



ANNUAL IMPACT REPORT 2016

Evaluating Community
Outcomes and Impact

WE ARE ALL
CALGARY.



United Way
Calgary and Area

PRESIDENT AND CEO'S MESSAGE



The 2016 Annual Impact Report reflects United Way's role in bringing people and organizations together to overcome poverty, help kids succeed, and build strong communities. It features the approaches used to strengthen the network of services, and influence systems and policy in an effort to continue making a critical difference in our city.

The Annual Impact report is a highlight reel of the successes United Way shares with its partners in the community. By concentrating on evidence-based social programs and initiatives, we were able to impact the lives of five hundred people every day. We focused on skill building programs to expand opportunities through Financial Empowerment, remove barriers to high school completion, and activate community hubs to foster a sense of inclusion and belonging. Thanks to United Way partners, donors, and volunteers, I am proud to say we were able to support more than 178,770 Calgarians in 2016.

By remaining committed to engaging the community, partnering with key players, and investing in wide-ranging supports that work together to help Calgarians overcome life challenges, we were able to create positive change. At the end of the day, we know we cannot solve these complex issues alone and we need all of Calgary working together.

Despite the economic downturn, the collective actions of United Way and its partners, donors, and volunteers, resulted in thousands of individual and shared triumphs. We are pleased to help build a system where each of us is able to contribute to have greater impact in Calgary.

WE ARE ALL CALGARY.

Sincerely,

A handwritten signature in black ink that reads "Karen Young". The signature is fluid and cursive.

Karen Young

President and CEO, United Way of Calgary and Area

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Photo Credit: Philip David, Urban Exposure Project

WE ARE ALL CALGARY.

UNITED WAY INVESTMENTS

\$44,403,300

Total funds allocated in 2016 through Community Investments and Collaborations. This total includes \$930,000 that was distributed from the Tomorrow Fund.

\$9,981,000

Invested in
OVERCOMING POVERTY

\$14,118,100

Invested in
SUCCESSFUL KIDS

\$20,304,200

Invested in
STRONG COMMUNITIES

+ \$7,074,400

Total funds designated as donor choice in 2016[†]

\$51,477,700

Total United Way 2016
Community Investment

[†]United Way does not evaluate agencies, programs, or initiatives funded through donor choice.

TOGETHER, WE INVESTED IN:

50 collaboratives
& initiatives

178 programs at

104 agencies*

As a result of these investments:

178,771 unique individuals
were supported.

500 Calgarians were supported
every day through United Way
funded programmatic investments.

260,149 individuals were directly
engaged through collaboratives,
partnerships, and initiatives.

16,329

people volunteered

466,983
hours

Thanks to the support of donors, United Way partners with high impact organizations to make lasting change by investing in agencies, collaboratives, and change initiatives. United Way of Calgary and Area has one of the lowest fundraising costs in Canada, with only 10% of dollars raised allocated towards fundraising and operating costs**. The rest is invested in the community.

*Some agencies have programs in more than one focus area and they are not counted twice.

** For a detailed breakdown, please visit CRA.gc.ca and review Schedule C of our financial statements.

UNITED WAY'S FOCUS

OUR VISION is a great city for all.

OUR MISSION is to improve lives and build extraordinary communities by engaging individuals and mobilizing collective action.

United Way of Calgary and Area partners with agencies, donors, workplaces, government, academic community, and volunteers to work towards the vision of a city that is great for all – one where people have access to opportunities, kids complete school and are successful adults, and communities are connected and actively creating solutions to problems like domestic violence. By investing in United Way, you invest in proven and innovative strategies to address social issues in the areas of poverty, kids, and communities.



OVERCOMING POVERTY



SUCCESSFUL KIDS



STRONG COMMUNITIES


THE 10 OUTCOMES

United Way envisions a city that is great for all; one where people have opportunities, kids complete school, and communities are engaged. Focusing on the 10 outcomes below in the areas of Overcoming Poverty, Successful Kids, and Strong Communities is critical to long-term, sustainable change in our city, and helps us achieve this vision. United Way invests in these areas and works to achieve greater innovation, policy and systems change, as well as community impact.

United Way is uniquely positioned to deliver on these 10 outcomes through rigorous accountability processes and capacity building for agencies.

OVERCOMING POVERTY	SUCCESSFUL KIDS	STRONG COMMUNITIES
Basic needs are met	Achieve developmental milestones	Families and individuals have supportive relationships
Opportunities for Calgarians to achieve financial stability and an enabling income	Develop a strong sense of self, empowerment, and make positive decisions	Residents achieve positive changes in building stronger communities
Opportunities for Calgarians to achieve employment goals	Successfully transition to adulthood	Families and individuals are connected to networks and resources to create positive well-being
		Neighbourhoods achieve positive change

OVERCOMING POVERTY



At 23, I found out I had mental health issues.

I AM CALGARY.

It made it difficult to function, be around others, and hold a job.

Travis, former participant of Prospect's Career Links program. Prospect is a United Way funded agency.

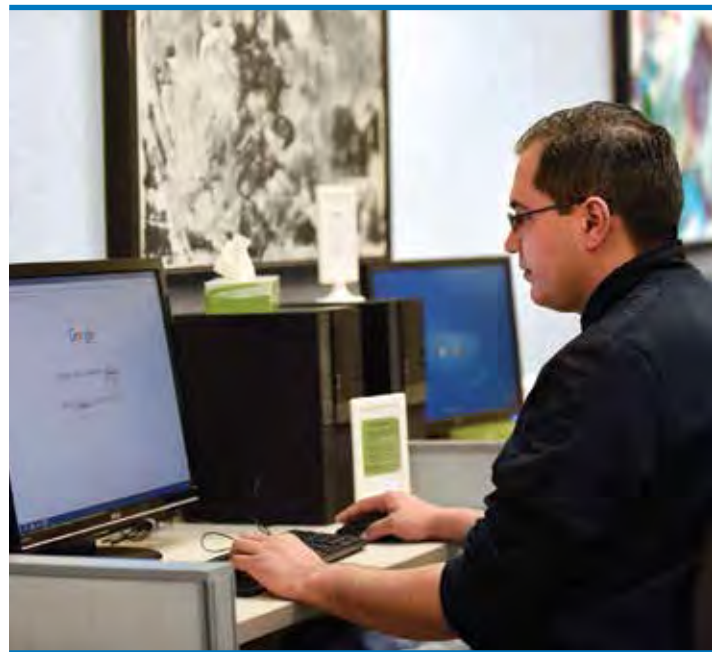
Overcoming poverty leads to more opportunities and has a positive effect on well-being, health, and overall quality of life. Complex challenges like job loss, illness, and mounting cost of living preclude many Calgarians from building a successful life. By addressing the root causes of poverty and providing access to supports, services, and resources that give individuals the ability to overcome financial barriers or mental health issues, United Way ensures Calgarians are provided the opportunity to improve their quality of life. We work together with partner agencies to ensure that basic needs are met, individuals gain access to opportunities to achieve employment, financial stability, and an enabling income.

TRAVIS'S STORY

After a decade of learning to accept my condition and becoming more stable on medication, I was finally ready to look for work and gain my independence. I was nervous about my ability to get a job, and worried about my social and stress management skills after being unemployed for so long.

Prospect's staff provided me with the support I needed in my job search and applications. They made sure I had a continued relationship with my psychiatrist, helped me find a position that was a good fit, and gave me interview practice. Through Career Links, I also received training in stress and relationship management so I would have the skills needed to keep my job.

