

# Community Strategies

Led by: Director of Community Strategies

## Service Description

Community Strategies creates and implements policies, strategies, action plans and funding frameworks for community partners, non-profit social service providers, City services and the public. The outputs are used to advance the wellbeing and safety of communities to make Calgary a great city for everyone. We take a holistic view of addressing complex problems and emerging issues that impact the social wellbeing of our community. We work for all Calgarians to create equitable outcomes, particularly for those experiencing vulnerabilities, by advancing strategies that improve social inclusion, reduce poverty, enhance safety, address mental health challenges and remove systemic racism.

## Service Updates

---

### Highlights

Dismantling Systemic Racism, Transforming Lives: The City of Calgary Anti-Racism Strategic Plan (2023 – 2027), was launched in May, after extensive community and City staff engagements. With five focus areas and nine strategic actions in each focus area, the plan serves as a blueprint to achieving a racially-just Calgary.

The 11 projects funded through the 2022 Equity in Service Delivery Fund have been completed and recipient service lines are now integrating findings to their operations.

The Coordinated Community Extreme Weather Response provided 925 transports from LRT stations to emergency shelters during extreme cold nights thus far in 2023. This continues to be a successful partnership between community partners, outreach groups and The City that provides Calgarians in need with the right supports at the right time.

### Challenges

---

Calgarians are feeling less safe than they did before the COVID-19 pandemic hit. These perceptions drive increased demand for this service and the complexity of the issues requires innovation and new partnerships to address.

Affordability of essential goods and housing, and timely access to social supports such as mental health and addictions services remain major challenges for Calgarians and especially for those experiencing vulnerabilities.

Community Strategies partner organizations continue to be negatively impacted by the rising operational costs and challenges with staff recruitment and retention, thereby limiting services available to those who need them most.



# Measuring Our Performance

## Legend

— Actuals

■ Expected Future Performance

➡ Progressing as planned

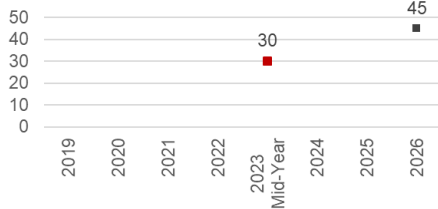
⬅ Not progressing as planned

## Performance Measures

## Story behind the numbers

## Status

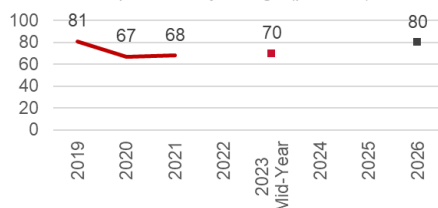
PM 4: Financial Empowerment program participants that report being less stressed about their financial situation than they were a year ago (per cent).



This measure is captured through the Income and Asset Building survey given to program participants and will be reported on at year-end. Based on data from a similar measure where we saw an overall decrease in the number of participants reporting that their financial situation had improved from a year ago, we anticipate the results for this measure will be lower than originally expected. This may be associated with current economic conditions, particularly, the impact of inflation on cost of essential goods.



PM 5: Social inclusion program participants that report feeling they have someone to enjoy their time with compared to a year ago (per cent).



A sense of social connection among residents is critical to social resilience. It is also an outcome area of the Family and Community Support Services (FCSS) program. This measure uses pre and post program data from the Social Support and Daily Living survey that participants complete. We will report on this measure at year-end but based on what our funded organizations have shared, we estimate that feelings of social isolation have declined in the past six months to one year.



Note: Not all performance measures were reported on for this report. To see the 2022 data for performance measures, please visit [Service plans and budgets \(calgary.ca\)](https://calgary.ca/service-plans-and-budgets). Additional measures that will be included in the 2023 year-end performance report include:

PM 1: Partners, collaborators and advisory board members who agree that Community Strategies is helping prevent social and community issues (per cent).

