

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

Key service results

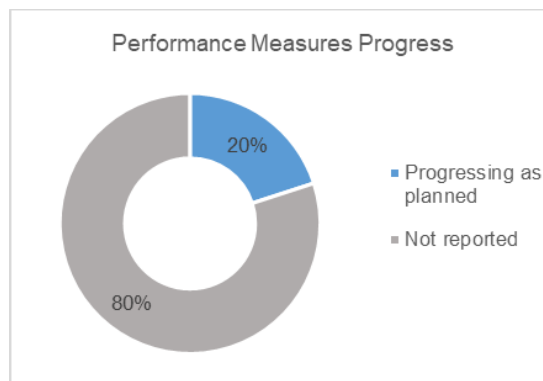
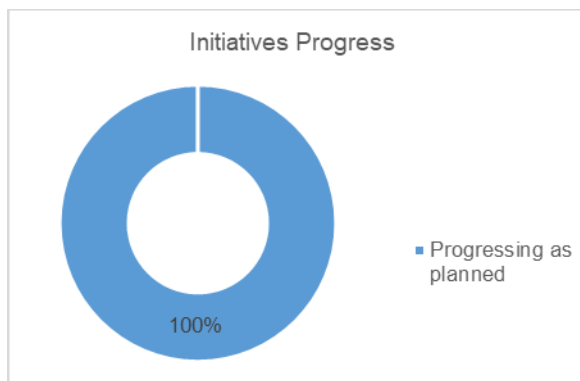
Funding allocated to partners to support Calgarians, particularly those experiencing vulnerabilities, included:

- Basic needs programs (\$2.8 million)
- Non-profit capacity-building (\$1.5 million)
- Services that: Increase social inclusion (\$41.4 million), reduce crime and violence (\$4.5 million), respond to mental health and addiction related issues (\$5.3 million) and Increase community safety for those in crisis (\$4.7 million)

Additional positive impacts for Calgarians:

- 1,000+ Racial Justice Conference participants identified actions that The City could take to progress the Anti-Racism Program, such as increasing opportunities for Indigenous, Black and Racially diverse people to participate in Advisory committees and program development. (Initiative 7)
- The Equity in Service Delivery Fund enabled eight City Services to access start-up funds for 13 innovative projects that improve equitable delivery of services to Calgarians. (Initiative 4)
- The Coordinated Community Extreme Weather Response enabled over 3,100 transports from LRT stations to emergency shelters between December 1 and March 31, an increase of 335% over last winter. (Initiative 1)

Progress summary



Risk(s) impacting the progress

Community partners/organizations' capacity to partner with The City to meet the increasing needs of Calgarians for social supports
Ability of The City to meet the social wellbeing and safety needs of Calgarians
Ability to recruit and retain qualified employees in specialized roles/positions due to the competitive labour market



Measuring Our Performance

Legend

Actuals

Expected Future Performance

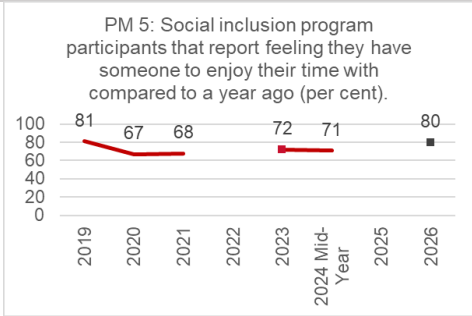
Progressing as planned

Not progressing as planned

Performance Measures

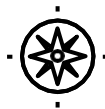
Story behind the numbers

Status



A sense of social connection among residents is critical to a socially resilient Calgary. It is also an outcome area of Family and Community Support Services (FCSS) programs. This measure compares responses of FCSS program participants before and after program completion. Based on data that funded organizations have shared for the first six months of 2024, we estimate that feelings of social isolation have declined for a significant number of post-program participants.





Progress on Service Delivery

PROGRESS STATUS



Completed



Progressing as planned



Not progressing as planned



Not started

FUNDING TYPE



Capital



Operating

Initiative 1		Impact Area: City-wide	Funding Type: 
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.			
UPDATE 	Vibrant Communities Calgary (VCC) continues to steward The City's poverty reduction strategy 'Enough for All' by leading collaborators in policy and systems change to understand and address issues in affordable housing, justice and health. The City made a one-time investment in Q2 of about \$2.5 million to the United Way of Calgary and Area's Basic Needs Fund to support affordability needs of Calgarians. The Coordinated Community Extreme Weather Response partnership expanded to 7 days-a-week and provided over 3,100 transports from LRT stations to emergency shelters December 1 - March 31.		
Initiative 2		Impact Area: City-wide	Funding Type: 
Improve access and strengthen support for Calgarians experiencing mental health and addictions through investment in, and implementation of, actions in Calgary's Mental Health and Addiction Strategy.			
UPDATE 	Mental Health & Addiction (MHA) Strategy improvements are advancing by expanding our partnerships, refining roles/responsibilities, collecting local data for local solutions and continuing to invest. MHA investments in 2024 to date were \$5.3 million in almost 30 community-led programs that support approximately 12,000 Calgarians. The City continues to convene the Community Investment Table, pooling funds with other funders & foundations, resulting in an investment of \$1.8 million in 11 innovative fast pilot initiatives and \$250,000 in a mental health literacy initiative.		
Initiative 3		Impact Area: City-wide	Funding Type: 
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).			
UPDATE 	Funding applications are currently being accepted through the following investment frameworks: • The Beltline Community Investment Fund • Building Connected Communities • Family and Community Support Services (FCSS). Demand for funding continues to increase, with a funding gap of \$44 million. 294 applications were received through the FCSS call for funding, with a funding-sought to funding-available ratio of \$85 million to \$41 million. The Crime Prevention Investment Plan framework is currently undergoing evaluation to take advantage of best practice in community crime prevention.		
Initiative 4		Impact Area: City-wide	Funding Type: 