I'm proud to say that I have been working at a job I enjoy for a year now. My new sense of independence has given me hope and a positive outlook for a brighter future. I plan to write a book so that other people who have experienced what I have will know that they are not alone.



WE ARE ALL CALGARY.

BY THE NUMBERS

36 high impact programs & initiatives were delivered by

25 partner agencies

4,448
volunteers contributed

93,647
hours to these programs in 2016

United Way's work in the area of poverty reduction starts with the belief that, like Travis, every Calgarian has the potential to thrive. Getting laid off unexpectedly or dealing with mental illness can make financial stability hard to maintain. Travis is not alone in his experience. In 2016, unemployment in Calgary rose to a peak of 10% with more than 91,000 Calgarians in search of work.¹ At the end of 2016, Calgarians had some of the highest debts in the country, averaging \$28,810², not including mortgages.

Supporting people in overcoming poverty is a priority for United Way and its partners in the community from our agencies and our partners in Enough for All. Together we tackle the root causes of poverty by first ensuring people have basic needs (food, shelter, and clothing) and then building toward stability with employment programs and skills for their own financial planning. In 2016, we also tackled systems level change with our Financial Empowerment partners, calling for safer payday loan rules to protect Calgarians seeking loans to manage a crisis.

United Way proudly partners with 25 agencies toward the goal of overcoming poverty. In 2016, 36 high impact programs and initiatives were delivered by these 25 partner agencies. Calgarians in poverty are getting the support they need thanks to local agencies, United Way donors, and 4,448 volunteers who contributed 93,647 hours to these programs in 2016 alone.

5:1

Social Return on Investment
five dollars of social value was created for every dollar invested.

¹ <http://www.statcan.gc.ca/tables-tableaux/sum-som/l01/cst01/lfs03k-eng.htm>

² <http://www.cbc.ca/news/business/equifax-debt-loads-1.3884993>

United Way and our partners in the community are committed to high quality programs that positively impact Calgarians. Agencies measure the number of people who achieve the results planned for the program. United Way combines these to show what agencies are achieving together for our community. As needed, staff and our high skilled volunteers, the Group for Assisting and Improving Non-profits (the GAIN Team), support agencies to continually improve their services.

Here are some of the results we achieved together with our partners in 2016:

THE OUTCOMES	IMPACT	THE RESULTS
Basic Needs are met (food, shelter, clothing)	<p>94% of people reported their basic needs were met.</p>	<p>27,785 people had their basic needs met.</p>
People have opportunities to achieve employment	<p>92% of people reported decreased barriers to employment opportunities.</p>	<p>8,396 people gained opportunities to work.</p>
People have opportunities to achieve financial stability and an enabling income	<p>93% of people reported being better connected with appropriate financial literacy resources.</p>	<p>3,566 people gained financial literacy.</p>

To see all of the results, please visit www.calgaryunitedway.org/impact

COLLABORATIVES IN ACTION

In addition to funding programs, United Way works with its partners to address the causes of the social issues in our city. This work is done with local agencies, government, workplaces, academic community, and volunteers in order to change social conditions. One example of our collaborative work in 2016 is the Basic Needs Fund.

BASIC NEEDS FUND

United Way collaborates with Red Cross, Bow West Community Resource Centre, Sunrise Community Link, Distress Centre, and CUPS to administer this fund.

There are 127,000 Calgarians living below the poverty line. Basic Needs Fund partners are there to help them efficiently access basic needs like food, shelter, and clothing. The fund is part of the Financial Empowerment initiative, and its partners have expanded training of front-line workers to include financial coaching. Now, when a low-income Calgarian comes to a partner for basic needs, they can also discuss ways of improving their finances.

In 2016, the Basic Needs Fund added a sixth partner, Sunrise Community Link. With this addition, the number of people helped increased by 13 per cent (or 187 people) year over year.³ Thanks to United Way donors, strong partnerships with The City of Calgary, and our Financial Empowerment partners (see page 12), the average amount of support received by someone accessing the Basic Needs Fund increased by 12 per cent.⁴

"In the current economic climate, any of us can be vulnerable to financial struggles. This means anyone can have a tough time making ends meet, including meeting food, shelter, and security needs."

LOOKING AHEAD WITH OUR PARTNERS

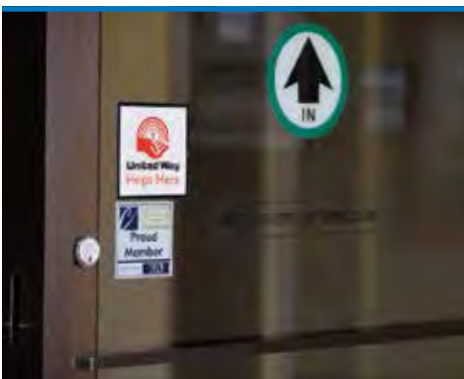
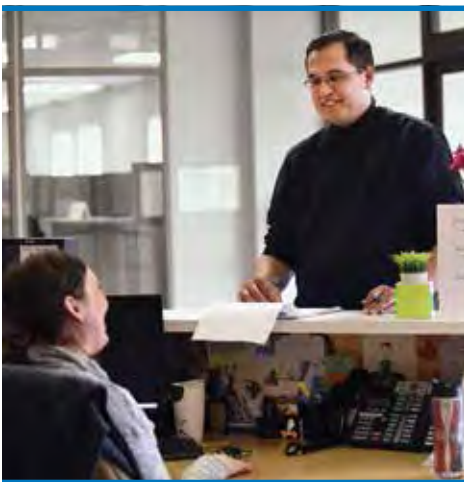
Throughout 2017 and beyond, United Way will continue to bring key partners and agencies together to address the root causes of poverty. With our partners in Enough for All, we will remain focused on reducing poverty in Calgary by 50% by 2023. With all of our agencies partners, we will work towards building a city where everyone has the opportunities they need to thrive.

³ 1360 clients served in 2015 and 1547 clients served in 2016.

⁴ \$429 in 2016 and \$384 in 2015.

FROM POVERTY TO POSSIBILITY

Our entire city is impacted by poverty. When people are supported to overcome poverty they have opportunities for success that would not be available otherwise. Calgarians with stable finances have more money to pay for necessities and save for hard times, which positively impacts our economy. We are proud to report that our investments in employment and financial stability, basic needs, shelter, and housing and the work of our agency partners have a Social Return on Investment of 5:1⁵. This means five dollars of social value was created for every dollar invested.



“Life keeps getting better and better.” - Travis, former participant of Prospect’s Career Links, a United Way funded program

⁵ For more information on Social Return on Investment, visit www.calgaryunitedway.org/impact.



Financial Empowerment

United to reduce debt, grow savings, build assets.

Financial Empowerment addresses the root causes of poverty and provides Calgarians struggling to make ends meet with opportunities to reduce debt, grow savings, and build assets. We are excited to share this 2016 Annual Report highlighting the results of Financial Empowerment's second year.

ISSUE

127,000

Calgarians struggle to make ends meet every day.

1 in 5

Calgarians are concerned about not having enough money for food.

3 in 10

Calgarians are worried about keeping a roof over their head.⁶

With the economic downturn and resulting layoffs, anyone can be vulnerable.⁷

"Calgary has become a shining example of how collaboration between partners can lead to tangible efforts to financially empower individuals and families in need. I am so impressed, both by the can-do spirit and real progress in Calgary."

- Jonathan Mintz,
Founding President and CEO,
Cities for Financial
Empowerment Fund

⁶ The City of Calgary and United Way of Calgary and Area. (2009). Signposts II: A survey of the social issues and needs of Calgarians. Recent Immigrants theme report. Calgary, AB. p.44.

