

Community Strategies

Led by: Director of Community Strategies

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.

Value and benefits

We respond to unmet and emerging social needs that impact Calgarians' community well-being and safety. We identify and engage with community members, partner organizations, Council, and other City services that represent all aspects of the social need, as well as the diversity of our community. We convene broad networks of experts, including those with lived experience, and rely on the strength of data and research to assess and develop strategies to respond to these needs. Our ultimate goal is to build strong relationships and capacity with our partners by providing strategies that set direction on social issues, coordinate the right programming and service-delivery for Calgarians, and administer funding frameworks. It is our expertise and role as convener that sets us apart and positions us well for the efficient and effective response to complex social issues.

Customers

Community Strategies works to improve social well-being for our diverse populations within Calgary, particularly those experiencing vulnerabilities that make it harder for them to fully benefit from all Calgary has to offer. Our customers include community members and organizations, partners and other City services.

What we deliver

We provide strategic advice and expertise on unmet and emerging social issues. We convene and connect key experts on large-scale, complex issues impacting the well-being and safety of communities. Through evidence-informed strategies, we deliver implementation plans and funding frameworks that support programs and services, systems change initiatives and capacity building.

Partners

Community Strategies works with our partners to maximize the collective impact of our strategies and actions. Partners that help to achieve our outcomes include other City services, non-profit social service providers, other funders and orders of government, and community organizations. Advisory committees of Council provide insight and advice on specific social issues.

1:1.8	Ratio of available to needed FCSS funds
23	Communities below equity benchmark
111	Advisory Committee Meetings Held in 2021
1 in 10	Calgarians live in low income

Key assets

N/A – Community Strategies does not own or manage their own assets.

Community Strategies
2022 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*



* Gross operating budget may include internal recoveries that are also included in other services' gross operating cost.

Note: Internal recoveries is how The City accounts for the costs of goods or services between services

What we have heard & what we are watching

What we have heard

Engagement with Calgarians on Community Strategies (2021 Fall Survey of Calgarians) indicates that 90 per cent consider Community Strategies' services to be important, and 83 per cent are satisfied with the service. 95 per cent feel The City should invest the same or more and 75 per cent agree that Calgary is moving in the right direction to address social well-being. Calgarians ranked prevention, well-being and accessibility as the top values for the service.

Engagement with our direct customers (2021 Partnership Survey) indicates 87 per cent of organizations funded by Community Strategies agree they are well supported throughout the funding process. During the development of the Community Anti-Racism Action Strategy, which involved engagement with over 2,000 participants, many indicated that this was the first time they had an opportunity to share their lived experiences with racism.

What Council has directed

Community Strategies contributes to Council's vision for Calgary as a socially resilient, vibrant, safe and secure place to live, work and play, where people of all backgrounds belong. Working with internal and community partners, we respond to complex social issues such as poverty, social inequities, accessibility, inclusion, and mental health and addiction. We advance population-based strategies to support those experiencing vulnerabilities. Based on Council direction and the emerging needs of communities, we build frameworks that incorporate the latest research and expertise, best practices and actionable strategies for implementation. We administer Council-directed funding programs, including Family & Community Support Services (FCSS), a joint municipal-provincial funding program designed to establish, administer and operate preventive social services that support our goals of social inclusion and wellbeing, and addressing issues before they escalate.

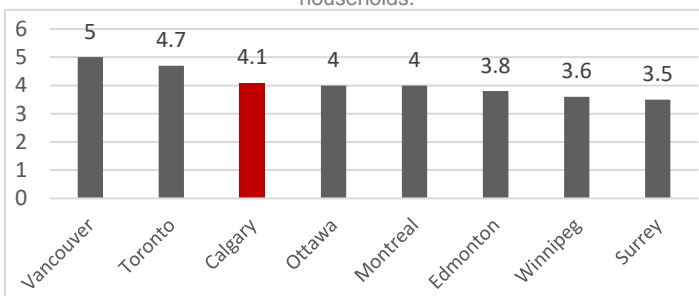
What we are watching

The last four years have been unprecedented in the complexity, scale and velocity of social issues impacting the globe and our local community. Issues related to systemic racism, social inequities spotlighted by COVID-19, crisis response, a rise in issues of addictions and drug poisonings, waning social connections and social unrest related to divergent points of view, are all trends we are monitoring and responding to. Adding to the complexity of these trends, we are watching the growing uncertainty that social organizations will be able to respond to these needs.

We continue to consider the needs and trends of those living in poverty; those experiencing mental health and addictions; and our fastest growing populations of seniors, immigrants and Indigenous people.

We closely monitor how social issues may impact our local communities and provide strategic advice with our partnerships, and to Council, community and internal services.

Ratio of after-tax income between the top and bottom 10 per cent of households.



The Source is Statistics Canada. Table 98-10-0096-01 Income inequality statistics across Canada: Canada, provinces and territories, census divisions and census subdivisions.

Comparing our service

In Calgary in 2020, the top 10 per cent of households had incomes 4.1 times higher than the bottom 10 per cent of households. The ratio for Canada overall was 3.8, with higher ratios indicating more income inequality. Compared to other Canadian cities with a population of at least 500,000, Calgary had the third highest ratio, indicating it is the third most unequal big city. Cities such as Edmonton (3.8), Ottawa (4.0) and Winnipeg (3.6) had lower income inequality than Calgary while Vancouver (5.0) and Toronto (4.7) had higher income inequality.

Measuring performance & where we want to go

For Council Approval

— Actuals ■ Expected Future Performance

PM1: Partners, collaborators and advisory board members who agree that Community Strategies is helping prevent social and community issues (per cent).



