since 2012, over
2,000
volunteers were deployed through All In for Youth, growing this initiative across Calgary.

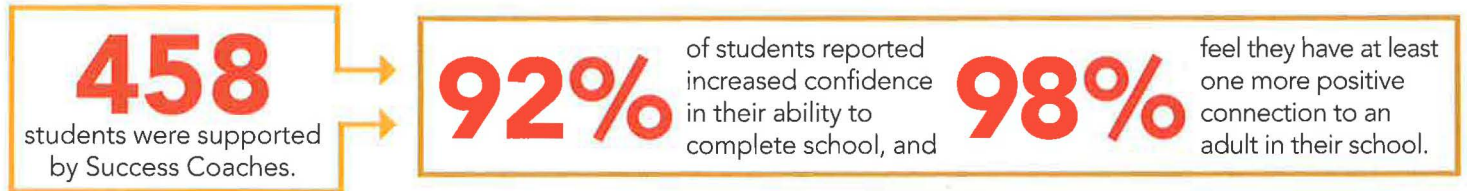
These volunteers have committed an estimated
59,000
hours to All In for Youth

equivalent to approximately
28
full-time positions for one calendar year.

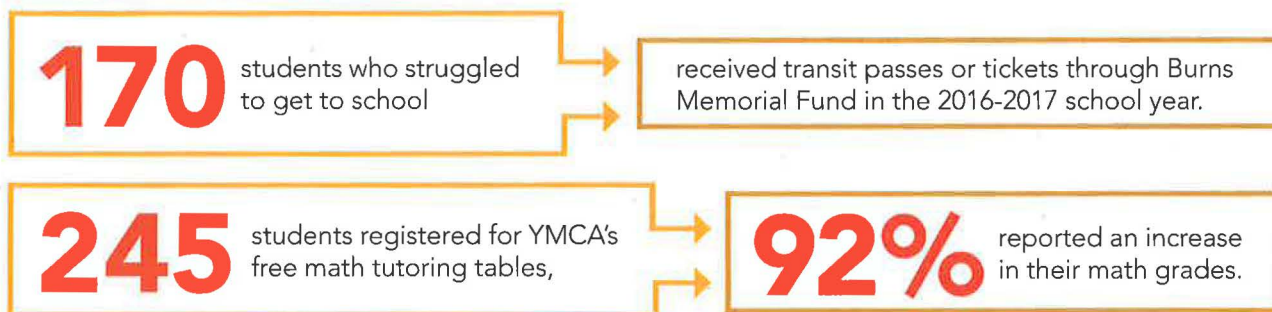
KEY RESULTS FROM 2017:

United Way looks forward to sharing the results from the 2017/18 school year with you in All In for Youth's Annual Report to be released September 2018. Some highlighted results from the fall semester of 2017⁴ include:

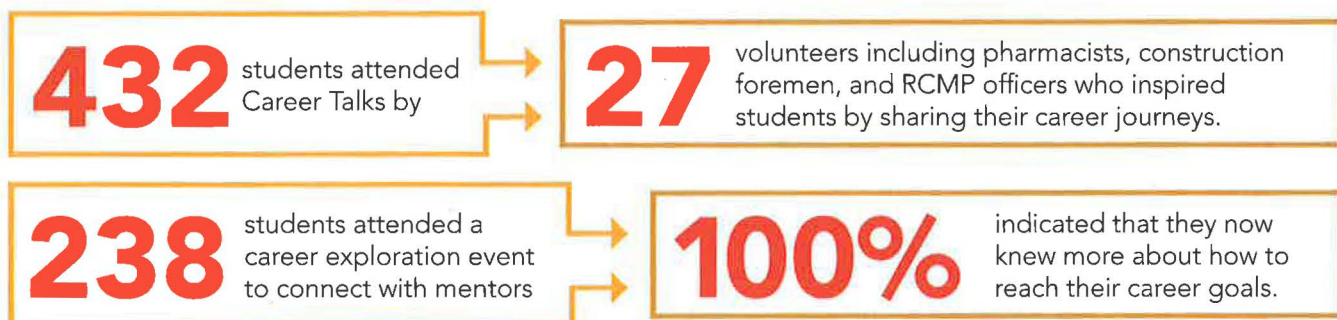
CONNECTING YOUTH TO POSITIVE ADULTS



REMOVING BARRIERS TO HIGH SCHOOL COMPLETION



ENCOURAGING VARIED PATHS OF LEARNING AND CAREER SUCCESS



LOOKING FORWARD:

Over the past five years, All In for Youth has made a significant difference in the lives of thousands of Calgary youth.

