

# Community Strategies

Led by: Calgary Neighbourhoods

## Description:

Community Strategies creates policies and strategies that are used by City departments, community partners, non-profit social service providers, industry and the public to advance common goals and vision around social wellbeing. We are responsible for implementing Council-approved strategies including the Enough For All poverty reduction strategy, the Seniors Age Friendly Strategy and the White Goose Flying report. In addition, support is provided to the Advisory Committee on Accessibility, the Calgary Aboriginal Urban Affairs Committee, the Social Wellbeing Advisory Committee and the Calgary Local Immigration Partnership to advance strategic plans aimed at furthering social wellbeing.

## Customers:

Community Strategies works to improve social wellbeing for all Calgarians by building strategies that improve quality of life results. Together with our partners, we advance policies and strategies that address social issues so that Calgarians across all ages, cultures and stages of life have opportunities to thrive.

## What is delivered to customers:

Through evidence-informed strategies, we champion the shared process of truth and reconciliation, use a prevention approach to stop problems before they begin, seek opportunities to support and grow culture, and support the provision of equitable services by developing strategic approaches that remove barriers to participation in civic life.

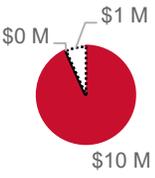
## Partners:

Community Strategies works with our partners to maximize the collective impact of our strategies. We support advisory committees of Council, other City services, non-profit social service providers, other funders and Calgarians to achieve our social wellbeing outcomes.

## Service need (value proposition):

We respond to unmet and emerging social needs identified by Council and Calgarians. We aim to address these needs by removing barriers to participating in civic life through the development and implementation of evidence-based strategies. These strategies set direction and coordinate efficient and effective programming and service-delivery for Calgarians by The City and our partners. We work to meet the needs of diverse Calgarians by advancing the principles of social wellbeing in our strategies. To do this, we consider our diverse populations, engage with stakeholders to determine community need, plan and implement strategic activities, and evaluate to ensure we are meeting the desired outcomes.

## Current state service value

<p><b>78%</b> agree The City fosters inclusion</p> <p><b>1 in 10</b> Calgarians live in low income</p>	<p><b>94</b> Truth and Reconciliation Calls to Action</p> <p><b>60%</b> Of seniors participate in civic decisions</p>	<p>2018 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*</p> <p><b>\$5.60</b> Annual operating cost per resident</p>  <p>* Gross operating budget and the service cost ratio may include internal recoveries that are also included in other services gross operating budget.</p>
<p><b>Connections to Citizen Priorities</b></p> 		<p><b>What the service includes</b> This service has no sub-services.</p> <p><b>Key Capital Investments</b> This service does not have a capital budget.</p>



## What we've heard and service outlook

### What we heard: Research & Engagement Results

Engagement with Calgarians on Community Strategies indicates that 89 per cent consider Community Strategies to be important and feel The City should invest more or the same in the service. Calgarians' belief that The City is moving in the right direction to ensure a high quality of life for future generations has been decreasing (66 per cent in 2015 to 61 per cent in 2018). Calgarians' belief that The City fosters a city that is inclusive and accepting of all has declined slightly from 80 per cent in 2015 to 78 per cent in 2018.

### What Council has directed

Community Strategies contributes to A Prosperous City by working in partnership with other orders of government, industry and the non-profit sector to support equitable access to services for Calgarians (P4). In addition, it contributes to A City of Safe & Inspiring Neighbourhoods by working with community partners to address social issues impacting older Calgarians (N1). We impact A Healthy & Green City by advancing strategic plans aimed at ensuring Calgary is an accessible and inclusive community for all ages and abilities (H4). In support of A Well-Run City, we also steward Council's Indigenous Policy (W5) and will continue to implement the calls to action through the implementation of the White Goose Flying report. We are responsible for implementing other Council directed strategies and policies including Enough For All and the Social Wellbeing principles.

### What are we watching?

Growing income disparity has been observed in Calgary in recent years. Low income is a barrier to quality of life, as people on low income spend a much larger share of their income on basic needs such as shelter, food and transportation. Addressing the root causes of poverty in our City is important to building resilience and increasing participation in civic life. In addition, seniors, immigrants and Indigenous people are the fastest growing populations in Calgary, increasing the demand for age-appropriate, accessible and culturally sensitive approaches to increase participation and improve wellbeing. Rising social disorder and an increasing number of apparent accidental opioid deaths have been observed recently.