⁷ Statistics Canada (2016). Low-income statistics by age, sex and economic family type, Canada, provinces and selected census metropolitan areas (CMAs). [Table 206-0041]. Retrieved from: <http://www5.statcan.gc.ca/cansim/a26?lang=eng&id=2060041>

APPROACH

In 2015, United Way of Calgary and Area (United Way), in partnership with The City of Calgary (The City), Vibrant Communities Calgary, and Momentum, officially launched Calgary's community-driven poverty reduction strategy. Enough for All aims to reduce poverty in our city by 50 per cent by 2023.

Together with Bow Valley College and the Government of Alberta, the above partners launched Financial Empowerment to ensure everyone in Calgary has the income and assets needed to thrive – a key Enough for All goal.

Calgary is the first city in Canada to implement a Financial Empowerment model. This city-wide initiative focuses on the root causes of poverty by working to provide Calgarians living on low-incomes with supports and opportunities to:

REDUCE DEBT • GROW SAVINGS • BUILD ASSETS

This proven combination of strategies will lead to the achievement of Financial Empowerment's bold goal:

45,600 Calgarians living on a low-income will see a positive change in their net worth by 2023.

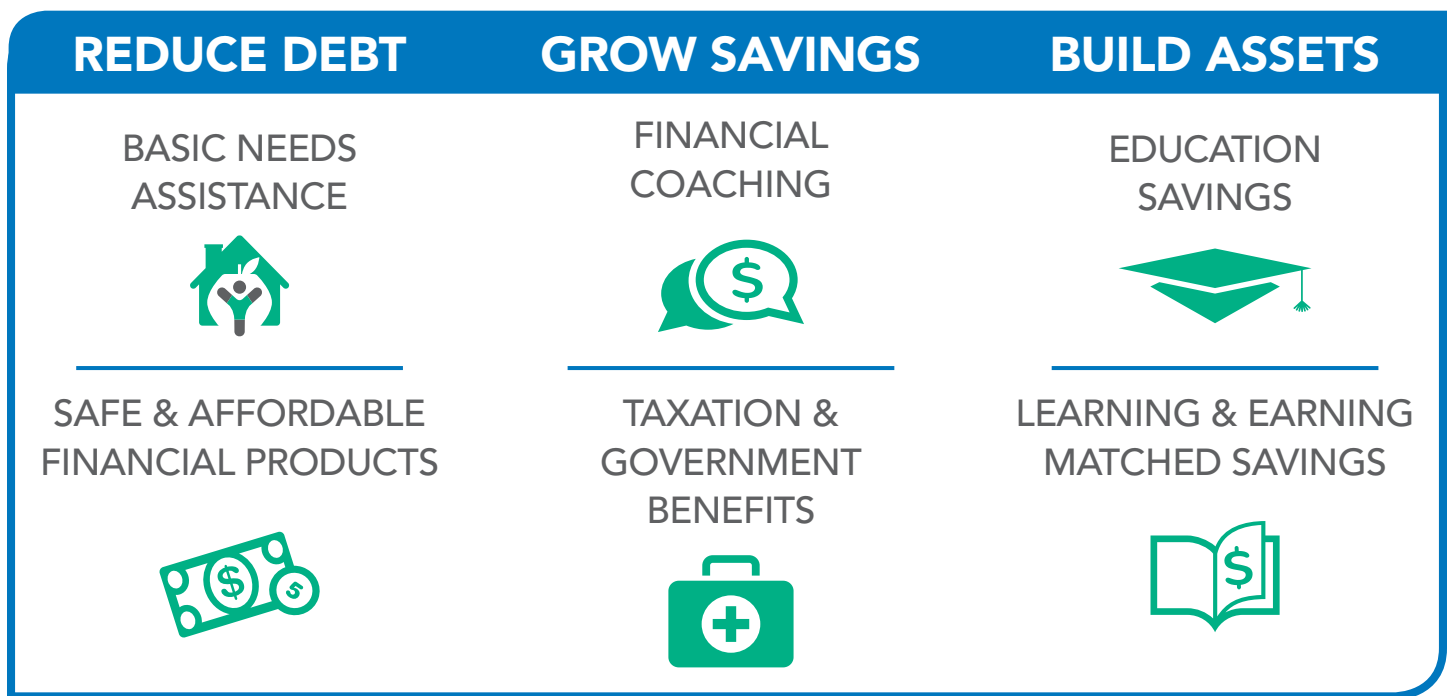
We are on our way to achieving our bold goal. To date, 9,434 Calgarians living on a low-income are already seeing a positive change in their net worth.

WORKING TOGETHER FOR GREATER IMPACT

No single organization can solve poverty alone. The complex work of reducing poverty must be accomplished through intentional collaboration between community agencies, corporate partners, government, individual philanthropists and academic institutions. United Way's role is to bring together the right partners to test, prove, and then scale solutions needed to implement Financial Empowerment in Calgary. We are proud that 14 new partners joined Financial Empowerment in 2016, for a total of 108 organizations working together to reduce poverty in our city.

STRATEGIES AND RESULTS

2016 focused on strengthening our partnerships, advocating for policy and systems changes, and increasing the number of Calgarians benefitting from Financial Empowerment services and supports. Below are the six evidence-based and complementary Financial Empowerment strategies:



“Since participating in Financial Coaching training, I have trained eight people on my team. Our program now uses many of the tools from the course, changing the way we approach budgeting with clients. I have plans to train the rest of my team in 2017.”

- Amy, Case Manager, Discovery House Family Violence Prevention Society

Some of the key results from 2016 include:

- **4,602** tax returns filed by 265 trained volunteers, resulting in **\$3.48** million in tax refunds for Calgarians living on low incomes. **1,228** of these returns were filed by Calgary families who subsequently qualified for the new Alberta Child Benefit, receiving an additional **\$1.35** million to support their children.
- **62** front-line agency staff trained to coach individuals experiencing financial stress, ensuring more individuals and families living on low-incomes can learn strategies to reduce debt, increase savings, and build assets.
- **713** RESPs valued at **\$365,500** opened with the support of **14** partner agencies. Because children with RESPs are three to six times more likely to go on to post-secondary education, this is a long-term strategy to end intergenerational poverty in our city.
- In addition to supporting important changes to bylaws governing payday lending practices in Calgary, Financial Empowerment partners made recommendations that helped shape Bill 15, An Act to End Predatory Lending. Passed in the provincial legislature in May 2016, Bill 15 reduced the maximum allowable interest rate to \$15 per \$100 - now the lowest payday lending rate in Canada.

“Single mothers, seniors on full benefits, and new Canadians struggle to get by with payday loan debt. We fundamentally believe that those least able to afford credit should not have to pay the most to borrow money. With the new regulations we contributed to, Alberta has gone from one of the most expensive provinces in Canada to get a payday loan, to by far the most affordable.”

- Jeff Loomis, Executive Director,
Momentum

LOOKING FORWARD

Building on this strong foundation, Financial Empowerment will continue supporting Calgarians in making permanent changes to their financial health. We will also focus on embedding Financial Empowerment strategies into the everyday work of our new and existing partners. At a policy and systems level, in 2017 Financial Empowerment will contribute to the development of the federal government's National Poverty Reduction strategy by sharing Calgary's results and findings.