The most impactful intervention of All In for Youth has been the one-on-one support provided to vulnerable youth through the Success Coach program. United Way is investigating ways to adapt the Success Coach model to support youth post high school in both community and post-secondary education settings. The goal of this work would be to support youth to complete the transition to the next phase of life, whether it be enrolling in post-secondary education, engaging in career-focused employment, and/or living independently.

All In for Youth has demonstrated the power of bringing community supports and resources into our schools to support vulnerable youth. We will continue to invest in this wrap around approach to helping youth succeed.

ALL IN FOR YOUTH PARTNERS:

SCHOOL PARTNERS

Bishop Grandin High School
Bishop McNally High School
Bishop O'Byrne High School
Bowness High School
Central Memorial High School
Chinook Learning Services
Crescent Heights High School
Discovering Choices
Father Lacombe High School
Forest Lawn High School
Jack James High School
James Fowler High School
John G. Diefenbaker High School
Lord Beaverbrook High School
Nelson Mandela High School
Notre Dame High School
Robert Thirsk High School
Sir Winston Churchill High School
St. Anne Academic Centre
St. Francis High School
St. Mary's High School

KEY COMMUNITY PARTNERS

Antyx Community Arts
Big Brothers Big Sisters of Calgary
Boys & Girls Clubs of Calgary
Burns Memorial Fund
Calgary Sexual Health Centre
Calgary Youth Justice Society
Carya
Junior Achievement of Southern Alberta
The City of Calgary Youth Employment Centre
United Way of Calgary and Area
YMCA Calgary
Youth Central

EDUCATION AND SYSTEM PARTNERS

Alberta Education
Alberta Health Services
Bow Valley College
Calgary Board of Education
Calgary Catholic School District
Calgary Police Service
The Renert Centre
SAIT

GOVERNMENT PARTNERS

The City of Calgary
Alberta Education and Alberta Advanced Education

FOUNDING CORPORATE PARTNERS

We would like to thank our Founding Corporate Partners for supporting All In for Youth from the very beginning with generous donations of \$350,000 - \$500,000:

Devon Canada Corporation
Fluor Canada Ltd.
Imperial

CORPORATE PARTNERS

We would like to thank all of the generous corporate donors who have supported All In for Youth. The following corporate donors have contributed \$50,000 or more to the initiative:

Canadian Pacific
Enerplus
Macquarie Capital Markets Canada Ltd.
Nordstrom
Shaw Charity Classic
Symcor Inc.
TransAlta Corporation
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. The following individual donors have contributed \$100,000 or more to the initiative:

R.W. "Bill" Andrew
David & Leslie Bissett
Hugh & Laureen Borgland
Rick F. Braund
Carrera Foundation
Michael & Heather Culbert & Family
Patricia & Lorne Gordon
Jim & Susan Hill
Kanovsky Family Foundation
Ron Mathison
Michele & Bob Michaleski
Norrep Foundation
Poelzer Family Foundation
Terry & Marion Poole
Clay Riddell
Mike & Sue Rose
Vera A. Ross
Bill & Sharon Siebens
Mac & Susan Van Wielingen
4 Anonymous Donors

COMMUNITY HUBS

Community Hubs is a city-wide initiative to strengthen Calgary's communities by prototyping and activating Community Hubs in six priority locations.

THE ISSUE:

The community we live in impacts the kind of opportunities we have in life. Research shows living in neighbourhoods with high levels of poverty can negatively impact life expectancy, physical and mental health, early childhood development, and overall quality of life. In Calgary, poverty is clustered in certain neighbourhoods of our city, where up to 1 in 3 residents live in poverty. This is significantly higher than the city-wide average of 1 in 10. United Way and our partners believe that no Calgarian should be disadvantaged because of where they live.

Forty per cent of lower income Calgarians report being lonely, which is more than double the percentage of higher income Calgarians that report feeling this way. Many people simply do not know what supports and services are available, or how to access them.

Community Hubs create a sense of belonging, and help break down barriers by creating an inclusive gathering place where all residents feel welcome. The Hubs also provide an entry point to access timely and relevant support services and resources.

Photo Credit: Jeff Chan, Urban Exposure Project 2017

THE APPROACH:

Since 2008, United Way and The City of Calgary (The City) have been working together on a neighbourhood building strategy. Combined with Calgary's need for a comprehensive poverty reduction plan, this work led to the development of Enough for All, Calgary's community-driven poverty reduction strategy. Enough for All aims to reduce poverty in our city by 50 per cent by 2023.