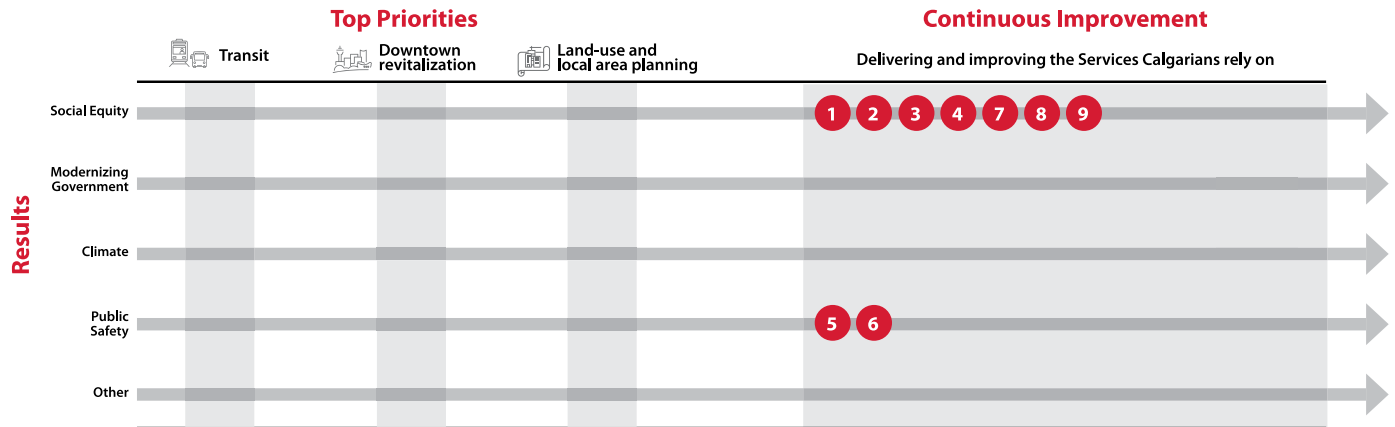
PM 2: Partners, collaborators and advisory board members who agree that Community Strategies is helping to remove barriers to participation in civic life (per cent).

PM 3: Agreement that the Anti-Racism Action Strategy is impactful in removing systemic racism (per cent).



## Progress on Service Delivery

### Alignment with Council Refined Priorities and Result Areas



#### Legend



Completed



Progressing as planned








Not progressing as planned



Initiative number

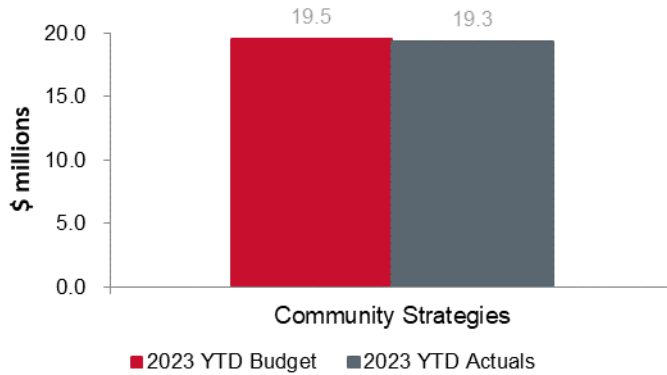
Initiative	Initiative Update	Status
1 Reduce poverty and remove barriers for those experiencing poverty to participate in civic life by advancing the Enough For All Strategy in partnership with Vibrant Communities Calgary (VCC), and other community collaborators working in the poverty reduction and homelessness space.	Vibrant Communities Calgary's (VCC) focus for 2023 is on affordable housing, justice, and health. With the University of Calgary, VCC has critical research underway and continues to convene Champions, and lead on policy and systems change within these levers. The Coordinated Community Extreme Weather Response provided 925 transports from LRT stations to emergency shelters during extreme cold nights.	
2 Improve access and strengthen support for Calgarians experiencing mental health and addictions through the implementation of actions in Calgary's Mental Health and Addiction Strategy.	Calgary's Mental Health and Addiction Strategy guided several investments in the first half of 2023, including \$400,000 over two years for a Mental Health Literacy Community Training and Education Initiative for youth led by and for Indigenous, Black, and diverse Racialized communities. Also, in 2023, the strategy is moving towards a shared impact model with greater community leadership and ownership to better respond to emerging work in the mental health and addictions sector.	
3 Increase the capacity of community organizations to prevent social issues and respond to emerging community need by developing and implementing investment frameworks such as the Family & Community Support Services fund (FCSS) and the Crime Prevention Investment Plan (CPIP).	In February, Council approved funding recommendations of \$40 million to 155 evidence-informed programs and initiatives that increase the social inclusion of Calgarians. Under the Capacity Building stream, FCSS funds are also supporting 31 organizations to strengthen their organizational effectiveness, increase their programs' impact, and address emerging issues and trends that are impacting Calgarians. Reaching our targeted objective, half of these initiatives are offered by organizations that are specifically led by and for Indigenous, Black and/or diverse Racialized communities.	
4 Increase the equity and accessibility of City services by supporting the understanding of the unique needs of Calgary communities and equity-deserving groups through policies, research and evaluation tools such as the Social Wellbeing Policy, the Equity Index, Equity Analysis Tools and the Equity in Service Delivery Fund.	Ten service lines have been selected for the Equity Organizational Maturity Assessment which will begin in August 2023. This will provide a benchmark for the organizational maturity of equity in the corporation and serve as a roadmap for future equity work.	