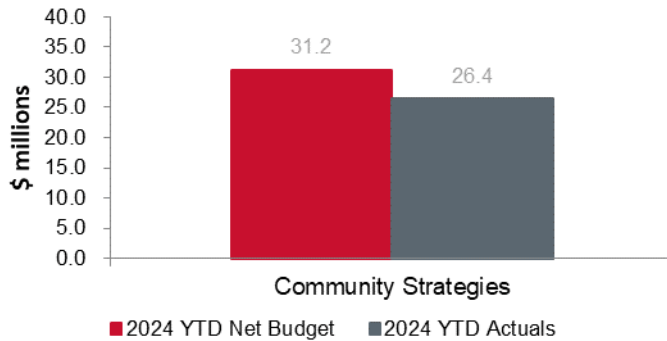
Increase the equity and accessibility of City services by supporting the understanding of the unique needs of Calgary communities and equity-deserving groups through policies, research and evaluation tools such as the Social Wellbeing Policy, the Equity Index, Equity Analysis Tools and the Equity in Service Delivery Fund.		
UPDATE 	The Equity Program team has administered equity organizational maturity assessments for 20 City services and 10 more services are anticipated to be completed by the end of 2024. Maturity assessments provide benchmark scores on equity-based approaches in service delivery and provide valuable intelligence on next steps to improve Calgarians' access to services and programs. The Equity in Service Delivery Fund provided over \$1 million in funding to 13 projects across eight City services. This funding supports projects with a focus on improving access to City services.	
Initiative 5	Impact Area: City-wide	Funding Type: 
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.		
UPDATE 	Collaborating with Calgary Police, the Anti-Racism Team and external experts, \$4.5 million has been allocated to 26 programs through the Community Safety Investment Framework. Funded programs focus on the wellbeing of Calgarians experiencing crisis by strengthening crisis triage, integrated support and access for those in crisis. 13 community gun and gang prevention programs received \$2.7 million through the Building Safer Communities Fund. The final year of funding from Public Safety Canada is smaller than the previous years. Administration continues to advocate for sustainable funding.	
Initiative 6	Impact Area: City-wide	Funding Type: 
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.		
UPDATE 	A Racial Justice Conference was hosted by The City for members of the public, community, cultural and professional organizations and elected officials, focusing on actionable strategies to create safe spaces and increase opportunity for equity-denied groups to contribute to policy and programs. An Anti-Racism training module is being piloted by a focus group of 40 City leaders prior to full Corporate roll-out in September. Awareness workshops have been delivered to 15 City business units on the Anti-Racism Strategic Plan and framework, to identify strategies and grow a network of champions.	
Initiative 7	Impact Area: City-wide	Funding Type: 
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.		
UPDATE 	Age-Friendly Calgary and the Advisory Committee on Accessibility worked to address barriers experienced in winter by seniors and people with disabilities, including the creation of a web resource for older adults and recommendations to Council for revisions to the Winter Maintenance Policy. The Calgary Local Immigration Partnership (CLIP) concluded a 2023 newcomer survey, equipping CLIP with a better understanding of local need. CLIP submitted a five-year funding request to Immigration, Refugees, and Citizenship Canada to continue improving access, inclusion, and systemic action.	
Initiative 8	Impact Area: City-wide	Funding Type: 
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.		

UPDATE 	The Social Wellbeing Advisory Committee assessed 10 City projects on equitable service provision, food resiliency and community safety. The Access Design Sub-Committee made site visits and provided input on safety and accessibility practices. Age-Friendly Calgary engaged seniors' sector organizations to assess the needs of older adults to inform future strategy. The Calgary Local Immigration Partnership (CLIP) completed a Community-Based Plan to guide future actions. Research was conducted on local emerging trends related to mental health and to inform the Mental Health and Addiction Strategy.
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Service Updates on Financial Performance

Net Operating Budget and Actuals as of June 30, 2024



Operating Budget Updates - 2024 YTD net operating budget vs actuals:

Community Strategies service has a favourable operating variance of \$4.8 million.

As of June 2024, the reason for the Community Strategies service variance is the timing difference between the budget and when the Basic Needs Fund grant payments are issued. The call for funding proposals is currently open, proposals will be assessed through 2024 Q3 and funds will be issued in Q4.

Capital Budget Updates - 2024 total capital budget vs 2024 YTD spend:

Community Strategies service has no capital budget in 2024.