FINANCIAL EMPOWERMENT PARTNERS

LEADING PARTNERS



FINANCIAL EMPOWERMENT PARTNERS

COMMUNITY OF PRACTICE LEAD PARTNERS

We would like to thank and acknowledge the partners leading the Communities of Practice for each of the six Financial Empowerment strategies:

Financial Coaching:

Bow Valley College

Taxation & Government Benefits:

First Lutheran Church and Sunrise
Community Link Resource Centre

Education Savings:

Momentum

Learning & Earning Matched Savings:

Momentum

Safe & Affordable Financial Products:

Momentum and United Way

Basic Needs Assistance:

United Way of Calgary and Area

INDIVIDUAL PHILANTHROPISTS

We would like to thank all of the generous individual donors who supported Financial Empowerment in 2016:

Sandra Anderson

in honour of J.C. Anderson

Hugh & Laureen Borgland

Michael & Heather Culbert

Dr. Lolly & Mike de Jonge

Shawn & Judy Denstedt

Jim Dinning & Evelyn Main

Glenn & Elizabeth Hamilton

Jim & Susan Hill

Per & Slobodanka Humle

Kanovsky Family Foundation

John & Sheilagh Langille

Jamie & Brenda Mackie

Joanne McLaws

Chris & Veronique Perks

Jim & Margaret Phoenix

Tom Weber

Gary & Sylve Whitfield

1 Anonymous Donor

CORPORATE PARTNERS

We would like to thank all of the generous corporate donors who have supported Financial Empowerment in 2016:

ATB Financial

First Calgary Financial

RBC Royal Bank

Servus Credit Union

TD Bank Group

GOVERNMENT PARTNERS

We would like to thank our government partners for their support and commitment to Financial Empowerment:

The City of Calgary

Government of Alberta

SUCCESSFUL KIDS



I had it all: a great job, incredible wife, safe and happy home, and beautiful daughter.

I AM CALGARY.

My life became even more amazing the day my son Gage was born. Gage has Down syndrome.

Mark, proud father of Gage and participant in PREP, a United Way funded program.

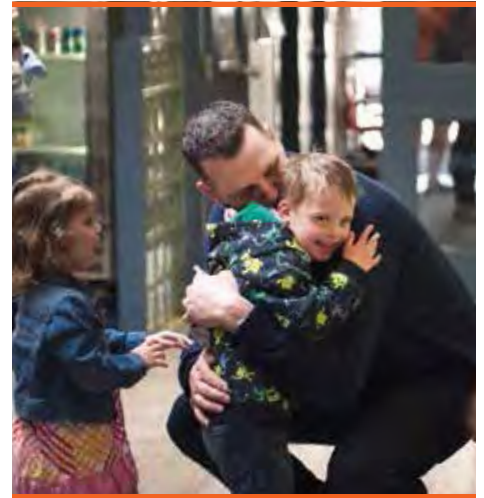
Successful kids are the future of our city. Children and youth who are unable to achieve developmental milestones or complete school are more likely to rely on social assistance, be involved in the justice system, and experience poor health over the course of their lives. United Way and partner agencies work together to build inclusive supports that focus on early childhood, recreation, mentoring, and after-school activities for children and youth. By Investing in early childhood development, skill building, and youth high school completion we ensure kids are given the opportunity to develop a strong sense of self, make positive decisions, and successfully transition to adulthood.

MARK'S STORY

To help ensure that he reaches the same milestones as other children his age, Gage receives extra support through the PREP Program, which is funded by United Way. The PREP Program is a School and Resource Center where families who have a child with Down syndrome find expert advice, services, and hope for their child's future. PREP's goal is "inclusion for life," which begins in the home, continues at school, and leads to an independent life with a meaningful job.

We saw the results of the support Gage received very quickly, and we're so happy for him. He'll have every opportunity to do what he loves as he grows.

Life is uncertain, and things can change in a heartbeat. I was a United Way donor before our family ever needed help, and now I know that true impact giving can have. Investing in United Way truly is investing in someone else's future. You never know, you just might be investing in your own.



WE ARE ALL CALGARY.

BY THE NUMBERS

73 high impact programs & initiatives were delivered by

42 partner agencies

3,970

volunteers contributed

99,463

hours to these programs in 2016

The future of Calgary will be shaped by our kids and their ability to succeed. We know that, like Gage, every child has potential and wants to contribute something special to Calgary. This is why we do everything we can to help kids be all that they can be. Along with our partners, we work to ensure the building blocks to success are in place: good parent-child relationships, a sense of confidence and belonging, and the skills and knowledge to be capable adults. This way, help is available for kids at every stage of childhood so they are more likely to become successful later in life.

Education plays a key role in the early years of childhood. Children's language and literacy skills in preschool and in kindergarten are strongly related to later academic success.⁸ Unfortunately, around one in four kindergarten-aged kids in Calgary are experiencing challenges in one or more key developmental areas (for example: physical health, social competence, emotional maturity, language and thinking skills, and communication skills).⁹ In Alberta, kindergarten-aged kids with mild or moderate disabilities were almost twice as likely to experience great difficulty meeting multiple milestones (compared with the overall population).¹⁰ Too many kids are struggling, but their success is one of our priorities.

United Way proudly partners with 42 agencies to help kids reach their highest potential. In 2016, 73 high impact programs and initiatives were delivered by these 42 partner agencies. Kids, like Gage, who need extra support are receiving it thanks to local agencies, United Way donors, and 3,970 volunteers who dedicated 99,463 hours to these programs.

⁸ Trehearne, M. P. (2011). Learning to read and loving it. Preschool-kindergarten. Thousand Oaks, CA: SAGE Ltd.

⁹ Early Child Development Mapping Project Alberta (2014). Calgary Profile. Retrieved from: http://www.ecmap.ca/images/ECMap_Documents/Calgary_CommunityProfile_May2014.pdf

¹⁰ Early Child Development Mapping Project Alberta (2015). How are our young children doing? Children with special needs in Alberta. Retrieved from: http://www.ecmap.ca/distribute/reports/SpecialNeeds_layout_final_20150224.pdf

United Way and our partners in the community are committed to high quality programs that positively impact Calgarians. Here are some of the results we achieved together with our partners in 2016:

THE OUTCOMES	THE IMPACT	THE RESULTS
Kids (ages 0-6) are achieving developmental milestones	<p>75% of people reported positive parent-child activity that supports achievement of developmental milestones.</p>	<p>6,666 parents and children interacted in ways that help them grow.</p>
Kids develop a strong sense of self, empowerment, and make positive decisions	<p>80% of kids developed new skills and competencies.</p>	<p>20,020 children learned or improved a skill.</p>
Youth successfully transition to adulthood	<p>83% of youth reported developing skills for independence.</p>	<p>7,980 youth became more independent.</p>

To see all of the results, please visit www.calgaryunitedway.org/impact

COLLABORATIVES IN ACTION

In addition to funding programs, United Way works with its partners to address the causes of the social issues in our city. This work is done with local agencies, government, businesses, and academia in order to change social conditions. Here is one example of our collaborative work in 2016:

VULNERABLE YOUTH STRATEGY

United Way works collaboratively with Burns Memorial Fund, Mount Royal University, The Alex, Aspen, Big Brothers Big Sisters of Calgary and Area, Boys & Girls Clubs of Calgary, Calgary and Area Child and Family Services, Calgary Fetal Alcohol Network, Calgary John Howard Society, Calgary Sexual Health Centre, Carya, Catholic Family Service, Hull Services, Parent Support Association, and Wood's Homes in the Vulnerable Youth Strategy.

In 2016, United Way and partners in the Vulnerable Youth Strategy developed a Natural Supports Framework. This framework is the result of two years of work with 13 dedicated community partners who aim to change the way youth are supported in the non-profit sector.

