

CIVIC PARTNER 2018 ANNUAL REPORT SNAPSHOT- VCC INITIATIVES LTD (VIBRANT COMMUNITIES CALGARY)

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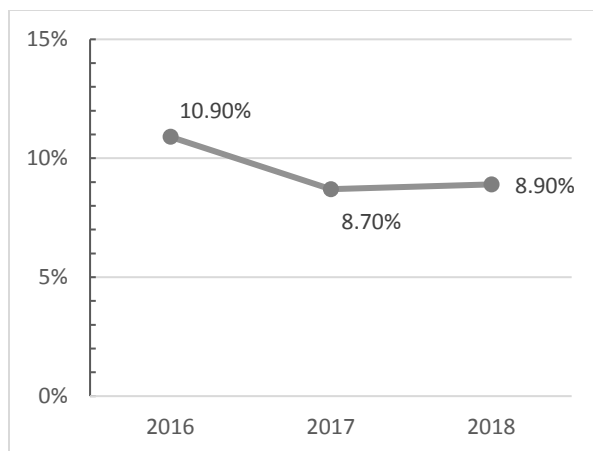
Mandate: VCC works to achieve a substantial and sustained reduction in the number of Calgarians living in poverty.

2018 City Investment

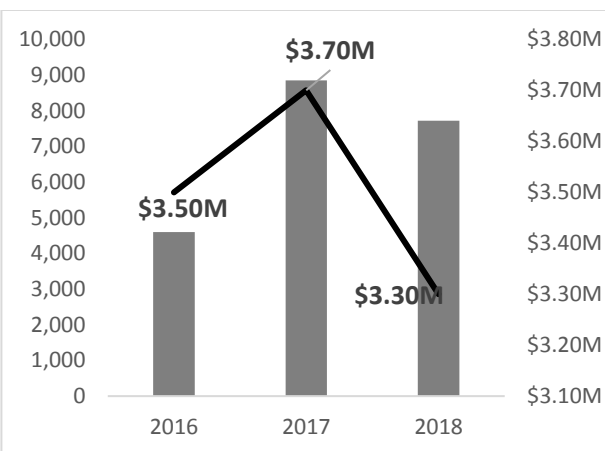
Operating Grant: \$500,000
City owned asset? No

2018 Results

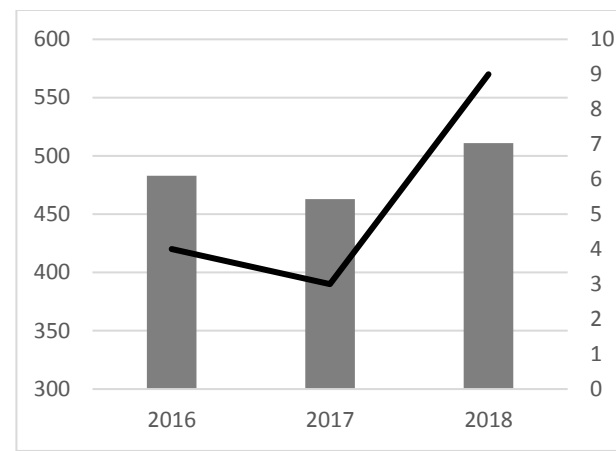
Calgarians living below the Low Income Cut Off (LICO)



Tax returns filled at volunteer tax clinics & amount in refunds



Number of VCC events and participants



The story behind the numbers

- While the percentage of low income Calgarians has decreased since the *Enough for All* poverty reduction strategy was launched, with population growth, the absolute number of Calgarians living below LICO has increased.
- Part of the impact that the Financial Empowerment Collaborative programs (led by the United way and now transitioned to Momentum) is millions of dollars in tax refunds to low income Calgarians.

Strategic alignment

- VCC is the steward of the Council-approved *Enough for All* poverty reduction strategy using a collective impact model to support and convene community organizations working to reduce poverty, foster communications and alignment to shared goals, support share measurement, and mobilize resources.
- Enough for All* is a key component of Calgary's *Economic Strategy* and supports the strategy's focus on being inclusive across its four focus areas, particularly under Talent and Place.