Two of Enough for All's goals directly identify the need to strengthen Calgary's neighbourhoods: **that all Calgary communities are strong, supportive, and inclusive, and that everyone in Calgary can easily access the right supports, services, and resources.**

Launched by United Way, The City, and Rotary in 2017, the Community Hubs initiative is a key implementation strategy of Enough for All and is piloting unique Community Hubs in the priority locations of Bowness, Sunalta, Vista Heights, Greater Forest Lawn, North of McKnight Communities, and Village Square.

WORKING TOGETHER FOR GREATER IMPACT:

United Way's role is to bring together residents, government, community agencies, businesses, and philanthropists to activate Community Hubs and create positive community change.

In 2017, the Community Hubs team worked with 15 initiative partners, dozens of community agencies, and diverse resident groups who access and benefit from the Hub sites. In total, Community Hubs **engaged over 20,100 Calgarians** in 2017.

"When we first learned about the work being planned through Community Hubs to provide critical social infrastructure for neighbourhoods across the city, we knew we wanted to get involved and help build those strong communities from the ground up."

- Claudia D'Orazio, Vice President of Human Resources, Pembina Pipeline Corporation

"I am really grateful for the opportunity to be a part of the great Hub team. I started in this role as a newcomer in Canada, and I am leaving with a great experience I gained from my role as a Community Ambassador."

- Anu Jomy, Community Ambassador*, Village Square Community Hub



INITIATIVE OVERVIEW:

Community Hubs provide residents with the unique opportunity to access a variety of supports and services where they live, while connecting with their neighbours around mutual interests and priorities. The true power of Community Hubs lies in their ability to serve as both a central gathering place, and referral source for community services and resources.

By embedding Community Hubs into the six priority communities—home to nearly 200,000 Calgarians—residents will have direct access to the supports, services, and resources they need to improve their quality of life and to create strong personal connections within their communities. While the initiative will benefit all residents, there is a focus on engaging residents who are socially isolated and/or living in poverty.

***COMMUNITY AMBASSADORS** are local residents who use a variety of outreach activities and events to connect with isolated residents and bring them into the Hub. They lead various activities at the Hub designed to engage residents, such as holiday celebrations, art projects, community conversations, and more.

2017 marked the first full year of implementation for the Community Hubs initiative. Work focused on:

ENGAGING THE PUBLIC



On June 28, 2017, approximately 400 people attended the public launch of Community Hubs. The successful launch event was a true celebration of community and marked a significant milestone in the Community Hubs initiative. The event opened with speeches by Mayor Naheed Nenshi, Rotary's District Governor Neil Berg, United Way's Karen Young, and The City's Katie Black.

Recognized at the launch for their generous founding contributions were Mike and Sue Rose, Pembina Pipeline Corporation, and Rotary Club of Calgary. The initiative was profiled on CBC Radio, Global News Calgary, and in four articles in Metro Calgary throughout the year.



CREATING NEW PARTNERSHIPS

Creating strong and varied partnerships is key to the success and long term sustainability of this work. This is the first partnership of its kind in Canada where a United Way, municipal government, and service club (Rotary) are taking on a neighbourhood initiative at this scale.

In the fall of 2017, ENMAX Corporation, Pembina Pipeline Corporation, and Shell Canada Limited joined as Innovator's Circle members in support of Community Hubs with donations between \$350,000 and \$500,000.

The strong network of growing partnerships works to ensure that maximum impact in priority neighbourhoods is achieved, and the initiative is well-positioned for sustainable growth.

SETTING THE FOUNDATION **FOR SUCCESS**

Extensive community engagement informed the final investment strategy for the initiative. By year end, all Hub site leads were selected and governance agreements were put in place. Here is a high level look at the activity that took place in each Community Hub neighbourhood in 2017:

BOWNESS



Bowness partners conducted a community engagement process called Vital Signs to highlight the strengths and priorities of community residents. **More than 430 Bowness residents** gave their input on concerns or matters of interest. Many themes that emerged confirmed alignment with the mandate of the Community Hubs initiative and will inform our work plan in the community.

VISTA HEIGHTS

Vista Heights is the only community selected without an identified Hub location. To move the project forward, a comprehensive engagement plan was actioned between September and December 2017. Engagements reached **over 1,100 people** through community events, and targeted conversations were held with representatives from **18 local resident groups and community organizations**. The project team also completed a community asset mapping exercise to better understand the available resources.

Based on these findings, the Community Hubs Initiative will investigate a way forward with a tailored community development strategy in Vista Heights.



SUNALTA



Through a process called IMAGINE Sunalta, residents were asked about their priorities for a Hub in their neighbourhood. **Over 850 community residents**, more than 30 per cent, responded. This input is among the most extensive neighbourhood-level engagements ever done in Calgary, and will inform the next stages of Hub development.