A substantial, practical tool designed to help agencies working with vulnerable youth, the framework examines ways to enhance natural support networks for youth in Calgary. Research demonstrates the critical link between positive natural supports (family, friends, neighbours, coaches, or team-mates) and healthy youth development. As a result, youth-serving agencies in Calgary will be trained to implement a natural supports approach as a way of more effectively working with youth. This approach will also be incorporated in our All In for Youth initiative.

LOOKING AHEAD WITH OUR PARTNERS

We know successful kids are the future of our city. As we move into 2017, we, along with our agency partners, will work to ensure kids learn, grow, and successfully transition to adulthood.

INVESTING IN FUTURE GENERATIONS

Building readiness in children and youth like Gage is important, not only to their individual well-being, but also to our city's success. Over the long run, education and employment readiness make an enormous difference in terms of earnings, contributing to the economy, and being active in the community. We are all Calgary, and we all win when kids have what they need to be successful.



"I became a donor at the Leadership level after we had Gage, for me that's my opportunity to give back to the community and say thank you."

– Mark, proud father of Gage and participant in PREP, a United Way funded program



all in for youth

United for school completion.

All In for Youth is a city-wide movement focused on high school completion. All In for Youth provides innovative solutions to help youth stay in school, return to school, complete school, and successfully transition to adulthood. We are excited to share our 2016 Annual Report, highlighting the results of the fourth year of this five year initiative.

APPROACH

In 2012, together with our partners, United Way of Calgary and Area (United Way) launched All In for Youth with two goals. The first was to make 3,000 positive adult-youth connections. Along with our partners, All In for Youth is proud to share that **8,119 positive adult-youth connections have been established**. The second, an aspirational goal, was to improve high school completion rates and decrease the dropout rate in Calgary. All In for Youth has made great strides to date, and we are beginning to see increases in high school completion rates in many of our All In for Youth schools.

ISSUE

1 in 5 Calgary youth do not complete high school on time every year.¹¹

Those who do not graduate high school earn less, are more likely to be unemployed, and are much more likely to access social services throughout their lives.

For every youth who does not complete high school, it costs society

\$15,850 annually in earning loss, use of social assistance, healthcare, crime, and tax revenue loss.¹²

“If this program wasn’t here, I would be out of school.”

– All In for Youth student

¹¹ Calgary’s 3 year HS completion rate in 2014-15 was 79.9% (Alberta Education, 2016)

¹² Hankivsky, O. (2008). Cost estimates of dropping out of high school in Canada. Canadian Council on Learning. Retrieved from <http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.510.4857&rep=rep1&type=pdf>

All In for Youth has focused on the following strategies to achieve these results:

CONNECTING YOUTH TO POSITIVE ADULTS

When youth have positive social support networks, they are better able to develop skills, independence and confidence, and pursue long-term goals. Success Coaches have proved to be one of All In for Youth's most promising interventions. They act as frontline resources, or 'near-peers', who create trust-based relationships with students and provide them with individualized supports.

Mentoring and tutoring are two other All In for Youth strategies which connect youth with positive adults, most of whom are corporate volunteers.

REMOVING BARRIERS TO HIGH SCHOOL COMPLETION

High school can be especially difficult for students facing financial, social, and emotional barriers. To support students in overcoming these barriers, All In for Youth established Barrier Removal Funds in local high schools. Barrier Removal Funds work on the premise that small, timely interventions can have a powerful, life-changing impact on student success. They are frequently used to pay for bus passes, nourishing food, health care, and school supplies.

“Working with my Success Coach has helped me overcome my attendance problem and focus on my future.”

– All In for Youth student

ENCOURAGING VARIED PATHS OF LEARNING AND CAREER SUCCESS

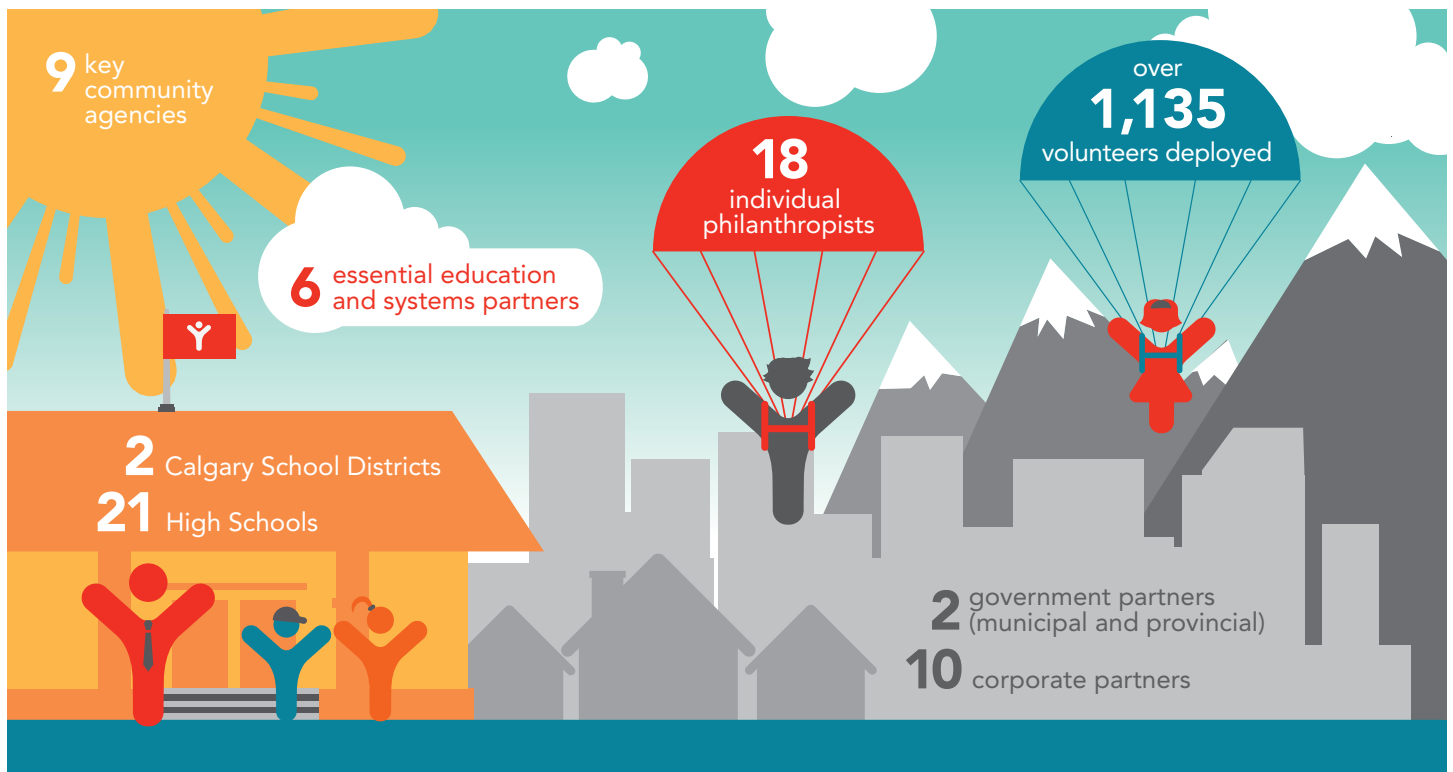
Many youth perceive university as the only post-secondary option, which can seem unattainable. By introducing youth to a variety of post-secondary options and career paths, All In for Youth helps students envision a positive future.

Through the Career Talks program, students meet with volunteers who share stories of their career journey, and answer questions about their background, training, and day-to day-work.

All In for Youth's partnership with the SAIT Culinary School has provided opportunities for youth to visit the Culinary School, be mentored by working chefs in Calgary, and gain real-life commercial kitchen experience.