Organizational Structure: Independent External Organization

Fiscal Year: Ended December 31, 2018

Related Subsidiaries or Foundation: No

City 2018 Operating Grant: \$500,000

1. Current Vision, Mission and Mandate:

Vibrant Communities Calgary (VCC) is a non-profit organization seeking to engage Calgarians in advocating long-term strategies that address the root causes of poverty in Calgary. VCC works to achieve a substantial and sustained reduction in the number of Calgarians living in poverty. VCC works to grow the social, economic and political engagement of Calgarians in their community. Vibrant Communities Calgary believes that everyone has a right to fully participate in their communities. VCC believes that there are important systemic factors that contribute to poverty and that the whole community has a vital role to play in changing these conditions. Change occurs through engagement, inspiration and action. VCC values leadership, collaboration social justice and pragmatism. As of January 1, 2015 VCC, stewards Calgary's community-driven poverty reduction strategy: Enough for All (E4A).

2. What key results did your organization achieve in 2018 that contributed to one or more of the [Council Priorities in Action Plan 2015-2018](#) and created public value?

In its role of Steward of the E4A, VCC uses a Collective Impact model performing the role of Backbone Organization. As such, VCC's work is mostly focuses in convening and assisting organizations and individuals that work on poverty reduction by supporting their activities aligned with the strategy, foster continuous communication, enabling shared measurement and mobilizing resources. Therefore, most of the key results and performance measures reflect the work of a plethora of individuals and organizations, not just the activities of VCC.

(A Prosperous City, A City of Inspiring Neighbourhoods, or A Healthy and Green City?)

A Prosperous City - Community Well-Being: Continue policies and programs to reduce the number of people living in poverty.

In a landmark moment Bill 26 (An Act to Combat Poverty and Fight for Albertans with Disabilities) received Royal Assent on December 11. The act increases and indexes the rates for Albertans who receive Assured Income for the Severely Handicapped (AISH), Income Support and Alberta Seniors Benefit.

With more than 400,000 passes sold and serving more than 60,000 low-income Calgarians, the Low-Income Transit Sliding Scale program has had a great effect on the lives and livelihoods of those receiving the benefit. Grassroots organizations supported by VCC (led by Fair Calgary Community Voices Committee) strongly supports Council's efforts and commitment to the Low-Income Transit Sliding Scale. The group will spearhead advocacy efforts with Provincial Government for continuing support of the program

A City of Inspiring Neighbourhoods - Great Neighbourhoods: Revitalize the role and ability of community associations and use of community facilities.

The Community Hubs Initiative (partnership between the United Way, Rotary and The City of Calgary) continues moving forward. The site-specific theories of change and evaluation plans are complete in Sunalta, and 90%+ complete for Village Square, Bowness and Greater Forest Lawn. The planning for Genesis Centre co-located partners will begin in Q1 2019.

3. What challenges affected your operations in 2018 and how did you adjust?

E4A Implementation opportunities

In 2018 Q2 the MOA partners requested that VCC engage the E4A stakeholder community to refresh the strategy. A Steering Committee with representatives of key stakeholders and the MOA partners guided the work of consultants and VCC staff.

In consideration of the some of the challenges identified over the first 3 years of implementation by stakeholders (i.e. lack of clarity on the stakeholders' roles, unclear alignment of funding bodies and overly broad overambitious goals) the drafting of the refreshed strategy was focused on identifying opportunities to leverage existing work and identifying key areas of focus.

As some of the E4A goals and outcomes proved difficult to quantify, a Poverty Snapshot report was released to support the understanding of poverty and its impact on Calgary's citizens. Additionally, the strategy refresh considered the input from the evaluators on staff with the MOA partners and the E4A external evaluators. The results of their work are reflected on the Evaluation Framework of the refreshed strategy (E4A 2.0).

External Challenges

As with 2017 the state to Alberta's economy poised challenges for all organizations involved in Poverty Reduction:

- Provincial unemployment remained at high level
- The business community did not engage in the strategy as strongly as desired. Through engagement in the Soul of the Next Economy Forum and the refresh of the Economic Strategy, VCC is working on engaging

4. Briefly describe how your key results in 2018 contributed to the following Council approved strategies (as applicable. Please note if you steward the strategy)

Strategy	Key Results
Calgary in the new economy: an updated economic strategy for Calgary	<p>Enough for All is a key component of Calgary's Economic Strategy and supports the strategy's focus on being inclusive across its four pillars, particularly under Talent and Place.</p> <p>VCC was involved in the updating of the economic strategy, and a representative of Calgary Economic Development participated on the E4A Refresh Steering Committee to enhance and support alignment.</p> <p>The goals of E4A 2.0 align and deliver on the economic strategy: <i>All Calgarians live in a strong, supportive and inclusive community; All Calgarians have sufficient income and assets to thrive; and All indigenous people are equal participants in Calgary's future.</i></p> <p>In terms of the Economic Strategy's Talent pillar, Enough for All 2.0 includes "employment" as a Lever of Change and identifies that adequate employment is central to reducing poverty.</p>
Cultural Plan for Calgary	