### Benchmarking



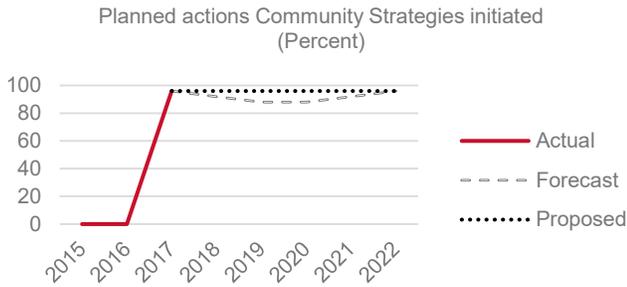
The policies and strategies developed for Calgary reflect the demographics and social wellbeing needs of our population, making them difficult to benchmark. Though strategies are evidence-based and informed by best practice, they are designed, delivered and evaluated in our local context. Where possible we are exploring opportunities to develop new benchmarking approaches through our data and municipal networks. In addition, we will develop and/or implement evaluations to ensure strategies are meeting their intended outcomes.

### What matters to Calgarians

VALUE DIMENSION	DESCRIPTION
Responsiveness	Respond to social issues to advance social wellbeing and quality of life results for Calgarians.
Prevention	Act to prevent social issues and strengthen social wellbeing.
Wellbeing	Develop plans, strategies and policies to address the needs of Calgarians.
Accessibility	Create plans, strategies and policies to remove barriers to participation in civic life.
Reconciliation	Develop and implement strategies and policies to advance truth and reconciliation outcomes.



## How is the Service performing? Where we are headed and where do we want to go?



Community Strategies' stakeholders who agree the strategy is helping prevent social/community issues (Percent)

<b>BASELINE TBD</b>
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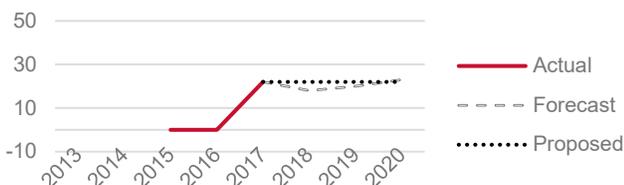
Community Strategies' stakeholders who agree the strategy is helping remove barriers to participation in civic life (Percent)

<b>BASELINE TBD</b>
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Community Strategies' stakeholders who agree that the service is advancing truth and reconciliation outcomes. (Percent)

<b>BASELINE TBD</b>
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Financial Empowerment Initiative program participants that report being currently financially better off than they were a year ago (Percent)



### Story behind the curve

Improving the social wellbeing of Calgarians is integral to our service and is at the core of the Enough For All poverty reduction strategy. The Financial Empowerment Initiative is one aspect of this strategy that helps low income Calgarians increase their economic participation. In 2017, 22 per cent of financial empowerment program participants indicated that their financial situation had improved from a year ago. By continuing to coordinate and invest in financial empowerment more low income Calgarians will have opportunities to thrive.

Community Strategies works with partners and stakeholders to respond to social issues (such as mental health and addictions) faced by Calgarians and prevent future negative impacts to their wellbeing. Working with our partners to develop and implement strategies that are preventive in nature and promote social wellbeing demonstrates our commitment to improving social conditions. With continued investment and increased coordination of preventive activities, perceptions of our impact will improve.

Together with our partners we work to implement strategies and policies that remove barriers to participation in civic life. With a focus on leading and coordinating strategies that ensure all Calgarians can participate, we expect to turn the curve on our stakeholders' perceptions of our effectiveness in improving accessibility.

With a commitment to advancing the White Goose Flying recommendations, Community Strategies will focus on activities and outcomes that advance truth and reconciliation and fairly address the needs and experiences of Indigenous people in our community. Building strong relationships with Calgary's Indigenous community in the development and implementation of our strategies will help to grow culture in our city, and advance truth and reconciliation outcomes.

To measure progress in advancing strategies we monitor our planned actions. Through intentional work plans and project management and a focus on strategic projects, 96 per cent of planned actions for strategies were implemented in 2017. As we are challenged by complex social issues we must build strong, effective and intentional relationships with a network of community partners to develop and implement strategic actions effectively.

The middle first three measures do not have data at this time and will be reported when the data is available.