WORKING TOGETHER FOR GREATER IMPACT

The All In for Youth movement is making tremendous progress towards ensuring positive futures for Calgary's youth. United Way's role has been to bring together the right partners to test, prove, and scale solutions to improve high school completion rates in our city. This multi-sectoral effort includes:



Since 2012, over
1,135 volunteers
were deployed through All In for Youth,
taking this initiative across Calgary.

These volunteers have
committed an estimated
48,555
hours to All In for Youth.

Which is equivalent
to approximately
25
full-time positions.

RESULTS

Some of the key results from the Fall semester of 2016¹³ include:

CONNECTING YOUTH TO POSITIVE ADULTS

- 376 students were supported by Success Coaches. 97% of students reported increased confidence in their ability to complete school, and 96% feel they have at least one more positive connection to an adult in their school.

REMOVING BARRIERS TO HIGH SCHOOL COMPLETION

- 115 students who struggled to get to school received transit passes or tickets through Burns Memorial Fund.
- 232 students registered for YMCA's free math tutoring tables, and 91% reported an increase in their math grades.

ENCOURAGING VARIED PATHS OF LEARNING AND CAREER SUCCESS

- 405 students attended Career Talks by 30 volunteers including pharmacists, construction foremen, and RCMP officers who inspired students by sharing their career journeys.
- 81% of students have reported an increase in their grades, and 95% of students are able to envision a more positive future for themselves after participating in an All In for Youth program.

“With support from All In for Youth I’ve been able to address my mental health issues that affected my learning and participation in school.”

– All In for Youth student

¹³ Measurement note: All In for Youth data collection aligns with the local school semester schedule to ensure reporting consistency, the project results reported here reflect the most recently analyzed complete semester data for Fall 2016.

LOOKING FORWARD

Over the past four years, All In for Youth has made a significant difference in the lives of thousands of Calgary youth. As All In for Youth transitions into its next phase, United Way will continue to resource the most impactful interventions while developing strategies to further support youth transitioning into post-secondary training and the workforce.

All In for Youth has demonstrated the power of bringing community supports and resources into our schools. As a result of this work, All In for Youth now has a great deal of evidence to share as we continue to advocate on behalf of vulnerable youth across Calgary and our province.

ALL IN FOR YOUTH PARTNERS

SCHOOL PARTNERS

Bishop Grandin High School
Bishop McNally High School
Bishop O'Byrne High School
Bowness High School
Central Memorial High School
Chinook Learning Services,
including Encore
Crescent Heights High School

Discovering Choices
Father Lacombe High School
Forest Lawn High School
Jack James High School
James Fowler High School
John G. Diefenbaker High School
Lord Beaverbrook High School

Nelson Mandela High School
Notre Dame High School
Robert Thirsk High School
Sir Winston Churchill High School
St. Anne Academic Centre
St. Francis High School
St. Mary's High School

KEY COMMUNITY PARTNERS

Big Brothers Big Sisters of Calgary
Boys & Girls Clubs of Calgary
Burns Memorial Fund
Calgary Board of Education

Calgary Catholic School District
Calgary Youth Justice Society
Junior Achievement
of Southern Alberta

The City of Calgary
Youth Employment Centre
United Way of Calgary and Area
YMCA Calgary

ALL IN FOR YOUTH PARTNERS

EDUCATION AND SYSTEM PARTNERS

Alberta Education
Alberta Health Services
Bow Valley College
Calgary Police Service
SAIT
Community Agencies

GOVERNMENT PARTNERS

The City of Calgary
Government of Alberta
Government of Canada

FOUNDING CORPORATE PARTNERS

Devon Canada Corporation
Fluor Canada Ltd.
Imperial

CORPORATE PARTNERS

We would like to thank all of the generous corporate donors who have supported All In for Youth. The following corporate donors have contributed \$50,000 or more to the initiative:


Canadian Pacific	Nordstrom	Trilogy Energy Corporation
Enerplus	Shaw Charity Classic	Vista Projects
Macquarie Capital Markets Canada Ltd.		

INDIVIDUAL PHILANTHROPISTS

We would like to thank all of the generous individual donors who have supported All In for Youth. The following individual donors have contributed \$100,000 or more to the initiative:

R.W. "Bill" Andrew	Lorne & Patricia Gordon	Clay Riddell
David & Leslie Bissett	Jim & Susan Hill	Mike & Sue Rose
The Borgland Family	Ron Mathison	Vera A. Ross
Rick F. Braund	Michele & Bob Michaleski	Bill & Sharon Siebens
The Carrera Foundation	The Norrep Foundation	Mac & Susan Van Wielingen
Michael & Heather Culbert	Poelzer Family Foundation	Two Anonymous Donors

STRONG COMMUNITIES



I AM CALGARY.

I joined Carya almost five years ago and have been facilitating the Time for You program ever since.

It's women like Samantha who make me love what I do.

Shauna, Facilitator for Carya's Time for You, a United Way funded program.

Strong communities connect and strengthen Calgarians. When people are faced with critical social issues like domestic violence, social exclusion, or mental health challenges, they are unable to participate in their community and contribute to its prosperity. By working together, United Way and partner agencies influence system and policy, and strengthen the network of services to improve opportunities for a prosperous future for all Calgarians. We focus on four key areas: educating Calgarians on domestic violence and encouraging healthy relationships, fostering community development and building stronger communities, connecting families and individuals to networks and resources to create positive well-being, and building residents' capacity to achieve positive change.

SHAUNA'S STORY

Often times, being a new mom can feel isolating. What's so great about this United Way Funded Program is that it gives local moms the opportunity to come together for fun, supportive, and positive conversations outside of the home.

When I first met Samantha, a mom of three young daughters, she felt isolated and alone with no family or friends around to support her.

Low self-esteem and persistent self-doubt made it difficult for her to make friends and connections with others, she felt that no one would want to befriend the broken person she perceived herself to be. This belief kept her in an abusive relationship, thinking that was all she had for her and her little girls. Not used to socializing with other women, Samantha was nervous and apprehensive about participating in the program and meeting the other moms.

Despite her nervousness, she attended her first session in March 2016. Over time, she found her voice in the group. The empathy she experienced and friendships she formed helped her find her strength. This new sense of connection gave Samantha the courage she needed to leave her abusive relationship and create a more peaceful and positive upbringing for her daughters.

Thanks to Carya and the Time for You program, Samantha has found belonging and support in her community. I'm proud to be able to help women like Samantha to find their strength. Strong communities connect and strengthen all Calgarians.



WE ARE ALL CALGARY.

BY THE NUMBERS

123 high impact programs & initiatives were delivered by

60 partner agencies

7,911 volunteers contributed
273,874 hours to these programs in 2016

Samantha is an example of what can happen when people are supported in their community. People who are struggling in isolation with mental health, family violence, adjusting to a new country, aging, or a disability are more vulnerable. They are more likely than the general population to lack positive social ties, which puts them at higher risk of health problems, poverty, and mental health challenges.¹⁴ United Way partners with community based organizations that have the tools to support Calgarians who experience these challenges.

Over the past 30 years, Calgary has experienced a trend in increasing concentrations of low-income people in certain neighbourhoods. In 2011, our research showed, in eight Calgary neighbourhoods, more than 30% of households lived below the low-income cut-off.^{15,16} We know strong, vibrant neighbourhoods are the foundation of a great city because they provide residents with a healthy and positive place to live. Similarly, low-income, disconnected neighbourhoods can negatively impact people's lives. Issues that may be manageable in good times are amplified in times of stress. We see the consequences of this every day. Calgary Police are seeing increases in the number of domestic violence calls each year. Nearly 19,000 domestic conflicts were reported to Calgary Police Service in 2015.¹⁷ It is important that people, like Samantha, feel safe in their homes and supported in the community.