<u>Enough for All Poverty Reduction Strategy</u>	Vibrant Communities Calgary is the Steward of Enough for All Poverty Reduction Strategy. Key results are described above. E4A 2.0 introduced 10 Levers of Change that drive the work forward: adult literacy and foundational learning, early learning and care, employment, financial empowerment, food security, housing, income support, justice, physical and mental health, and transportation.
<u>Sport for Life Policy</u>	
<u>Foundations for Hope: Calgary's Corporate Affordable Housing Strategy</u>	"Housing" is identified in E4A 2.0 as a Lever of Change, and notes that access to affordable and appropriate housing decreases the likelihood that families and individuals will fall into or remain in poverty.
<u>Open Spaces Plan</u> (Calgary Parks')	
<u>Recreation Master Plan</u>	Enough for All 2.0 identified "physical and mental health" as a Lever of Change. When an individual's physical, mental and social health are compromised, their chances of falling into poverty are increased.
<u>Calgary Heritage Strategy</u>	
Other: Indigenous Policy	One of three goals of E4A 2.0 is that <i>All Indigenous People are equal participants in Calgary's future</i> , which is aligned with The City of Calgary's approach in the Indigenous Policy (i.e., that The City will strive to learn from and work with Indigenous communities, grounded in the spirit and intent of reconciliation). As part of E4A, an Indigenous Poverty Reduction Strategy was developed and it is being implemented, including work focused on establishing an Indigenous Gathering Place. Ongoing engagement of Elders and Indigenous knowledge keepers is part of how Enough for All 2.0 will move forward.

5. Do you support any Civic Partner approved strategies? For example, Calgary Arts Development Authority's [Living a Creative Life](#), or Tourism Calgary's [Destination Strategy](#)?

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6. Please estimate how The City's operating funding was allocated in 2018. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.

2.1 %	Advertising and promotion
14.8 %	Programs or services
2.2 %	Office supplies and expenses
2.8 %	Professional and consulting fees
56.9 %	Staff compensation, development and training
0 %	Fund development
0.5 %	Purchased supplies and assets
3.8 %	Facility maintenance
0%	Evaluation or Research
16.9 %	Other, please name: Charitable Agency Agreement

7. Did volunteers support your operations in 2018? If yes:

How many volunteers?	15
Estimated total hours provided by volunteers:	300

8. What resources did your organization leverage to support operations in 2018?

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9. Using the chart below, please report your 2018 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off. Please identify through BOLD font, 1-2 measures that are most significant and could be presented in a chart.

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Therefore, most of the performance measures reflect the work of a plethora of individuals and organizations, not just the activities of VCC.

	Performance Measure	2016 results	2017 results	2018 results	What story does this measure tell about your work?
How much did you do?	The percentage of Calgarians living below the Low-income Cut-offs (LICO-AT)	*Previously reported number in 2014 was 10.9% in Calgary CMA	Stats Can reported that 8.7% Calgarians live below LICO-AT	Stats Can Reported that 8.9% of Calgarians live below LICO-AT	The reported fraction of Calgarians living in low income has decreased since the start of E4A implementation, with a slight increase through the economic downturn. This is positive feedback to the programs and services

					implemented by public and charitable sector. At the same time, we should keep in mind that due to population growth, the absolute number of Calgarians living below LICO-AT has gone up.
	Tax Returns filled at Volunteer Tax Clinics	4,602	8,845	7,721	These figures represent part of the impact that the Financial Empowerment Collaborative programs (led by the United way and now transitioned to Momentum) have on the financial well being of Calgarians.
	Tax refunded	\$3.5 M	\$3.7 M	\$3.3 M	
	RESPs opened	713	961	756	
	E4A Stakeholders that are aware of the E4A goals	NA	86%	95%	The numbers presented here are from the E4A Annual Stakeholder Survey. These figures represent the improvement in effectiveness as Backbone Organization.
	Stakeholder understanding of Truth and Reconciliation improved this year as a result of involvement with E4A	NA	28%	39%	
	Stakeholder assessment that there is effective coordination amongst stakeholders to reduce poverty and achieve E4A goals	33%	34%	41%	
	Number of events	4	3	9	
	Participants at events	483	463	511	

10. CAPITAL AND ASSET MANAGEMENT (for applicable partners)

Asset: Insert Name of City owned asset managed or operated

Provide a summary of your organization's 2018 capital development, including specific lifecycle/maintenance projects.

N/A

a) What funding did your organization leverage to support capital activities in 2018?

N/A