Initiative	Initiative Update	Status
5 Improve community safety through collaborative investments such as the Community Safety Investment Framework (CSIF) which guides investment in crisis prevention and improved crisis response; and the Building Safer Communities Fund, which seeks to further develop and enhance community-based prevention and intervention programs that reduce gun and gang violence.	The Community Safety Investment Framework (CSIF) is a collaborative investment effort between The City and the Calgary Police Service. Following an open call for proposals in February to March, \$9.1 million was dispersed to 26 community initiatives to improve support for Calgarians in crisis due to mental or emotional distress, or a threat to themselves or others' safety.	
6 Improve the resilience of children, youth and young adults at-risk of gang involvement and criminal activity by partnering with the Calgary Police Service, Alberta Health Services and the Calgary Police Youth Foundation to provide early intervention and prevention programs (MASST, YARD and ReDirect).	The Multi-Agency School Support Team (MASST), Youth at-risk Development (YARD) and ReDirect programs continue to provide early intervention and prevention programming to youth at risk for criminal involvement. All three programs are working with partners to provide service to clients, while also pursuing program improvement projects including: redeveloping the intake process for YARD, refining demographic data collection for MASST, and overall program redevelopment for ReDirect.	
7 Improve racial and social equity by taking actions to eliminate systemic racism in The City's processes, programs, services, practices and policies. We will accomplish this through the development and implementation of an anti-racism strategic plan and framework created in collaboration with internal and external partners.	Dismantling Systemic Racism, Transforming Lives: The City of Calgary Anti-Racism Strategic Plan (2023 – 2027), was launched in May, after extensive community and City staff engagements. The plan outlines five focus areas and nine strategic actions in each focus area to address systemic racism that impact Calgarians, City of Calgary employees and public safety. This is The City's first Anti-Racism Strategic Plan. It serves as a blueprint to achieving a racially-just Calgary.	
8 Improve access and social inclusion of diverse populations through the development and implementation of actions related to the Calgary Local Immigration Partnership, the Gender, Equity, Diversity and Inclusion Strategy, and the Seniors Age Friendly Strategy.	The Calgary Local Immigration Partnership (CLIP) approved and implemented a new governance model. Winter City Safety with a focus on social isolation and belonging, aging well in community through transitions are priority areas for Age-Friendly Calgary in 2023-24. Two new sites in city parks were added for the Free Period project (Olympic Plaza and Century Gardens). The program was also promoted, and dispensers improved through a youth art contest.	
9 Prevent social issues from escalating in severity and complexity for The City's ability to respond by monitoring and addressing emerging trends, and connecting with community members, community organizations, partners and advisory committees.	The Gender Equity, Diversity, and Inclusion Advisory Committee was utilized to help validate The City's Safe and Inclusive Spaces Bylaw. With other City services, we are convening emergency food providers to respond to emerging or persistent needs related to access to emergency food. Projects funded through one-time \$4M from the province for downtown revitalization underway. The Calgary Youth Project, a cross-corporate initiative that will inform a City-wide Youth Strategy released its final report.	



## Service Updates on Financial Performance

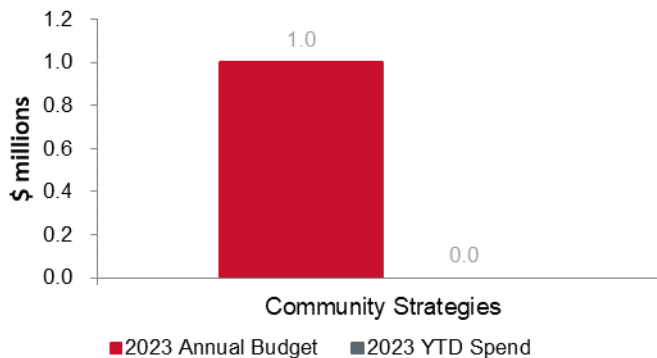
### Net Operating Budget and Actuals as of June 30, 2023



### Operating Budget Updates - 2023 YTD net operating budget vs actuals:

Community Strategies is on budget with a favorable variance of \$280 thousand mainly attributable to vacancy savings.

### Capital Budget and Spend as of June 30, 2023



### Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:

The Indigenous Memorial Site is in the engagement/pre-design phase. Most of the capital expenditures are anticipated for 2024.