## What do we propose to do?

### What we propose to continue doing

STRATEGY
Work with partners to collectively implement shared priority areas from the updated Enough For All Strategy to support poverty reduction.
Work with community partners to advance key activities (including an indicator reporting plan) within six priority areas of the Seniors Age Friendly Strategy.
Support Council advisory committees and community partners to advance strategic plans to increase participation in civic life.
Collaborate to implement new actions based on equity, prevention, truth and reconciliation, and culture to advance social wellbeing.

#### Why?

Community Strategies needs to address the barriers faced by Calgary’s diverse population to advance social wellbeing and improve the quality of life for all Calgarians. We will continue to work with partners to achieve collective impact within The City and the community.

### What we propose to do less of

STRATEGY
Focus on implementing actions that are being advanced by the community to decrease duplication and ensure coordination.

#### Why?

Community Strategies is directed by Council to scope, develop and implement strategies. The focus on different strategies may change over time based on Council direction or as strategies are implemented. It is not expected that any strategies will draw to a conclusion during the 2019-2022 cycle.

### What we propose to do more of or include as a new offering

STRATEGY
With partners, develop a strategy to advance gender equity and diversity in City services, governance and workforce.
Advance engagement to establish an Indigenous Relations Office to support The City’s advancement of Truth and Reconciliation as outlined in White Goose Flying.
With partners, develop a community-wide mental health, addiction and crime prevention strategy to support Calgarians’ social wellbeing.

#### Why?

Community Strategies will advance Council approved strategic initiatives including the advancement of gender equity and diversity and support for mental health and addictions. The service will also work to develop a new vision for The City's work with Indigenous people by establishing an Indigenous Relations Office.



## What Operating Budget do we need to achieve these results and strategies?

For Council Approval

SERVICE PERFORMANCE RESULTS FOR 2019-2022	CURRENT	TREND
Planned actions Community Strategies initiated (Percent)	92	↔
Community Strategies' stakeholders who agree the strategy is helping prevent social/community issues (Percent)	0	↔
Community Strategies' stakeholders who agree the strategy is helping remove barriers to participation in civic life (Percent)	0	↔
Community Strategies' stakeholders who agree that the service is advancing truth and reconciliation outcomes (Percent)	0	↔
Financial Empowerment Initiative program participants that report being currently financially better off than they were a year ago (Percent)	18	↔

### Breakdown of net operating budget (\$000s)

	2019	2020	2021	2022
Previous Year's Budget	10,339	7,320	7,474	7,601
Less Previous Year one Time	(7,350)	-	-	-
Base	2,989	7,320	7,474	7,601
Revenue Changes	-	-	-	-
Internal Recovery Changes	-	-	-	-
Inflation	10	11	11	11
Operating Impact of Previously Approved Capital	-	-	-	-
Operating Impact of New Capital (Incremental)	-	-	-	-
Efficiencies	(6)	(7)	(7)	(7)
Service Reductions	-	-	-	-
Service Increases	4,327	150	123	-
One Time	-	-	-	-
Realignments	-	-	-	-
Total	7,320	7,474	7,601	7,605

### Operating Grants to Civic Partners (\$000s)

Civic Partner	2018 Budget at Mar 31	2019	2020	2021	2022
VCC Initiatives Ltd. (Vibrant Communities Calgary)	500	500	500	500	500

### Total Operating Budget (\$000s) for Approval

	2018 Budget	2019			2020			2021			2022		
	At Mar 31	Base	One-Time	Total									
Expenditure	11,086	8,067	-	8,067	8,221	-	8,221	8,348	-	8,348	8,352	-	8,352
Recoveries	(747)	(747)	-	(747)	(747)	-	(747)	(747)	-	(747)	(747)	-	(747)
Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-
Net	10,339	7,320	-	7,320	7,474	-	7,474	7,601	-	7,601	7,605	-	7,605



# Recommended Capital Investment to Support Service Delivery

For Council Approval

## Capital Budget for Council Approval

ACTIVITY	DESCRIPTION	2019 REQUEST (\$000s)	2020 REQUEST (\$000s)	2021 REQUEST (\$000s)	2022 REQUEST (\$000s)	2023+ REQUEST (\$000s)	Total REQUEST (\$000s)
Annual Investment Program(s)		-	-	-	-	-	-
Project(s)		-	-	-	-	-	-
Program(s)		-	-	-	-	-	-
<b>Sub-Total (New Budget Requests)</b>		-	-	-	-	-	-
Previously Approved Budget Remaining		-	-	-	-	-	-
<b>Total Capital Investment</b>		-	-	-	-	-	-

## Explanation of Capital Budget Requests

No new Capital Budget for approval.