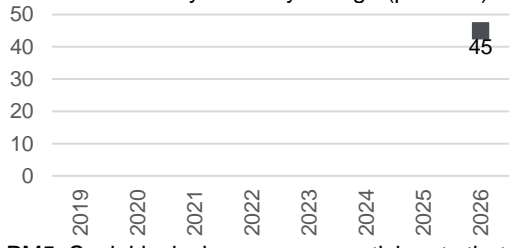
PM2: Partners, collaborators and advisory board members who agree that Community Strategies is helping to remove barriers to participation in civic life (per cent).



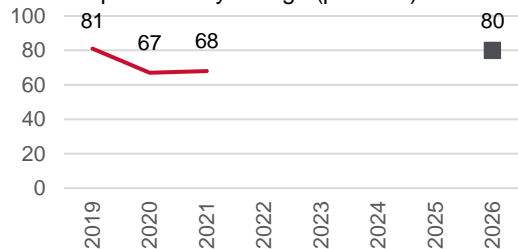
PM3: Agreement that the Anti-Racism Action Strategy is impactful in removing systemic racism (per cent).



PM4: Financial Empowerment program participants that report being less stressed about their financial situation than they were a year ago (per cent).



PM5: Social inclusion program participants that report feeling they have someone to enjoy their time with compared to a year ago (per cent).



Story behind the curve

Understanding if we are preventing social and community issues before they become a crisis is important. This is an expansion of a previous measure that was reported by select program partners in the past. Community Strategies will include this question in surveys to strategic collaborators. Given the expansion, previous data does not exist. However, based on the reporting from available groups in the past, we aim to achieve a future performance level of 85 per cent. If we achieve this value in the early years of the cycle, Community Strategies will increase the value accordingly.

Removing barriers to support civic participation is a key outcome for Community Strategies. Similar to the measure above, this is also an expansion of a previous measure that was sent to select program partners. Community Strategies will include this question in surveys to program and funding partners, as well as advisory board members. Based on the reporting from available groups in the past, we aim to achieve a future value of 90 per cent. If we achieve this value in the early years of the cycle, Community Strategies will increase the value accordingly.

Together with partners we work to implement strategies, guidelines and policies that remove barriers of systemic racism ensuring that Indigenous, Black and diverse Racialized Peoples can live, play and work in Calgary free of racism. With a focus on leading, coordinating and implementing the Anti-Racism Strategic Action Plan, we expect to turn the curve on perception of effectiveness in removing these barriers. We will use surveys with staff, community members and City leadership with an aim to achieve future performance of 85 per cent. If achieved before 2026 the value will be increased.

Increasing financial empowerment is an important element of social and economic resilience for Calgarians. Although this measure is similar to the financial perception measure in the previous cycle, the source and methodology is different and cannot be compared. The measure will be included in the Income and Asset Building survey given to program participants and is one of the main goals of the Family and Community Support Services program. Our future expected performance of 45 per cent by 2026 is conservative and if this measure is reached prior to 2026, it will be increased.

Improving the sense of social connection is an important element of social resilience for Calgarians. This measure is included in the Social Support and Daily Living survey and is one of the main goals of the Family and Community Support Services program. Again, we see the impacts of the pandemic on feelings of social isolation with a decrease in values for 2020 and 2021. Our future expected performance of 80 per cent by 2026, puts in place a clear goal to work with our partners to increase social inclusion and return to pre-pandemic levels.

What we plan to do

Result for 2023-2026

We will increase the resilience of the community to address complex social issues by building capacity with community partners and City services, and developing and implementing strategies that address the social equity and well-being of Calgarians.

How we are going to get there

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.

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.

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).

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.

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.

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).

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.

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.

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.

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	13,975		29,867		30,475		31,084	
Previously approved One-time budget		1,948		1,948		-		-
2022 One-time carry forward		1,100		-		-		-
Revenue Changes	-	-	-	-	-	-	-	-
Internal Recoveries Changes	-	-	-	-	-	-	-	-
Inflation	19	-	18	-	19	-	19	-
Operating Impact of Previously Approved Capital	-	-	-	-	-	-	-	-
Operating Impact of New Capital (Incremental)	-	-	-	-	-	-	-	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	270	2,000	590	7,000	590	7,000	290	7,000
Transfers (to)/from services**	15,602	-	-	-	-	-	-	-
Total net budget*	29,867	5,048	30,475	8,948	31,084	7,000	31,393	7,000

* The previous year's One-Time Budget is not carried forward to the following year.

** Base budget transfer from Social Programs and base budget transfer to Corporate Governance

Operating Grants to Civic Partners (\$000s)

Civic Partner	Budget as of April 30, 2022	2023	2024	2025	2026
Vibrant Communities Calgary***	484	1,003	1,021	1,041	1,060

*** Includes one-time budget of \$500 thousand each year in 2023-2026.

Total Operating Budget (\$000s) for Approval

	2022 Budget	2023			2024			2025			2026		
	At April 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	16,667	62,673	5,048	67,721	63,281	8,948	72,229	63,891	7,000	70,891	64,200	7,000	71,200
Recoveries	(744)	(3,103)	-	(3,103)	(3,103)	-	(3,103)	(3,103)	-	(3,103)	(3,103)	-	(3,103)
Revenue	-	(29,703)	-	(29,703)	(29,703)	-	(29,703)	(29,703)	-	(29,703)	(29,703)	-	(29,703)
Net	15,923	29,867	5,048	34,915	30,475	8,948	39,423	31,084	7,000	38,084	31,393	7,000	38,393
Base	13,975												
One-Time	1,948												

Note: Figures may not add up due to rounding.