An architectural and feasibility study was done to determine the specific upgrades needed to the physical Hub site. Work will begin on these renovations in 2018.

VILLAGE SQUARE



The Village Square Community Hub team partnered with the Calgary Food Bank to launch a Food Bank depot in September. The depot provides a locally accessible site for residents to pick up a food hamper and reduces the time and transportation barriers often associated with accessing the Food Bank at its main location in Calgary's southeast Industrial Park. Over the 15 weeks the depot has been open, it has already served **served 115 families**, with demand increasing as more families learn of this service close to home.

Renovations at the Village Square Community Hub are underway and set to be finished in spring of 2018, which will include a living wall from DIRT and furniture from Element.

NORTH OF MCKNIGHT

Community Hubs partners engaged the Canadian Poverty Institute at Ambrose University to lead an extensive Community Research and Engagement project for the 1000Voices Community Hub within the Genesis Centre. This research will provide an updated status of community demographics, opportunities for Hub development, and a plan for sustainability. The results of the research project will inform the Hubs' direction and priorities in the coming years.

United Way and several corporate partners in the technology sector jointly developed a Tech Lab pilot to support residents in the North of McKnight communities to access technology. Using high-skilled tech sector volunteers and donated laptops, volunteers delivered a basic computer skills curriculum in the evenings adapted from a popular day-time program with long waitlists. The pilot was a great success, reaching **over 50 residents** and providing more than **300 hours** of free instruction, with plans for more sessions in 2018. Volunteers were supported by a translator, who translated the content into Hindi, Urdu, and Punjabi for the mainly older adult attendees.



GREATER FOREST LAWN



The Community Hub investment strategy for Greater Forest Lawn was confirmed in the fall of 2017, informed by community-based research and consultation. Residents identified that there is not a single natural gathering space that serves to attract the diverse populations of Greater Forest Lawn. It was determined that the initiative will not invest in one single Hub site in this community, but rather a strategic continuum of three Hubs sites will be activated to meet the needs of residents in this community.

SPOTLIGHT: **SUNALTA**

On June 5, a fire started in a building under construction in the community of Sunalta. The fire spread and damaged adjacent apartment buildings.

Eleven families found themselves temporarily homeless and without any belongings. Most displaced tenants didn't have tenant insurance, and were newcomer families who spoke limited English.

The City's Emergency Management Agency and Red Cross were on site and supported the families with short-term, 72 hour, hotel stays and food vouchers. At this point families would typically rely on their own networks for support, an asset the newcomer families did not have.

The Sunalta Community Association, the location of Sunalta's Community Hub, led an overwhelming community response in light of this local emergency.

The developer of the building that caught fire also wanted to do something to support the families who were affected, and reached out to the City Councillor's office. The developer and the Councillor's office connected with the Sunalta Community Association and the three groups then met and decided to organize a GoFundMe campaign as part of their planned Neighbour Day celebrations a week later.

The group brought together local partners and raised over \$7,000 which they then disbursed directly to the affected families.

**Through this disaster,
residents found a community.
That's the power of a Hub.**

In the weeks following the fire, the Community Hubs team connected Sunalta with a mobile basic needs response service, Sunrise community Link Resource Centre and the Mobile Community Resource Centre operate by Bowwest Community Resource Centre. The team hosted bi-weekly sessions at the Sunalta Hub where trained staff could connect the families with any referrals the families needed. As the crisis wound down, the mobile team continued to visit the Hub for three hours per week to provide food bank referrals, emergency rent supplements, and necessities like utilities support so families could avoid costly disconnection and reconnection fees.

Residents also acted as translators to help the Sunalta Community Association staff communicate with the families. A Red Cross staff member spent dozens of hours volunteering to ensure none of the families fell through the cracks after the initial response. The developer stepped in to offer their financial support. Dozens of community members contributed to the Neighbour Day campaign. It took everyone, formally and informally, to create this caring community response. The Sunalta Hub created the space for all of these separate and important acts to connect, strengthening the community's collective effort.

Two of the families have stayed very connected to the Hub since the fire; they have become members of the Community Association and even started volunteering and attending events.



"I became involved in the Sunalta Community Hub because I feel it helps to build community by offering a sharing atmosphere. It makes me proud to help my community!"

- Angie Davis,
Community Member



SPOTLIGHT: **GREATER FOREST LAWN**

Each Calgary community is unique and has its own strengths, assets, and needs.