We work with our partners to build communities that are strong enough to stand on their own but also have the ability to lean on one another when they need it. These communities find solutions to domestic violence, isolation, mental and physical health issues, disabilities, poverty, through community-led strategies to help make neighborhoods feel like home to everyone.

United Way proudly partners with 60 agencies to build strong communities. In 2016, 123 high impact programs and initiatives were delivered by these agencies. Calgarians are getting the support they need thanks to local agencies, United Way donors, and the 7,911 volunteers who contributed 273,874 hours to these programs in 2016 alone.

¹⁴ Family and Community Support Services (2014). FCSS Research Brief: Positive social ties and vulnerable populations. Retrieved from: https://www.calgary.ca/CSPS/CNS/Documents/fcss/fcss_brief4_positivesocialties.pdf?noredirect=1

¹⁵ United Way of Calgary and Area (2011). Mapping poverty in Calgary. Retrieved from: <http://www.calgaryunitedway.org/images/uwca/our-work/poverty/public-policy-research/mapping.pdf>

¹⁶ Statistics Canada's Low-Income Cut-Off (LICO) is a measure of income levels below which a family will likely devote a large share of its income on basic needs.

¹⁷ Calgary Police Service. (2016). Calgary saw Domestic Violence Rise in 2015. [Press release]. Retrieved from: <http://newsroom.calgary.ca/calgary-saw-domestic-violence-rise-in-2015>

United Way and our partners in the community are committed to high quality programs that positively impact Calgarians. Here are some of the results we achieved together with our partners in 2016:

THE OUTCOMES	THE IMPACT	THE RESULTS
Families and individuals have supportive relationships.	87% of people reported they had access to support networks.	27,672 people were better connected to others for practical and emotional support.
Families and individuals are connected to networks and resources to create positive well-being.	85% of people reported being able to access personal growth, healing, and well-being opportunities.	31,274 people were connected with opportunities to improve their well-being.
Neighbourhoods are achieving positive change.	91% of people reported their neighbourhoods had programs that addressed local needs and priorities.	5,742 people saw improvements in the quality of their neighbourhoods.
Residents achieve positive changes in building stronger communities.	68% of people reported an ability to adapt and capacity to change unhealthy or destructive patterns.	18,525 people learned habits and skills that will allow them to cope and to participate as a positive community member.

To see all of the results, please visit www.calgaryunitedway.org/impact

Strong communities are places where residents are safe, included and connected. With strong communities, people grow and have less need for programs and resources because of the natural support network they have in place. Personal resilience and connections mean more Calgarians can support their community, and strong communities are what we imagine a great city to be.

COLLABORATIVES IN ACTION

In addition to funding programs, United Way works with its partners to address the causes of the social issues in our city. This work is done with local agencies, government, businesses, and academic community in order to change social conditions. The two examples below show some of our collaborative work from 2016.

NATOO'SI

United Way works with Boys & Girls Clubs of Calgary, YMCA, Catholic Family Services, Hull Services, the City of Calgary, Inn From the Cold, Elizabeth Fry Society in the development and implementation of this initiative.

Natoo'si is United Way's Indigenous Healing and Well-Being Initiative. United Way and its partners implement healing approaches to break the cycle of intergenerational trauma.¹⁸ We believe that focusing on the root issues of intergenerational trauma with a broad healing strategy will achieve more impact than focusing on a single issue or symptom for Indigenous people.

In 2016, more than 170 people attended Natoo'si's 7th Annual Connect Event to build understanding of intergenerational trauma and healing in the non-profit sector. Attendees included service-providing agencies, teachers, school system administrators, and members of the community. After the event, 91% of participants agreed that they had a stronger understanding of healing and well-being approaches. Armed with a deeper understanding of the effects of trauma, individuals working with Calgary's Indigenous population are therefore better equipped to support their healing.

¹⁸ Trauma inflicted on a group of people who share a specific group identity or affiliation – ethnicity, nationality, and religious affiliation. It is the legacy of numerous traumatic events a community experiences over generations.

NEIGHBOURHOOD STRATEGY

Since 2008, United Way of Calgary and Area and The City of Calgary have been working together on a neighbourhood building strategy.

United Way and The City work in partnership with neighbourhood community groups to bring people, organizations, and businesses together to create positive, lasting change. Together we are able to support neighbourhood change from within and improve access to supports that exist in the community.

In 2016, residents organized 64 projects, mobilizing more than 1,000 people, on several neighbourhood issues and enhancement activities. These include projects on domestic violence prevention, support for local seniors and women facing isolation, celebrations of diversity, mobile resource libraries, community gardens, local youth volunteerism, and local acts of philanthropy.

In Bowness, Greater Forest Lawn, and Calgary's North of McKnight communities, more than 10,000 residents accessed programs and resources, and participated in community-led activities supported by the Neighbourhood Strategy. Connecting Calgarians to resources like mentoring and counselling allows them to adapt to challenges and create positive well-being for themselves.

LOOKING AHEAD WITH OUR PARTNERS

Over the next year, we will continue the work with our agency partners to make sure that all Calgary communities are vibrant, safe, inclusive, and welcoming. We will work hand-in-hand with our Indigenous community to develop a robust Indigenous Strategy, so we can take action on the journey towards reconciliation. We will continue to connect neighbours and ensure everyone has access to the resources, services, and supports they need with our partners in Community Hubs.

Community Hubs

Community Hubs is a city-wide initiative to strengthen Calgary's communities by prototyping and activating Community Hubs in six priority locations. We are excited to share this 2016 Annual Report highlighting the initiative's early results.

ISSUE

The community we live in impacts the kinds of chances we have in life. Research shows living in neighbourhoods with high levels of poverty can negatively impact life expectancy, physical and mental health, early childhood development, and overall quality of life.

Poverty is clustered in certain neighbourhoods of our city, where up to

1 in 3
residents live in poverty.

This is significantly higher than the city-wide average of

1 in 10

United Way and our partners believe that no Calgarian should be disadvantaged because of where they live.

“Our neighbours’ strengths truly are our strengths. All Calgarians deserve to grow up in a community that is invested in their success. Community Hubs connect residents with each other and provide access to important supports and resources, when and where they need them.”

- Naheed Nenshi,
Mayor of Calgary

APPROACH

Since 2008, United Way of Calgary and Area (United Way) and The City of Calgary (The City) have been working together on a neighbourhood building strategy. Combined with Calgary's need for a comprehensive poverty reduction plan, this work led to the development of **Enough for All**, Calgary's community-driven poverty reduction strategy. Enough for All aims to **reduce poverty in our city by 50 per cent by 2023**.

Two of Enough for All's goals directly call for the strengthening of Calgary's neighbourhoods: **All Calgary communities are strong, supportive, and inclusive**, and **Everyone in Calgary can easily access the right supports, services, and resources**.

Founded by United Way and The City, the Community Hubs initiative is a key implementation strategy of Enough for All and will pilot six unique Community Hubs in the priority locations of Bowness, Sunalta, Vista Heights, Greater Forest Lawn, North of McKnight Communities, and Village Square.

In December 2016, the Rotary Club of Calgary's general membership voted overwhelmingly to join the initiative as a Founding Partner through a multi-year commitment of \$2 million. Each Founding Partner brings valuable and complementary assets, networks, and resources to this \$21 million project.