In the fall of 2017 the Community Hub investment strategy for Greater Forest Lawn was confirmed, informed by community-based research. There are many facilities and service providers located throughout Greater Forest Lawn, yet it was identified that residents feel there isn't a single natural gathering space that serves to attract the diverse populations of Greater Forest Lawn residents.

After extensive community engagement, it was determined that the initiative will not invest in one single Hub site in Greater Forest Lawn, but rather to adequately meet the unique needs of the community and populations that call the area home, a strategic continuum of three Hubs sites will be activated.

In 2018, Community Hub partners will work with three complementary Hub sites and United Way and The City's existing pool of funded agencies to enhance service coordination for residents of the area.

The three complementary Greater Forest Lawn Community Hubs sites include:

The City of Calgary, Bob Bahan Aquatic and Fitness Centre

Bob Bahan offers a wide range of recreational and healthy living activities in Forest Lawn. The focus of this site will be to build connections in the community, activate the space through community-building activities, and explore different ways of using an existing public space.

The Alex Community Food Centre

A welcoming facility, well-loved by youth, seniors, and residents of Greater Forest Lawn, the Alex Community Food Centre Hub will offer community members increased access to food programs and other community resources.

Fuse33 Makerspace

Located beside a major transit hub on 17th Ave SE, this Hub site features a wood and metal shop, 3D printing, an electronics lab, and industrial sewing machines. Fuse33 Makerspace is a place in which people with shared interests, can gather to work on projects while sharing ideas, equipment, and knowledge. The investment ensures the space is open to all community members.



Bob Bahan Aquatic and Fitness Centre



The Alex Community Food Centre



Fuse33 Makerspace

Investing in these sites will provide complementary supports and services that are oriented to the diverse needs of residents and coordinated to achieve incredible impact in the community.

LOOKING FORWARD:

Building on this progress, the initiative will work with residents and community partners to action tailored implementation plans across all Community Hub sites, and continue to expand strategic partnerships to deepen collective community impact.

COMMUNITY HUBS PARTNERS:

FOUNDING PARTNERS



United Way
Calgary and Area

INDIVIDUAL PHILANTHROPISTS

We would like to thank all of the generous individual donors who supported Community Hubs in 2017:

Kanovsky Family Foundation
Dave & Linda LaBarre
Poelzer Family Foundation
Mike & Sue Rose
Bill & Sharon Siebens

INNOVATOR'S CIRCLE

We would like to thank our corporate Innovator's Circle members for supporting Community Hubs with generous donations of \$350,000 - \$500,000:

ENMAX Corporation
Pembina Pipeline Corporation
Shell Canada Limited

We would also like to thank and acknowledge our community partners in the six Community Hub priority neighbourhoods: Bowness, Sunalta, Vista Heights, Greater Forest Lawn, North of McKnight Communities, and Village Square.

Learn more about Community Hubs at: calgaryunitedway.org/community-hubs

SIGNATURE INITIATIVES REFERENCES:

- ¹ Statistics Canada (2016). Low-income statistics by age, sex and economic family type, Canada, provinces and selected census metropolitan areas (CMAs). [Table 206-0041]. Retrieved from: <http://www5.statcan.gc.ca/cansim/a26?lang=eng&id=2060041>.
 - ² Calgary's 3 year High School completion rate in 2014-15 was 79.9% (Alberta Education, 2016).
 - ³ Hankivsky, O. (2008). Cost estimates of dropping out of high school in Canada. Canadian Council on Learning. Retrieved from <http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.510.4857&rep=rep1&type=pdf>.
 - ⁴ Measurement note: All In for Youth data collection aligns with the local school semester schedule to ensure reporting consistency, the project results reported here reflect the most recently analyzed complete semester data for Fall 2017.
-

89% INVESTED
IN THE
COMMUNITY



HOW
**DONOR
DOLLARS
WERE USED**
IN 2017[†]

76%

Invested in
**OVERCOMING POVERTY,
SUCCESSFUL KIDS,
STRONG COMMUNITIES**

13%

Directed by donors to charities
of their choice (not evaluated
by United Way)

11%

Fundraising and related
operating costs.

We have one of the lowest fundraising cost ratios in Canada. Fundraising and related operating costs have been between 10 per cent and 12 per cent of total revenue for the last 10 years.

[†]For a detailed breakdown, please visit CRA.gc.ca and review Schedule C of our financial statements.
Read more at: calgaryunitedway.org/financials



United Way
Calgary and Area



calgaryunitedway.org



[/CalgaryUnitedWay](https://www.facebook.com/CalgaryUnitedWay)



[@UnitedWayCgy](https://twitter.com/UnitedWayCgy)



[@UnitedWayCgy](https://www.instagram.com/UnitedWayCgy)