"Rotary is excited to partner with United Way and The City of Calgary to bring important services and connections to thousands of kids and families across Calgary. The Community Hubs initiative is a great opportunity for Rotarians to apply our international experience in community development locally. We are proud to be a Founding Partner of this initiative, which will strengthen Calgary for future generations."

- Sid Mark, President,
Rotary Club of Calgary

WORKING TOGETHER FOR GREATER IMPACT

This is the first partnership of its kind in Canada where a United Way, municipal government, and service club are taking on a neighbourhood initiative at this scale. United Way's role is to bring together residents, government, community agencies, businesses, and philanthropists to activate Community Hubs and create positive community change. In 2016, this initiative engaged **over 10,070 Calgarians** and **68 community partners**.

INITIATIVE OVERVIEW

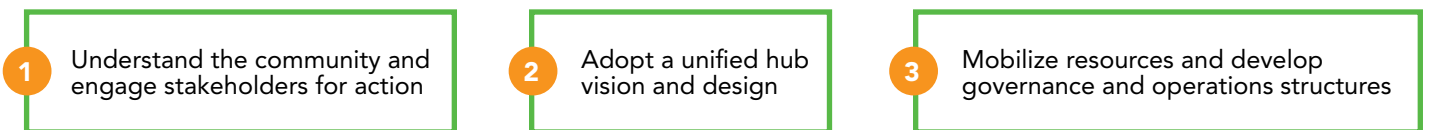
Community Hubs provide residents the unique opportunity to access a variety of supports and services where they live, while connecting with their neighbours around mutual interests and priorities. The true power of Community Hubs lies in their ability to serve as both a central gathering place, and referral source for community services and resources.

By embedding Community Hubs into the six priority communities – home to nearly 200,000 Calgarians – residents will have direct access to the supports, services, and resources they need to improve their quality of life and to create strong personal connections within their communities.

In 2016, the Community Hubs initiative focused on:

STRONG PROJECT MANAGEMENT Demonstrating a strong commitment to this project, United Way and The City jointly hired a Project Manager in June 2016 with the mandate of activating the six selected Hub sites on time and on budget. One of the project manager's first priorities was to lead a strategic planning process between The City and United Way to create a joint Program Charter. This Charter includes the project's values, milestones, impact measurement, and a timeline of key deliverables.

MOVING FROM PLANNING TO ACTION A key feature of this initiative is that each Community Hub has a distinct character and reflects the diverse needs and spirit of its community. Based on community readiness and available funding, each Hub site is at a different activation phase.



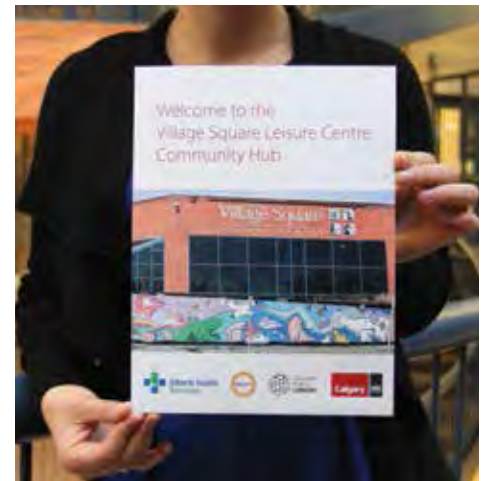
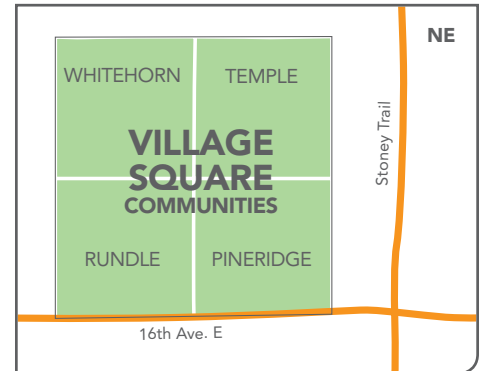
In our launch year, the Community Hubs initiative invested in two Community Hub sites: Village Square and 1000 Voices at the Genesis Centre.

SPOTLIGHT: VILLAGE SQUARE COMMUNITY HUB

Village Square Leisure Centre is the site of the initiative's first fully funded Hub. The Village Square Community Hub was made possible through a generous multi-year investment by Mike and Sue Rose.

Led by Village Square's dynamic Community Social Worker and a team of neighbourhood residents, in 2016 approximately **580 residents** participated in consultations informing the development of the Community Hub. Designed to invite community feedback, generate excitement, and increase participation in the Hub, this engagement process included meetings with on-site agency partners, focus groups with current Hub users, and community engagement activities such as door knocking, mural painting, and community potlucks.

The top community issues identified were **food insecurity** – the lack of reliable access to affordable and nutritious food – and **social isolation**. To respond to these priorities, the Village Square team is working with residents to build a community-led food strategy, create free drop-in activities for isolated residents, and implement changes which will make the Hub site more accessible and welcoming.



SPOTLIGHT: 1000 VOICES COMMUNITY HUB AT THE GENESIS CENTRE

“People who utilize this place come from all over east Calgary. It is like a gathering place where they can develop friendly relationships and network at the same time. Many people come here to get away and be somewhere they feel they belong. This place offers an opportunity for people to meet and develop new kinds of visions and relationships.”

– 1000 Voices User



Named for the one thousand community residents who participated in the consultations which shaped Calgary’s inaugural Community Hub at the Genesis Centre, 1000 Voices provides a wonderful model for other developing Hub sites to learn from.

In 2016, **over 9,000 residents** accessed 1000 Voices. Core functions of this space include:

A LOCAL SITE FOR SOCIAL SERVICES: A PLACE FOR RESIDENT LEADERS TO MOVE IDEAS TO ACTION:

Over **60 programs** are offered at 1000 Voices, based on resident interest and need. These include language classes, parenting and family support services, employment workshops, support for newcomers and refugees, free legal and tax clinics, tutoring, and senior’s activities.

Accessibility drives the high demand for these services. Located along popular transit routes and open evenings and weekends, 1000 Voices’ wide range of programming allows parents to participate in programs and services while their children are busy with other activities.

More than **30 resident groups** currently work out of 1000 Voices and catalyze responses around identified community priorities such as domestic violence, public safety, and social isolation. Over the past five years this local leadership has resulted in the community taking a stand against domestic violence, tangible safety enhancements such as improved street lighting, and improved public transportation routes.

In addition, hundreds of individuals meet in the common spaces each month. This contributes to their social well-being and allows valuable informal connections to form. Staff are on-site to provide support and referrals as needed.

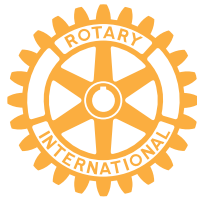
LOOKING FORWARD

2016 was a foundational year for the Community Hubs initiative. Building on this early progress, the public launch of the Community Hubs initiative will be held at the Village Square Community Hub on June 28th, 2017.

By summer 2017, the Community Hubs initiative anticipates welcoming one to two corporate partners and by year-end, will have invested funds in each of the six Community Hub locations.

COMMUNITY HUBS PARTNERS

FOUNDING PARTNERS



INDIVIDUAL PHILANTHROPISTS

Thank you to all donors who supported Community Hubs in 2016:

Jim Dinning & Evelyn Main

Mike & Sue Rose

Bill & Sharon Siebens

We would also like to thank and acknowledge our community partners in the six Community Hub priority neighbourhoods: Bowness, Sunalta, Vista Heights, Greater Forest Lawn, North of McKnight Communities, and Village Square.



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